



Adopted Budget

for Seminole County, Florida

Fiscal Year 2021/2022



SEMINOLE COUNTY
FLORIDA'S NATURAL CHOICE

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SEMINOLE COUNTY
FLORIDA'S NATURAL CHOICE

October 1, 2021

Honorable Members of the Board of County Commissioners:

I respectfully submit the Seminole County Fiscal Year 2021/22 adopted budget. Totaling \$879 million for all governmental and proprietary activities of the County, the adopted budget includes \$489 million for base budget operations, \$109 million in one-time expenditures, and \$281 million for non-dedicated transfers and reserves. Reserves in the General Fund represent 20% of revenues. The adopted budget was prepared with the assumption that there would be no increase in the County's General Fund, Fire MSTU, or Unincorporated Road MSTU millage rates.

Revenue Outlook

Non-Ad Valorem Revenue

For Fiscal Year 2021/22, some non-Ad Valorem revenues are forecasted to stabilize; however, Gas Tax and Tourist Development Tax collections are not anticipated to return to pre-pandemic levels. The adopted budget assumes an 6% average increase in non-Ad Valorem revenues.

Infrastructure Sales Tax Fund

In fiscal Year 2021/22, the 2014 One Cent Infrastructure Sales Tax is projected to generate \$45 million in County revenues for Fiscal Year 2021/22. The Third Generation Infrastructure Sales Tax was estimated to generate \$36 million annually for the County and \$65 million overall, when it was originally approved by the voters in 2014. Pursuant to the Interlocal Agreement, the County receives 55.6% of the projected sales tax. Seminole County Public Schools receives 25% and the seven cities share in 19.4% of the estimated revenue.

Gas Tax Funds (Transportation & Mass Transit)

The Transportation Trust & Mass Transit Funds are primarily supported by state and local Gas Taxes. Gas Taxes generated \$16.1 million in Fiscal Year 2018/19 but declined by more than 12% in Fiscal Year 2020/21. Revenue generation for Fiscal Year 2021/22 is forecasted at \$14.7 million, an improvement over the previous fiscal year but \$1.4 million less than peak collections. In order to maintain services in the Transportation Trust and Mass Transit Funds, annual transfers from the General Fund are required in the amount of \$4 million and \$7 million respectively.

As part of the Local Option Fuel Tax program, the County currently collects a total of six cents, which is the equivalent of \$1 million in revenue per penny. The County may levy up to 11 cents in total Local Option Gas Taxes.

Ad Valorem Revenues

Ad Valorem revenue estimates are based on a continuation of the countywide millage rate of 4.8751, which has remained unchanged since Fiscal Year 2010/11; the Unincorporated Road District millage rate of 0.1107, and the Fire Protection District millage rate of 2.7649.

Due to a 5.42% growth in property valuations, Fiscal Year 2021/22 General Fund Ad Valorem revenues are increasing by \$8.9 million. In addition, growth in taxable property values will lead to an Ad Valorem revenue

increase of \$3.5 million to the Fire Fund and \$0.1 million to the Transportation Trust Fund, totaling \$12.5 million, a 5% increase over Fiscal Year 2020/21.

Although County Ad Valorem revenues remain positive despite the pandemic, growth rates continue to decline. At the onset of Fiscal Year 2019/20, the County experienced an Ad Valorem growth rate of 8.09%. However, growth declined by 1.5% in Fiscal Year 2020/21 and is estimated to decline by another 1% in Fiscal Year 2021/22. Property values have remained relatively steady over the past 12 months primarily due to thriving residential real estate sales. Low mortgage rates, high demand, and the lowest inventory since 1995 have led to a strong sellers' market.

AD VALOREM GROWTH HISTORY	
FY16	5.71%
FY17	5.44%
FY18	7.12%
FY19	7.92%
FY20	8.09%
FY21	6.55%
AVG	6.81%
FY22	5.42%

The initial budget development process resulted in County Department General Fund expenditure requests of \$267 million. When coupled with the \$160 million total General fund transfer to the Constitutional Officers, the total requested funding created a General Fund budget deficit of approximately \$15 million. Through refinement of the County Department budget requests, staff has decreased this amount by \$8 million, leaving a budget gap of \$7 million. In the adopted budget, this gap has been plugged using \$7 million of reserves. Identifying an additional \$7 million in reductions to achieve a structurally balanced budget without reducing services has proven to be challenging, for the following reasons:

- Health insurance costs have increased 8% annually over the previous six years;
- LYNX services have increased 9% annually on average, primarily due to Paratransit Services;
- Fuel Tax revenues continue to trend downward as more individuals and businesses utilize public transportation, electric vehicles, or employ telecommuting;
- The County's aging fleet requires \$6-8 million annually just to remain operational;
- Communication Service Tax Revenues have decreased by 5% on average; projections reflect a nearly \$2 million impact annually; and
- More than 190 full-time positions, or 13% of the County's workforce, were eliminated following the 2008 recession; this adopted budget anticipates the County will return to this level in Fiscal Year 2021/22 for the first time in 14 years.

Although the adopted budget reflects efforts focused on the needs in the 2021/22 fiscal year, throughout the process we have remained mindful of future budgeting considerations including:

- Phase 1 of the Five Points development, which includes the relocation of the Civil Courthouse and construction of a new central energy plant and parking garage, is underway. The additional annual debt service of \$4.5 million will commence as early as Fiscal Year 2022/23.
- SunRail operational costs will transition from FDOT to area counties in Fiscal Year 2025/26 at an estimated outlay for Seminole County's portion of \$12-\$14 million annually; and
- Florida Amendment 2 passed in November 2020, which requires the state to increase the minimum wage to \$15 per hour by September 2026. The Adopted Budget reflects an accelerated increase to the County's minimum wage to \$14 per hour in FY 2021/22.

Highlights of the Fiscal Year 2021/22 Adopted Budget

Constitutional Officers

Total funding to support the operations of the Sheriff, Tax Collector, Clerk of the Court and Comptroller, Property Appraiser, and Supervisor of Elections constitute 64% of the adopted General Fund revenues, including formal requests for facilities and technology improvements outside of their certified transfers. The overall Constitutional Officers' General Fund transfer for Fiscal Year 2021/22 is adopted at \$160 million, representing a \$6.2 million increase over last year.

Personnel

A total of 70 new positions were requested by Seminole County Government Departments at an estimated cost of \$3.1 million. Priorities were given to Public Safety (23 new FTEs), the Building and Planning Divisions, Public Works, Water Utilities, and the Office of Organizational Excellence. Eight FTEs included in the County Department initial requests were deferred at a savings of \$393,000.

Approved positions, as shown in the table to the right, include two Project Managers within the Office of Organizational Excellence; a new Organizational Training position; a Fleet and Facilities Division Manager; a Natural Resources Officer; a Building Plans Examiner; and a Building Permit Technician.

The adopted budget includes a 3% salary adjustment for all non-bargaining unit employees at a total cost of \$3.4 million, with a \$1.1 million impact to the General Fund.

NEW POSITIONS			
PROGRAM	TITLE	FTE'S	COST
GENERAL FUND		24.50	1,550,828
PLANNING	NATURAL RESOURCE OFFICER	0.75	53,814
DEVELOPMENT REV	PERMIT TECHNICIAN	1.00	45,398
WATER QUALITY	PRIN ENVIRONMENT SCIENTIST	1.00	80,371
WATER QUALITY	WATER QUALITY SPECIALIST	1.00	45,398
FACILITIES	TRADESWORKER	2.00	84,040
FLEET & FACILITIES	DIVISION MANAGER	1.00	112,927
NATURAL LANDS	EQUIPMENT OPERATOR II	1.00	45,398
NATURAL LANDS	LANDSCAPE INSPECTOR	1.00	42,020
PARKS & REC	MAINTENANCE WORKER I	1.00	36,034
SOFTWARE DEV	SENIOR PROGRAMMER	2.00	160,754
PORTFOLIO MGT	PROJECT MANAGER II	2.00	180,043
PORTFOLIO MGT	TRAINING COORDINATOR	2.00	107,836
ORGANIZ EXCELLENCE	PROJECT MANAGER II	2.00	180,020
HUMAN RESOURCES	ORGANIZATIONAL TRAINER	0.75	53,814
COUNTY ASSISTANCE	PROGRAM SPECIALIST	1.00	38,910
COUNTY ASSISTANCE	PROJECT COORDINATOR II	1.00	71,764
COUNTY ASSISTANCE	PLANNER	1.00	65,240
14 WORKSTATION SUPP	CITIZEN ENGAGEMENT SPECIALIST	3.00	147,046
HEALTH INSURANCE FUND		0.25	17,938
HUMAN RESOURCES	ORGANIZATIONAL TRAINER	0.25	17,938
FIRE PROTECTION FUND		23.00	137,715
FIRE	FIREFIGHTER	12.00	805,536
FIRE	LIEUTENANTS	9.00	796,288
FIRE	OT REDUCTIONS	-	(1,601,824)
FIRE	LIEUTENANT	1.00	78,397
FIRE PREVENTION	FIRE INSPECTOR I	1.00	59,317
BUILDING FUND		4.25	215,983
BUILDING	NATURAL RESOURCE OFFICER	0.25	17,938
BUILDING	PERMIT TECHNICIAN	2.00	90,796
BUILDING	PLANS EXAMINER	1.00	65,229
BUILDING	STAFF ASSISTANT	1.00	42,020
TRANSPORTATION TRUST FUND		1.00	149,341
PW BUS OFFICE	DEPUTY DIRECTOR	1.00	149,341
COMMUNITY SERVICES GRANTS		4.00	260,915
COUNTY ASSISTANCE	GRANT CASE MANAGER	4.00	260,915
WATER AND SEWER FUND		4.00	289,546
WATER OPS	SCADA TECH COORDINATOR	1.00	90,010
WATER OPS	DEPUTY DIVISION MGR OF UTILITIES	1.00	80,377
WASTEWATER	CHIEF WASTEWATER TPO	1.00	65,229
WASTEWATER	INDUSTRIAL PRETREATMENT INSPCT	1.00	53,930
11001 TOURISM SPORTS 4 & 6 CENT FUND		1.00	100,824
TOURISM	TOURISM MANAGER	1.00	100,824
Grand Total		62.00	2,723,089

Facilities

A total of 69 new facility-related requests (excluding Proactive Maintenance) were submitted by County Departments and Constitutional Offices, totaling \$10.8 million. Thirty-two of these requests, totaling \$4.3 million, were deferred and from the adopted budget. Deferred projects include flooring at the Animal Services Building, park and library restroom renovations, and traffic signal pre-emptions. Approved facility improvements in the adopted Fiscal Year 2021/22 budget include perimeter fencing at several parks; restroom renovations at Sanlando Park and the Central Branch Library; kennel door replacements at Animal Services; multiple roof and HVAC repairs; and \$2.7 million towards Fire facility capital improvements and equipment.

Fleet Replacement Plan

A structured fleet replacement plan was initiated in Fiscal Year 2018/19 with the intent to replace all necessary vehicles within seven years. As a consequence of the 2008 recession, fleet replacement was substantially deferred, leaving the County with many vehicles operating beyond acceptable useful life standards. The replacement scenario was accelerated to a five-year plan in Fiscal Year 2019/20.

The Fiscal Year 2020/21 budget development cycle began with the intended continuation of the five-year plan, which would have replaced 74 vehicles in the General Fund and Transportation Trust Fund at a cost of \$5 million. However, in an effort to balance the General Fund budget during the pandemic, the plan was reverted back to the seven-year plan, which postponed a total of 19 requests at a savings of almost \$1.3 million in Fiscal Year 2020/21. A total of 68 new and replacement vehicles, generators, trailers, and heavy equipment are approved in the General and Transportation Trust Funds for Fiscal Year 2021/22, totaling \$4.7 million. An additional 44 vehicles are funded to support Water Utilities, Solid Waste, and Fire Services, totaling \$6.8 million.

Transportation Infrastructure

Nearly \$60 million in transportation infrastructure projects are included to be initiated or continued in the Fiscal Year 2021/22 budget, including:

- \$9.3 million for North Street/Rolling Hills pedestrian and vehicular safety improvements;
- \$8.8 million for bicycle/pedestrian and landscaping enhancements at Orange Boulevard;
- \$4.3 million toward the resurfacing of local roads;
- \$2.3 million toward basin studies, which include Lake Jesup, Little Lake Howell, and Howell Creek;
- \$1.8 million for the new Fire Station 39/International Parkway access road;
- \$1.5 million for Midway Community drainage improvements;
- \$1.4 million toward the lining of underground pipes to prevent erosion and enhance drainage; and
- \$1.3 million for trail design and construction within the powerline corridor at SR434/Shepard Road.

Recreation

The initial budget submittals included \$3.8 million in requests related to recreation. Due to funding constraints, spending in the adopted budget has been reduced to approximately \$2 million, including:

- \$262K for restrooms in Sanlando Park and the Central Branch Library;
- \$130K for a Fitness Path at the Health Department
- \$223K for fencing at Sylvan and Red Bug Parks, Moores Station fields, and the Softball Complex;
- \$287K for the East Branch Library roof;
- \$100K for various lighting in Greenwood and Bookertown Parks and the West and East Libraries;
- \$94K for Sylvan Lake soccer fields; and
- \$800K for books, software, and materials.

Fire Services

Residents in unincorporated Seminole County and the Cities of Altamonte Springs, Winter Springs, and Casselberry are served by the County's consolidated fire services.

Adequate fire funding has allowed the County to construct much-needed fire stations to serve its growing population. Fire Station 11 was originally scheduled to open in December of 2020 but was delayed due to the pandemic. This relocated station, a joint venture between the County and the City of Altamonte Springs, is scheduled to open in September of 2021. The design of Fire Station 39, located in the northwest section of Seminole County, is 90% complete and is estimated to be operational in the winter of 2022.

The adopted Fiscal Year 2021/22 budget allocates \$750K towards the initial phases of the new Fire Station 23, located in the Howell Branch Road area of Unincorporated Seminole County. In order to accommodate additional equipment and personnel, \$750K is included for the expansion of the bay at Fire Station 42 in Geneva. Additionally, \$500K is allocated for an interior redesign of Fire Station 24, located in Winter Springs.

Also included in the adopted budget are 12 new firefighters and nine new Lieutenant positions. This enhanced staffing is intended to ensure adequate staffing levels on all shifts. It is anticipated that the cost of these new positions will be offset by a \$1.6 million reduction in overtime expenditures.

Key Strategic Priorities

This adopted budget focuses on the continued delivery of essential services at the County's existing levels of service. At its March 12, 2021 retreat, the Board of County Commissioners identified 10 Key Strategic Priorities (KSPs) which would result in enhanced services to the community and increased efficiencies in the organization:

1. Develop a strategy for effectively managing development activity;
2. Improve the quality of County Government technology infrastructure;
3. Develop a strategy for continuing capital improvements;
4. Sustained emphasis on affordable and workforce housing initiatives;
5. Develop strategies for leadership, succession, and talent development;
6. Maintain funding of reserve accounts;
7. Create a community health initiative;
8. Ongoing implementation of the 5 Points project;
9. Increase engagement with regional partners; and
10. Develop a holistic water policy plan.

Each of these priorities has been workshopped over the course of several months. Funding for Priority #1, #2, #4, #5, and #7 has been included in the adopted budget. Future budget requests may be considered mid-year or in the Fiscal Year 2022/23 proposed budget. Staff is currently meeting with individual Commissioners to further refine the approach, strategies, and resources necessary to successfully execute each priority.

Conclusion

This adopted budget recognizes the challenges and uncertainties the County continues to face. It considers our need to remain prudent and thoughtful as we attempt to understand and address the immediate needs of our community while forecasting the long-term sustainability of our overall budget.

As responsible stewards of the public's resources, staff works diligently through a transparent and accessible process to develop a fiscally responsible budget that meets the community's needs and provides the programs and services that citizens value. I'd like to express my gratitude to the team for their commitment to this effort.

I'd also like to thank the Board of County Commissioners for your active engagement and guidance throughout the budget development process. By remaining focused on both the needs of the community and County employees, Seminole County Government will continue to demonstrate our ability to serve citizens now and in the future.

Sincerely,

A handwritten signature in blue ink that reads "Nicole Guillet". The signature is fluid and cursive, with the first name "Nicole" being more prominent than the last name "Guillet".

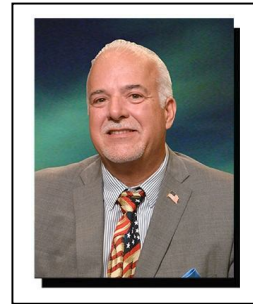
Nicole Guillet
County Manager

COUNTY OFFICIALS

BOARD OF COUNTY COMMISSIONERS



BOB DALLARI
District 1



JAY ZEMBOWER
District 2



LEE CONSTANTINE
District 3



AMY LOCKHART
District 4



ANDRIA HERR
District 5

APPOINTED OFFICIALS

NICOLE GUILLET
County Manager

A. BRYANT APPLGATE
County Attorney

CONSTITUTIONAL OFFICERS

GRANT MALOY
Clerk of the Circuit Court and Comptroller

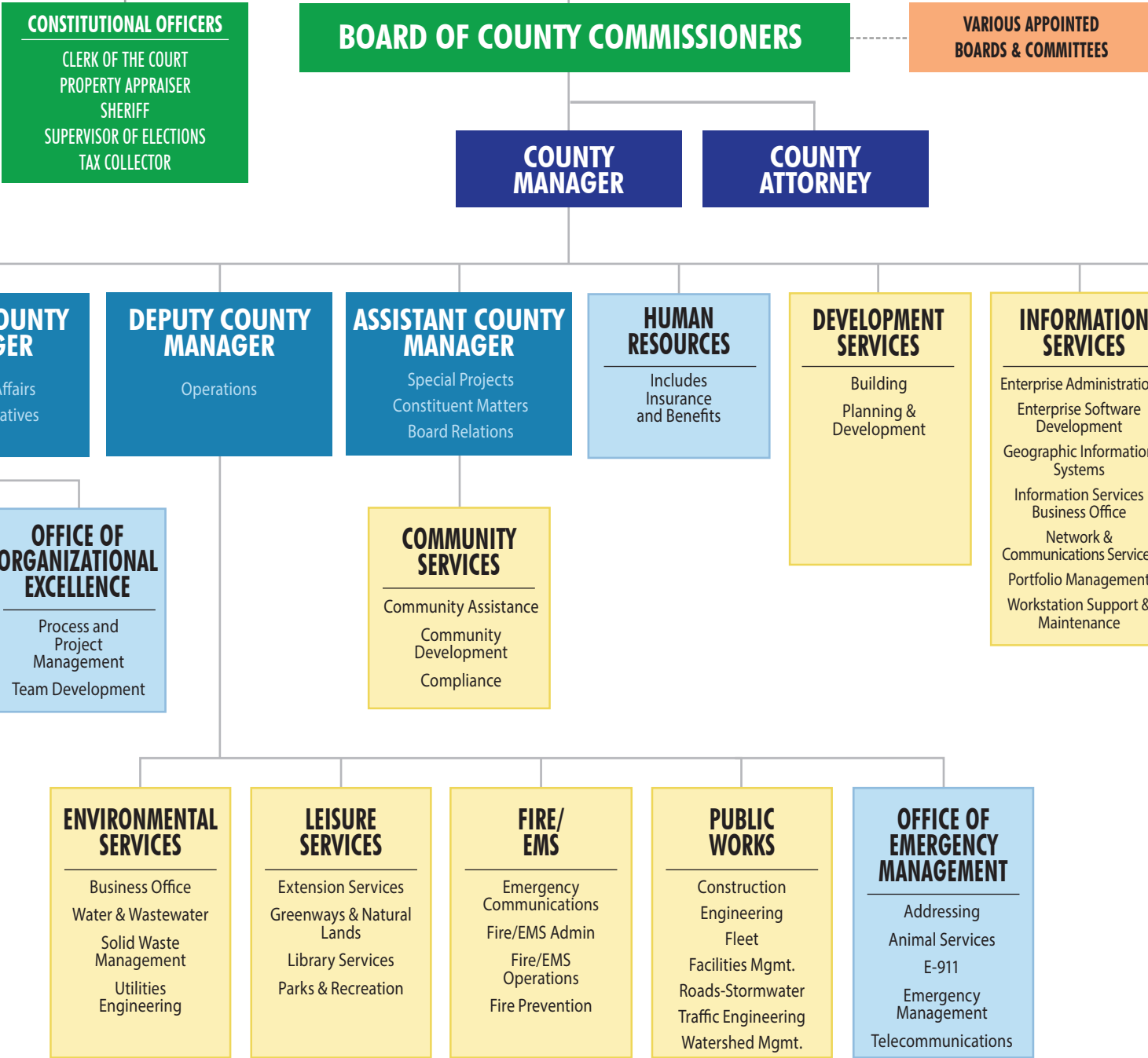
DAVID JOHNSON
Property Appraiser

DENNIS LEMMA
Sheriff

CHRIS ANDERSON
Supervisor of Elections

J.R. KROLL
Tax Collector

Citizens of Seminole County



BUDGET & FISCAL MANAGEMENT STAFF

Lorie Bailey BrownCFO / Director of Resource Management
Timothy JecksDeputy CFO / Budget Manager
Kent Cichon.....Financial Administrator
Sara Carrick.....Financial Administrator
George Woodring.....Grant Administrator
Jennifer Stevens.....Financial Manager
Davison Heriot.....Financial Manager
Wendy Aviles.....Financial Manager
Michelle Rosa-Munger.....Administrative Assistant



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Seminole County, Florida for its biennial budget for the fiscal year beginning October 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements.

HOW TO READ THIS DOCUMENT

The Seminole County annual budget document is intended to provide information for a variety of purposes for different groups of users. It serves as a policy document, financial plan, and operating guide for County services. This section provides a brief explanation of the information that can be found in each section of the document. Generally, as you go deeper into each section and into the document as a whole, the information provided becomes more detailed.

Organization of the Document

This document is made up of a Budget Message to the Board of County Commissioners, which discusses, on a very high level, issues and aspects concerning the current budget as adopted by the Board, and thirteen sections: Introduction, Budget Overview, Countywide Budget, Countywide Budget Detail, General Fund Budgets, Personnel Services, Internal Service Charges, Non-Base Requests, Debt Management, Key Strategic Priorities, Departments, Appendix, and Glossary. Each section is divided up into multiple reports, which are outlined in the Table of Contents. If the document is being viewed electronically, bookmarks and hyperlinks have been established duplicating information found in the Table of Contents.

Introduction

The Introduction section begins with a few introductory items, including the list of elected and appointed County officials, an organizational chart of the County government, a listing of the budget and fiscal management staff who put this document together, a copy of the previous year's Government Finance Officers Association Distinguished Budget Presentation Award, and these pages. This section continues with an overview of the County's history, the organization of the County's government, and demographic information about the County. This information is primarily oriented towards readers who are not familiar with the County, although it may be of interest to other readers. This is followed with a discussion pertaining to the County's long range planning policies and procedures. This information includes a discussion of the County's strategic planning, a discussion of the County's fiscal policies, and the County's long-term financial planning. A summary list of short term initiatives, long-term goals and objectives, and multi-year revenue and expenditure forecasts for major funds completes this section.

Budget Overview

The Budget Overview section brings focus from the County's long range planning policies and procedures to the procedures used to create the adopted budget reflected in this document. This section includes the budget development calendar and a discussion of the budget process and the assumptions used in developing, monitoring, and amending the budget. A summary of adjustments made to the sources and uses in the Proposed Budget and that are reflected in the Adopted Budget follows next. This section also includes a high level (by fund) breakdown of the budget and a discussion of fund accounting and the various funds used in the adopted budget. This section concludes with charts and explanations of both total and current sources and uses of funding.

Countywide Budget

The Countywide Budget section includes information on the budget as a whole, across all funds and all departments. The following information is provided:

- a one page summary of the budget
- information about property taxes

HOW TO READ THIS DOCUMENT

- a history of the millage rates charged by the County
- a history of the taxable property values
- a sample property tax calculation
- a comparison of property taxes by taxing authority
- information about countywide sources and uses of funding
 - a detailed listing of all sources of funding
 - a detailed history of major revenue sources
 - a diagram representing activity by department across funds
 - a detailed listing of uses by department and program
 - a summary of uses by function and object classification
 - a listing of outside agencies supported by county funds
 - a summary of grants
 - a listing of transfers from one fund to another within the county
 - a summary of reserves

Countywide Budget Detail

The Countywide Budget Detail section includes more detailed information about the countywide budget. First is a detailed revenue listing for each fund within the county budget. This is followed by an expenditure programmatic budget for each fund within the county budget. The last portion of this section is a statement of changes in fund balance (both historical and budgeted) for each budgeted fund.

General Fund Budget

The previous section focused on the budget as a whole, which includes proprietary funds, capital project funds, special revenue funds, and other funds with a limited purpose. This section focuses specifically on the General Fund. The General Fund can be used for any legitimate purpose by direction of the Board of County Commissioners.

The following information is provided about the General Fund:

- a variance summary for the adopted General Fund budget compared to the adopted General Fund budget in the previous year
- information about sources of funding in the General Fund
 - charts and explanations of both total and current sources of funding
 - a detailed listing of all sources of funding
- information about uses of funding in the General Fund
 - charts of both total and current uses of funding
 - a detailed listing of uses by function and program
- history of fund balances since FY 2015/16
- spending per capita since FY 2018/19

Personnel Services

The Personnel Services section provides information about the staffing levels supported in the current budget. It provides an overview and history of the staffing levels of county staff, a comparison of FTE's by fund, department and program, a summary of the changes in budgeted positions, and a summary and details regarding the currently budgeted positions.

HOW TO READ THIS DOCUMENT

Internal Service Charges

In order to better represent the cost of the various programs undertaken by the County, certain internal costs have been allocated from internal service programs to user programs. This includes such costs as telephone service and the costs of technology. The Internal Service Charges section provides information about the various costs that are allocated from internal service programs to user programs.

Non-Base Budgets

In broad terms, governments can either adopt two separate budgets, one an operating budget and the other a capital budget, or it can adopt a unified budget which contains both annual operating appropriations as well as long term capital appropriations. The county has chosen to adopt a unified budget. The primary difference between an operating and a project appropriation is that an operating appropriation expires at the end of the fiscal year. A project appropriation generally continues on from year to year from the time it is initially appropriated until the project is completed.

The Non-Base – Budgets section begins with a summary of non-base budgets, including the Capital Program’s funding sources and funding amounts, followed by a discussion of the capital and operating projects included as part of the adopted budget, which only consists of new and additional funding for projects.

The Non-Base – Budgets section also includes a discussion of the major projects within the budget, detailed listing of all projects by fund, detailed listing of Facilities projects by business unit and program, and a Five Year Capital Improvement Program by department (including annual operating impacts). Additional information about capital projects can be found in the Five-Year Capital Improvement Program, which is adopted by the Board of County Commissioners at a later date. One of the policies of the Board of County Commissioners is that the County cannot purchase capital equipment (with a cost of \$5,000 or more) without authorization of the Board of County Commissioners. The Non-Base – Budgets section lists the capital equipment purchases that are authorized by the Board of County Commissioners as part of the adopted budget. Any capital equipment purchases that are not included in this section must be approved by the Board of County Commissioners through separate action at a meeting of the Board of County Commissioners.

Debt Management

The Debt Management section discusses outstanding long term debt of the county and underlying ratings for bonds outstanding, excluding bank loans.

Key Strategic Priorities

Provides the Key Strategic Priorities Final Report, which includes summaries of the key strategic priorities (KSP) and an insight into the status of each individual KSP, as well as refined solutions, elements, actions, necessary resources and estimated completion dates.

HOW TO READ THIS DOCUMENT

Departments Sections

This section contains information about each Department. This information includes:

- a diagram of the programs contained within the departmental budget
- a departmental message
- departmental goals, objectives, performance measures, and the KSPs in which the goals support
- a summary by fund of the department's historical and budgeted expenditures by program
- following the department summary, program messages and a summary by object of each program's historical and budgeted revenues and expenditures

Appendix

The Appendix contains certified copies of the millage and budget resolutions adopted at the final budget public hearing.

Glossary

There is a great deal of technical language used in the budget process. We have attempted to minimize the use of such language, or to explain the terminology within the text utilizing it. However, not all such language has been excised or explained. Accordingly, the Glossary section includes definitions of technical language which may appear elsewhere in the document.

Cross Reference

Frequently Asked Question

What is the total budget?

What is the County's millage rate?

How many employees does the County have?

What is the County's budget process timeline?

What changes have been made?

Where the money comes from and where the money goes?

How much money do we have in the reserves?

Where can I find the Seminole County population?

What are the County's fiscal policies?

Where can I learn about the capital budget?

How much money is transferred from one fund to another?

Please refer to

Countywide Budget

Countywide Budget

Personnel Services

Budget Overview

Budget Message

General Fund Budget

Budget Overview

Countywide Budget

Countywide Budget Detail

General Fund Budget

Departments

Countywide Budget

Introduction

Introduction

Non-Base Budgets

Countywide Budget

Rounded Figures

Various reports throughout this document may contain figures that are rounded. The sum of rounded figures may not always add exactly to the rounded total.

HOW TO READ THIS DOCUMENT

Links to Additional Sources for Seminole County Budget Information



Facebook.com/SeminoleCounty



Instagram, @seminolecountyfl



Nextdoor.com



SGTV (SeminoleCountyFL.gov/SGTV)



Twitter, @seminolecounty



YouTube.com/SeminoleCounty

HISTORY OF SEMINOLE COUNTY

The St. Johns River, which opens Central Florida to northern contact by an inland water route, is more than 200 miles long and dominates the history of Seminole County.

During six years of conflict with the Seminole Indians, the river provided water transport for U. S. military troops to the first white settlement established in 1836 on the southern shores of Lake Monroe. From Fort Mellon southward, a succession of forts were built, becoming the forerunners to present day cities.

As homesteads increased, settlers received supplies by river transport and, in turn, shipped their agricultural products to northern markets by riverboat. From the 1850's onward, steamer traffic flourished along the St. Johns River, carrying freight as well as tourists, and more recently giving way to recreational boating.

The vision of General Henry Sanford who, in 1870 introduced plans for a town near Fort Mellon now called Sanford, stimulated area citrus growing and other agricultural pursuits. By the time of the Big Freeze in 1895, the region had become the world's largest shipper of oranges. After the devastating freeze, farmers experimented with other vegetable crops. For many years, the area was known as the celery center of the world. Fern raising became important and from 1912 to 1940, Altamonte Springs, one of the County's

seven cities, boasted the world's largest fernery.



In the 1880's, rail lines began connecting the more flourishing villages. Early fort sites and settlements grew into cities along the route of the South Florida Railway, encouraging settlement and bringing wealthy northerners south for winter sojourns of boating, fishing and enjoyment of the area's popular artesian springs.

People who wanted "a Florida Boston town" provided support for the development of Altamonte Springs. Longwood, the County's oldest city, also encouraged the tourist trade with a fine resort hotel. Through the years, Seminole County cities and villages engaged in sawmill activity, citrus production, turpentine and starch manufacturing, cattle ranching, and the packing and shipping of citrus and farm produce.

Location and Topography

Bordered on three sides by pristine rivers and a huge lake, the Wekiva to the west, the St. Johns to the east and Lake Monroe to the north, Seminole County is an ideal vacation spot for those seeking beauty, untouched nature and a sense of Old Florida. Seminole County contains 344 square miles of lush tropical foliage, 2,000 fresh-water lakes and rivers, diverse wildlife, quaint towns, and is in close proximity to Orlando.

Seminole County was split from neighboring Orange County by the Florida Legislature on April 25, 1913, and became the 50th county in the State. The County consists of seven incorporated areas and five unincorporated villages within its 344 square miles (includes water bodies). Seminole County's location between Volusia County and Orange County has made it one of the fastest growing in Florida. The scenic

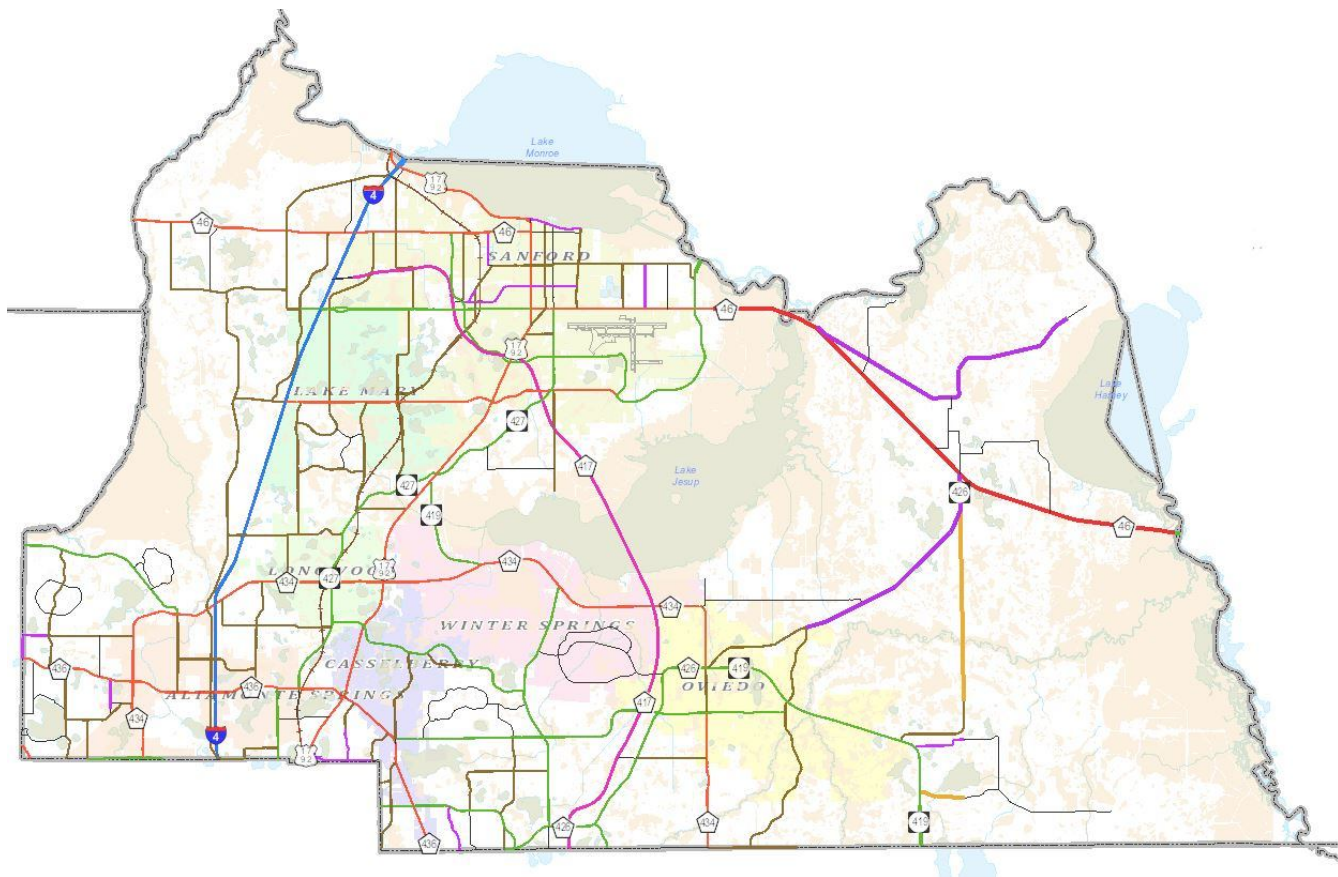
HISTORY OF SEMINOLE COUNTY

Wekiva River, flowing north to the St. Johns River, defines the western boundary of the County. The northern portion of the County forms the Greater Orlando Metropolitan District with its boundary on Lake Monroe. The historic St. Johns River flows north along the County's eastern boundary, through Lake Harney, past Lake Jesup and through Lake Monroe. Surrounding counties are Volusia, Orange, Lake and Brevard. The County seat is the City of Sanford, which is located in the northern part of the County on the shores of Lake Monroe.

Seminole County is located in Central Florida within easy driving distance to downtown Orlando and attractions such as Disney World, Universal Studios, Epcot, Sea World, Daytona Beach and the Kennedy Space Center. It is home to the Central Florida Zoological Park (located in Sanford), a greyhound racing park, and a jai-alai fronton.

Many of Seminole County's natural assets are water-related. In addition to three major lakes, the St. Johns River, Big Econlockhatchee River, and the spring fed Wekiva and Little Wekiva Rivers, Seminole residents enjoy the visual and recreational pleasure of nearly 200 smaller lakes scattered throughout the County.

Seminole County's location provides for a climate that has an average high temperature in July of 92 degrees, an average low temperature in January of 49 degrees.



SEMINOLE COUNTY GOVERNMENT ORGANIZATION

Structure of County Government

The 1868 Florida Constitution established the structure of County government. One hundred years later, the 1968 Revision of the Florida Constitution made virtually no change to that structure. The Constitution provided for a Board of County Commissioners whose primary responsibility was to provide roads and levy the necessary taxes to fund County government.

Although most county governments in Florida today have the same structure described in the 1868 Constitution, the mission of County government has changed dramatically in the ensuing century. Where once the primary responsibility of County government was to provide roads, fire protection services, and fund law enforcement, it must now deal with issues such as comprehensive planning, environmental protection, library operations, natural lands preservation, parks and recreation improvements, impact fees, water and sewer utilities, bond issues, solid waste management, low income assistance and management of information systems.

“Home Rule” County Charter

The Florida Constitution provides for “home rule” county charter government when approved by the voters by referendum. Under the “home rule” charter, the organization and authority of county government is decided by the local citizens rather than being dependent on the Florida Legislature. The voters decide by local referendum what County government organization will be most responsive to their needs. Charter government enables the County to adopt laws without the need for prior authorization by the Legislature in Tallahassee. Seminole County voters approved a charter form of county government effective November 8, 1988.

The charter provides for enhanced citizen participation and control of the governmental process through petition and referendum amendments to the “home rule” constitution, the repeal or initiation of new ordinances, and recall of County officials. A County Manager, appointed by the Board of County Commissioners as the

Chief Executive Officer of the County, assures the execution of all ordinances, resolutions, and orders of the Board of County Commissioners, and all laws of the State which are subject to enforcement by the County Manager, or by officers who are subject under the charter to the Manager’s direction and supervision. In addition, the County Manager is directly responsible for the administration and operation of all of the departments under the Board, and execution of all Board policies. The administrative departments, under the direction of the County Manager, provide the many services of the County. An administrative code detailing all of the County’s regulations, policies, and procedures is also a requirement of the charter.

The County is served by a Board of Commissioners, with five members, each representing one of the County’s five districts. Elected by the County at large, each serves a four-year term and the terms are staggered. Other elected County offices are: Clerk of the Circuit Court, Supervisor of Elections, Property Appraiser, Tax Collector, Sheriff, County Court Judges and Circuit Court Judges.

By law, the Board must establish boundaries for the five districts within the County at least every ten years – after the official United States Census has been completed. However, the Board, at its discretion, may redraw the boundaries following state and federal requirements at any time it determines inequities exist. The intent is to make the districts as equal in population as possible.

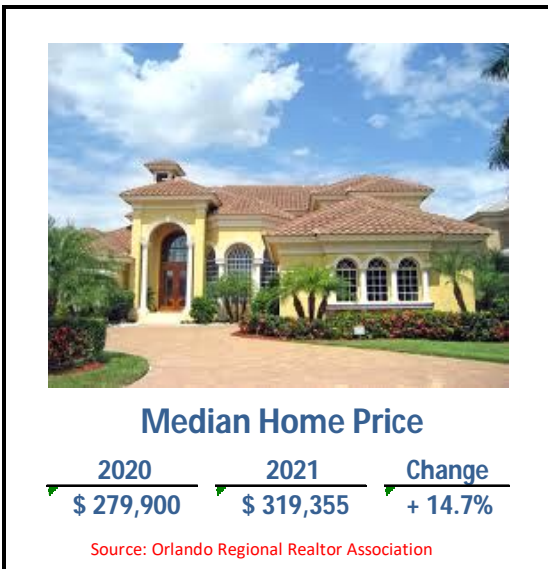
Annually, the Board elects one of their members as Chairman. The Chairman presides over all meetings, signs all legal documents, and appoints Commissioners to various committees. The Chairman is the official representative of the Board and retains a vote on all items and issues.



SEMINOLE COUNTY AT A GLANCE

A Century of Success

Seminole County turned 100 years old on April 25, 2013. The centennial benchmark was commemorated with a 100-day celebration that highlighted five of the County's points of pride. The centennial event focused on Agriculture, Education, Historic Preservation, Quality of Life, and Transportation here in Seminole County and was designed to celebrate our heritage while embracing our future.



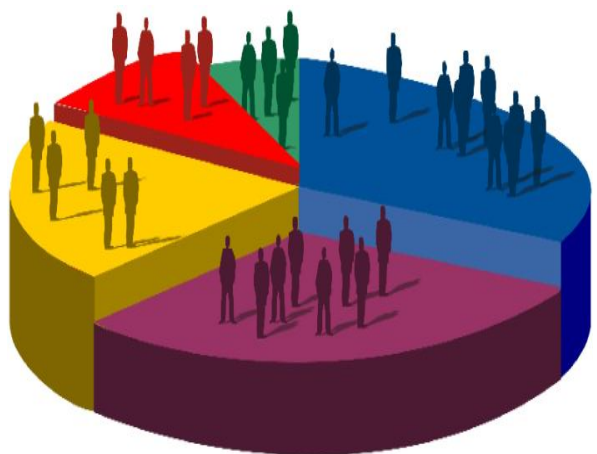
Housing

Seminole County has been able to retain its residential community characteristics despite being one of the fastest growing areas in the State of Florida. Traditional estate homes on oversized lots, contemporary subdivision and patio homes, and multi-family condominium and apartment complexes provide much of the housing in Seminole County (Condominiums – 15,415, Single Family Homes – 115,933, Townhomes – 14,522, Mobile Homes – 1,738, Duplexes – 1,703, and Apartments – 191). Most of the developments are strategically located close to shopping, churches, schools and parks. Numerous lakes and waterways offer a wide variety of additional recreational and aesthetic amenities.

Population and Age Demographics

Seminole County is the 13th most populous county in Florida and makes up approximately 2.2% of the state's total population. The 2021 population for Seminole County is estimated at **477,455**, which is a 0.14% increase over 2020. The population is expected to increase another 12.1% by 2030, highlighting the fact that Seminole County is viewed as an attractive place to live and is still growing. As of 2019, 15.4% of the county's population was 65 years or older compared to 20.1% for the State of Florida and 21.7% of the county's population was under 18 years of age compared to 20.3% of the State of Florida.

The estimated populations for the seven municipalities are: Sanford (62,045), Altamonte Springs (46,735), Oviedo (40,073), Winter Springs (38,767), Casselberry (29,571), Lake Mary (16,867), and Longwood (15,496).



SEMINOLE COUNTY AT A GLANCE

Transportation

In the Spring of 2014, SunRail opened in Central Florida, providing commuter rail service with four stops in Seminole County. This exciting new travel choice helps citizens and visitors save money on fuel while commuting throughout the County.



Interstate 4 provides the main North/South corridor through Seminole County. It connects to Interstate 95 in adjoining Volusia County and is a direct route to the downtown Orlando area, Orange County and Florida's turnpike to the south. Highway 417 (Central Florida GreeneWay) is a beltway around Orlando. The eastern and southern part of this road connects the City of Sanford, the Orlando International Airport and Disney World. Highways 17 and 92 running from north to south through the County also provide important transportation links to other areas of Florida. State Highway 46 provides a major east to west link between the City of Sanford and the east coast of Florida and connects to Highway 441.

Domestic, international, charter passenger service and worldwide air freight services are easily accessible and are provided by Orlando/Sanford Airport in Sanford, Orlando Executive Airport in Orlando, and the Deland Municipal Airport in Volusia County.

Bus service is provided within the regional metro area by the Central Florida Regional Transportation Authority (LYNX), which regularly connects Sanford and all other developed areas of south Seminole County with the City of Orlando. Greyhound Bus Lines also provides regularly scheduled service between Sanford and other destinations in Florida and the United States. CSX Transportation, Inc. provides rail service for freight delivery and Amtrak maintains a passenger depot and the southern terminus of Auto Train service within the City of Sanford.

Medical Facilities

Medical facilities are provided by AdventHealth Altamonte Springs, which is part of AdventHealth Orlando; the Orlando Health South Seminole Hospital located in Longwood; and the Central Florida Regional Hospital located in Sanford. As a result of the easy commute between the County and the cities of Orlando and Daytona Beach, numerous additional hospital facilities offering high degrees of specialization are also available within the metro area. Additionally, the Seminole County Health Department offers a multitude of medical services to the citizens of Seminole County.



SEMINOLE COUNTY AT A GLANCE

Education

Seminole County Schools are renowned for excellence and is widely recognized as a Premiere National School District. The district has received an A rating for 17 consecutive years and over 80% of all Seminole County public schools earned an A or B rating during this period (The State of Florida did not issue ratings for the 2019-2020 and 2020-2021 school years.). For the past 43 years, SAT scores in Seminole County have consistently exceeded state and national averages.



The Seminole County Public School District ranked 1st in the state for Science, Technology, Engineering and Math education (STEM) and is considered to be one of the top districts in the state in Calculus and physics enrollment as well.

Higher education opportunities are available within the county at Seminole State College, a fully accredited state supported co-educational college. In addition to an Associate of Arts Degree, Seminole State College began offering its first baccalaureate degree, a Bachelor of Applied Science in Interior Design, in January 2009. There are currently 7 baccalaureate degree programs being offered.

The University of Central Florida (UCF) is located in Orange County, adjacent to the Seminole County line. UCF offers 99 Baccalaureate and 123 Graduate (Master's and Doctoral) degree programs, as well as numerous Graduate Certificates. In addition, Stetson University in Deland and Rollins College in Winter Park, provide private college education in the area.

94% of the population aged 25 years or older have earned a high school diploma or higher and 40% of the population aged 25 years or older have earned a Bachelor's degree or higher.



Media Services

Seminole County is serviced by one daily newspaper, The Orlando Sentinel, and by the Sanford Herald, Orlando Business Journal and other magazines. The area is served by 21 AM and 39 FM radio stations as well as 19 area television stations including public broadcasting, 24-hour cable news and Spanish language stations.

SEMINOLE COUNTY AT A GLANCE

Employers

The top 10 private employers in Seminole County employed a total of 13,308 people in 2021. These companies provide a wide array of services, including Healthcare, Information Services, Financial Services, Transportation, Telecommunications, Technology Services, Insurance, and Industrial Equipment.

The Retail Trade (15.5%), Health Services (11.9%), Construction (11.6%), Professional, Scientific and Technical Services (9.9%), and Administrative and Support (9.6%) sectors represent more than half the employment in Seminole County. The per capita income is \$37,370 and the median household income is \$81,857.

2021 Top 10 Seminole County Private Employers

Company	Business Type	Employees
AdventHealth	Healthcare	3,063
Deloitte Consulting LLP	Information Services	2,865
JP Morgan Chase	Financial Services	2,000
United Parcel Service	Transportation	1,900
Verizon Corp. Resources Group	Telecommunications	1,900
Concentrix CVG Corporation	Technology Services	1,850
Liberty Mutual Insurance Co.	Insurance	1,300
HF Management Services LLC	Healthcare	1,070
Mitsubishi Power Americas, Inc.	Industrial Equipment	1,040
Orlando Health (South Seminole)	Healthcare	1,037



Public Services

The County provides a wide range of services including law enforcement, judicial services, fire protection, conservation and resource management, five County branch libraries, health and welfare facilities, historical museums, parks and recreation facilities, economic development and tourism promotion, planning and zoning, transportation, and general administrative services.

Events and Attractions

Orlando North Seminole County is home to the best of Central Florida. With lush surroundings, miles of scenic rivers and acres of beautiful parks not far from area attractions, Seminole County is a visitor's passport to the natural beauty of Florida. For the athletic traveler, Orlando North features more than 20 state-of-the-art sports facilities, expert event assistance and top group hotels in a beautiful destination.

Seminole County's calendar is packed with local events, attractions, and reasons to get out and explore! From art festivals to world-class sports, activities are non-stop with an exciting calendar of special events.

SEMINOLE COUNTY AT A GLANCE

Special Events:

January	Scottish Highland Games
February	Love Your Shorts Film Festival
March	Bike Week Casselberry Spring Jazz & Art Festival Lake Mary/Heathrow Festival for the Arts Wekiva Paint Out
April	Brews Around the Zoo Riverside Dash
May	Central Florida BBQ BlowOut St. Johns River Festival of the Arts The Springs Philharmonic Concert
June	Alive After Five (monthly) Sanford Art Walk (monthly)
July	Red, Hot & Boom Star Spangled Sanford Winter Springs 4 th of July Celebration
August	Love Your Shorts Summer Rewind Wine Down Wednesdays (ongoing)
September	Latin Jazz and Art Festival
October	Biketoberfest Champions Ride for Charities Hollerbach's Oktoberfest Space and Air Show Zoo Boo Bash
November	Asian Lantern Festival (Zoo) Longwood Fall Festival
December	Asian Lantern Festival (Zoo) Light Up the Holidays Sanford Holiday Parade



SEMINOLE COUNTY AT A GLANCE

Attractions:

- Adventures in Florida
- Altitude Trampoline Park Sanford
- Big Tree Park
- Black Hammock Adventures and Airboat Rides
- Central Florida Airboat Tours
- Central Florida Nature Adventures
- Central Florida Paddleboarding
- Central Florida Zoo and Botanical Gardens
- District Eat and Play
- Econ River Wilderness Area
- Emil Buehler Planetarium
- Escape Artist Sanford
- Equestrian Quest Stables
- Hidden Palms Ranch and Trail Rides
- Limo Cycle Tours
- Planet Obstacle
- Pedal Cruise Sanford
- Sanford Ghost Tours
- Seminole Paddle Adventures
- Semoran Skateway
- St. Johns Rivership Company
- Theater West End
- Top Golf
- U-Sail of Central Florida
- Wayne Densch Performing Arts Center
- Wekiva Island
- Wekiva Springs State Park



Sports:

Home to the 102-acre Boombah Sports Complex and the Boombah Soldiers Creek Softball Complex, Seminole County offers world-class facilities that guarantee a home run.

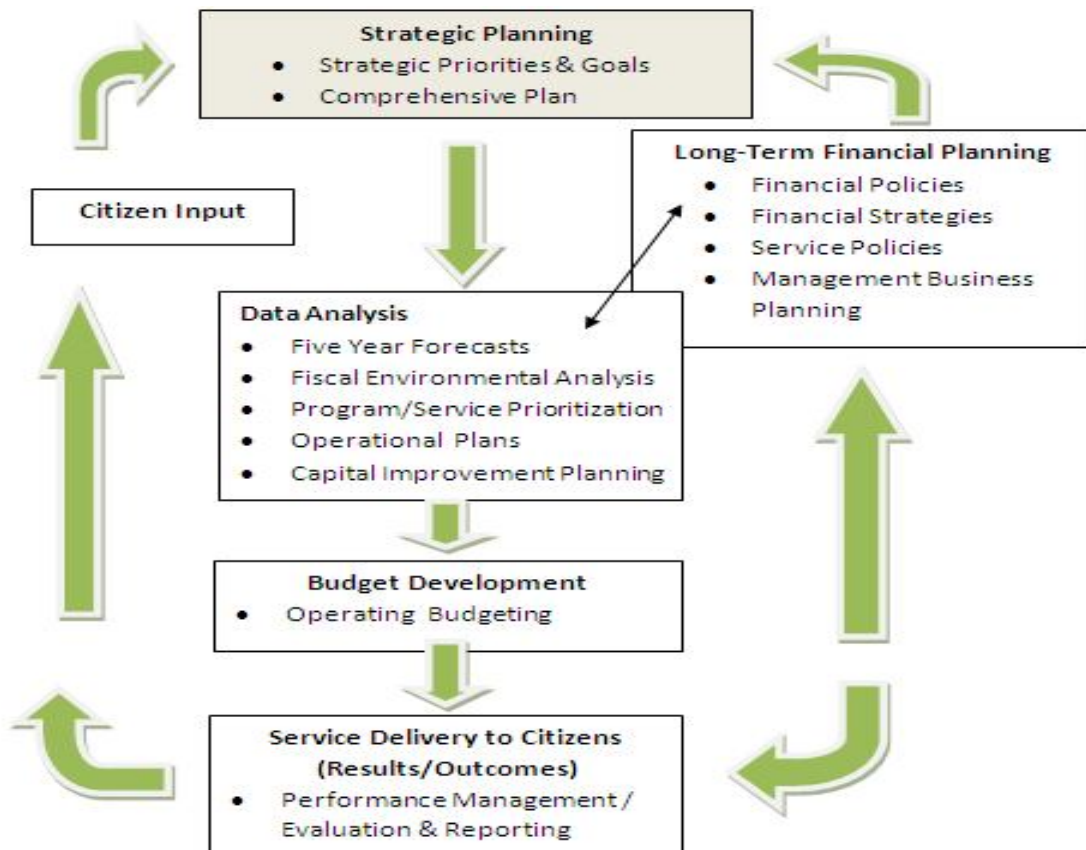
- The Boombah Sports Complex features 15 state-of-the-art lighted athletic fields, nine synthetic turf and six natural turf, and has hosted more than 250 events since opening in 2016
- Boombah Soldiers Creek is Central Florida's home for elite softball tournaments, with six natural turf fields configured for women's fast-pitch softball
- Facilities for baseball, softball, soccer and tennis are numerous; the area hosts more than 25 different sports, including field hockey, football, lacrosse and volleyball
- A popular location for eco-sports, kayaking, canoeing, fishing, rowing and sailing

STRATEGIC PLANNING

Introduction

The development of a long-term fiscal plan provides the County with a comprehensive financial perspective that addresses issues of major concern while focusing on providing a consistent level of services to its citizens within the constraints of available resources and future fiscal sustainability. The County updates its fiscal plan on an annual basis integrating forecasting, organizational planning, budgeting, and citizenry demand for services.

The following flow chart illustrates how long-term planning is linked to other County processes and identifies the tools required to effectively achieve desired results. The foundation for long-range analysis and decision-making is based largely on two key components: citizen input and the impact of our ever-changing fiscal environment.



The presentation of financial forecasts, program/service prioritization, and operational plans provide the Board with relevant information in determining service priorities for Seminole County citizens. These priorities are used to create countywide goals, which provide the framework for departmental objectives and identifying appropriate service levels. The end result of this process is demonstrated through the annual budgetary allocation of resources to the government service areas deemed most valuable by the citizens.

The County continually reviews its policies and strategies to maximize the use of available resources and provide management with a mechanism to ensure long-term financial stability and quality service delivery to the community. The goal is the application of consistent fiscal methodology for budget development, fund balance usage, capital improvement planning, service-level preferences, and efficient resource management through fiscal accountability.

STRATEGIC PLANNING

Community Input

Citizen input ensures that resources are applied to the services citizen's desire most. The following methods promote maximum participation:

- ✓ Surveys provide information on how programs and services are viewed by the Community (importance/value/quality).
- ✓ Utilization of the internet and local newspapers to facilitate dissemination of county related information.
- ✓ Public meetings are scheduled and sections of the Board's regular agenda meeting are reserved for public input from the citizens.

Five-Year Forecasts

The five-year projection of revenues, expenditures, and fund balance for major funds provides a perspective of the county's fiscal health.

- ✓ Forecasts are developed based on an analysis of current and proposed economic, legislative, and fiscal impacts to the state and local community.
- ✓ Forecasts are updated and presented to the Board semi-annually or as conditions require notification, in response to changes in the fiscal environment.

Program/Service Prioritization and Operational Plans

Evaluating operational resource requirements at the program level achieves greater operational efficiencies.

- ✓ Departments are required to demonstrate a maximized use of resources; providing efficiencies while assessing program effectiveness.
- ✓ Each department prioritizes the programs and services it provides to the citizens of Seminole County and identifies levels of service.
- ✓ Departments present operational plans or long-term challenges to the Board based on future legislative impacts and resource limitations.

Capital Improvements Planning

Assessing public infrastructure needs are a critical component of long-term fiscal planning as most improvements require funding over multiple years. A long-term perspective provides a forum for discussing funding strategies and priorities for construction and maintenance.

- ✓ The Capital Improvements Program provides a five-year planning focus for infrastructure needs as well as funding strategies.
- ✓ Analysis is provided annually to identify total funding costs inclusive of ongoing operating costs.

FISCAL POLICIES

The County's formal Fiscal Policies can be found within the Administrative Code, approved by the County Commissioners. The Administrative Code can be found on the County's internet site at http://www.seminolecountyfl.gov/ca/admin_code/index. The following sections summarize the fiscal policies contained within the Administrative Code.

Budget Execution and Amendment

The *Budget Execution and Amendment Policy* is contained within the Seminole County Administrative Code, Section 22.5(l). According to the Budget Execution and Amendment policy, expenditures are checked against the budget at the object classification level, within specific business units.

An account object is defined based upon the State of Florida, Department of Financial Services' Uniform Account System¹ as follows: Personal Services, Operating Expenditures /Expenses, Internal Charges, Capital Outlay, Debt Service, Grants and Aids, Other Uses. Accordingly, although the budget is established at the sub-object level (i.e. Contracted Services, Repairs and Maintenance, etc.), it is checked at the object classification level (i.e. Operating Expenditures/Expenses). If the total budget for Operating Expenditures/Expenses is greater than the total expenditures for the total sub-objects contained within Operating Expenditures/Expenses, then the expenditures for a specific sub-object may exceed the budgeted amount.

A business unit is an internally established cost center established to monitor and track costs related to a specific program or service. A business unit is contained within a single Fund, Department, Division, and Program. However, a single Fund, Department, Division, and Program may contain multiple business units. Accordingly, the budget established for the North Branch Library Circulation Business Unit cannot be utilized for expenditures of the North Branch Library Information Business Unit, although both are General Fund supported and within the same department/division/program.

The Budget may be amended or adjusted by either the Board of County Commissioners or the

County Manager. In accordance with Florida Statutes, only the Board of County Commissioners can amend the budget if the amendment changes the budgeted revenues for a specific fund, changes the amount of budgeted reserves for a specific fund, or changes the total appropriations of a fund. The Board of County Commissioners has delegated the authority to the County Manager to adjust the budget in certain cases as long as the change to the budget does not alter or amend the approved work plan. The Board of County Commissioners has not delegated the authority to change the budget in order to amend the approved list of capital equipment purchases, the addition/deletion of permanent staffing positions, creation of a new project or the elimination of an existing project, or other changes to the budget not specifically identified as delegated to the County Manager.

Budget amendments which are to be approved by the Board of County Commissioners are included as part of the published agenda of a public Board of County Commissioner's meeting². Budget amendments to be approved by the County Manager are executed during the normal course of business. A report of such changes is presented to the Board of County Commissioners on a regular basis at a public Board of County Commissioner's meeting as an informational item.

Fund Balance

Fund balance represents the excess of a fund's current assets over its current liabilities. For accounting purposes, fund balance is calculated as of year-end and is based on the difference between actual revenues and expenditures for the fiscal year. If revenues exceed expenditures, fund balance is positive and carries forward as revenue to the following year. If expenditures exceed revenues, any existing fund balance from a prior year is reduced. A study of changes in fund

¹ This document may be found at <http://www.myfloridacfo.com/Division/AA/LocalGovernments/default.htm>

² <http://www.seminolecountyfl.gov/departments-services/board-of-county-commissioners/meeting-agendas.stml>

FISCAL POLICIES

balances can indicate financial trends and fiscal health. Extreme quantities of fund balances or large fluctuations may indicate possible policy adjustments by the governing body or changes in budget procedures.

The fund balance policy establishes a target unreserved/undesignated fund balance level for individual operating funds of the County. This policy is intended to assist the County in maintaining an adequate level of fund balance to mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenditures), to ensure stable tax rates, and to respond to emergency situations. Adequate reserve levels are a necessary component of the County's overall financial management strategy; as well as a key factor in external agencies' measurement of the County's financial strength.

Unreserved/undesignated fund balance ranges are established for individual County funds whose operating expenditures are for tax-supported services. The range set for each fund is based on the predictability of revenues, volatility of expenditures, and liquidity requirements. Established levels should be reviewed on an annual basis to ensure sufficiency.

In calculating the ratio of the unreserved/undesignated fund balance to estimated operating revenues, the fund balance from the latest audited financial statements shall be compared with the budgetary operating expenditures for that fund in effect when the financial statements are released. In essence this will mean the current year budgeted operating revenues will be compared with the prior year's unreserved/undesignated fund balance. The unreserved/undesignated fund balance level for the General Fund, Transportation Trust Fund and Fire Fund shall be maintained in the range of 5% to 10% of operating revenues.

Debt Management

Debt is an obligation resulting from the borrowing of money or from the purchase of goods and services. The Debt Management Policy establishes parameters and guidelines governing the issuance, management, reporting and continuing evaluation of all debt obligations issued by Seminole County. The Policy serves

as a tool to guide the County in evaluating the impact of each debt issuance on the County's overall financial position and credit quality; helping to ensure that debt issued is prudent and affordable. The Policy is designed to improve the quality of decisions, provide standards for the structure of debt issuance, identify goals and demonstrate the County's commitment to long-term financial planning, including the County's capital improvement plan.

The County will consider and evaluate debt issuance to pay for capital asset acquisition, construction, replacement or improvement. In general, debt is not considered an acceptable means to fund current operations (including ongoing capital asset maintenance and periodic replacement and renewal); however, in limited cases where there is a reasonable certainty that a known source of revenue will be received to repay the debt or where there is a clear financial emergency that was not anticipated, debt may be deemed appropriate.

The County is guided by three principles in selecting a funding source for capital:

- Equity – when appropriate, the beneficiaries will pay for the capital.
- Effectiveness – the County will evaluate the use of funding sources to ensure resources are utilized in the most effective manner
- Efficiency – the County will select financing techniques that provide for the lowest total cost consistent with acceptable risk factors

The County may issue General Obligation Debt only upon approval of the voters after a general election as required by Florida law. The County may issue debt secured by non-ad valorem revenues if pledged revenues shall be sufficient to maintain required debt service coverage or if financial forecasts indicate that no operating transfers from the general fund are required to repay the debt. The County may issue short term debt when it is determined to be the most beneficial way to provide for immediate needs, or it provides an interest advantage by delaying the issuance of long term debt. The County may participate in debt pools or low interest rate loans if it is financially beneficial. The County may enter

FISCAL POLICIES

into lease-purchase agreements for the acquisition of capital equipment when it is advantageous to an outright purchase. The County will consider inter-fund borrowings on a case-by-case basis, and only when planned expenditures in the fund originating the loan would not be affected. The County may sponsor conduit debt for activities that have a general public purpose and are consistent with the County's overall service and policy objectives.

Debt shall only be issued if an objective analytical approach indicates that the County has the capacity to repay the debt without significantly limiting future operations.

Debt will be structured to achieve the lowest possible net cost to the County given economic and financial conditions at the time of the sale, the urgency of the project, and the nature and type of security provided. The County will normally structure debt with fixed interest rates and level debt service in order to maintain a stable debt service load. Debt will be structured for the shortest period consistent with a fair allocation of costs to beneficiaries or users. Generally, the debt maturity should not exceed the estimated useful life of the asset acquired using the debt proceeds or thirty years, whichever is shorter.

The County may issue debt obligations structured to fund interest and/or principal payments during the construction period of the related project if circumstances indicate this is the most advantageous method of funding.

Letters of credit, bond insurance, or other vehicles which improve the credit quality of the underlying debt may be used when the net debt service is reduced by more than the costs of the enhancement.

The County will sell its debt utilizing the method of sale that is likely to achieve the lowest cost of borrowing. The County will consider refunding outstanding debt when the net present value savings of the new debt issuance when compared to the existing debt is at least 3%.

Investments

This investment policy applies to all financial assets held by or for the benefit of the Board of County Commissioners (the "Board") of Seminole

County (the "County") by the Seminole County Clerk of the Circuit Court (Clerk) acting in the capacity as Clerk of the Circuit Court and Comptroller and the custodian of County funds. This policy does not include the financial assets held individually or under the control of any of the Constitutional Officers of Seminole County until such time that control of such funds pass to the County.

Investments of the County are subject to Chapter 218, Part IV, Florida Statutes. This policy is established pursuant to and shall conform to the provisions of Section 218.415, Florida Statutes. The proceeds of certain bond issues may be further limited or expanded by their respective bond resolutions or covenants and shall not be considered to be in conflict with this investment policy.

The County shall strive to achieve with each investment opportunity, the objectives, in order of priority:

- (1) Safety – The primary objective of the County's investment activities is the protection and preservation of the investment capital.
- (2) Liquidity – The County's investment strategy will provide sufficient liquidity to meet cash flow requirements by utilizing marketable securities with structured maturities and retaining sufficient balances in bank deposit accounts, investment pools or money market funds allowing for daily withdrawal of funds.
- (3) Investment Income – The County will strive to maximize the return on the portfolio, while first endeavoring to minimize risk to public funds.

In addition to the quarterly report submitted by the County Investment Advisor as required herein, the Clerk shall provide a monthly report to the Board, appropriate County management staff, and any other interested parties. The report shall include, but not be limited to, the following:

Name of the Security
Original Cost of the Security
Current Market Value
Date of Purchase
Date of Maturity

FISCAL POLICIES

Coupon Rate
Credit Rating
Yield to Maturity

Accrued Interest
Portfolio Diversification Ratios

Mortgage pass-through investments will be categorized by stated maturity, estimated maturity, or average life.

The Board shall be notified immediately upon any deviation from the currently approved investment policies.

The Board finds that the development of a sound financial strategy requires specialized knowledge and skills. Multiple circumstances must be considered when investing public funds, not the least of which include the state of the economy, investment laws, and potential market outcomes. Ensuring that decisions related to the investment of public funds are supported by the advice of professionals with the appropriate level of investment expertise and training is in the best interest of the public. As such, the Board shall utilize an external state and/or federally licensed investment advisor (hereinafter "County Investment Advisor") to provide recommendations and guidance regarding administration and management of this policy and underlying portfolio. All securities recommended for purchase by the County Investment Advisor must be in compliance with the constraints identified by this policy with respect to specific instruments, maturity, composition, credit, and diversification. It shall be the policy of the Board to rely upon the advice of the County Investment Advisor, as the qualified investment expert, when making investment decisions. The Clerk, as custodian of the County funds, shall implement the Board's investment decisions as soon as practicable.

The County Investment Advisor and the Clerk will meet quarterly. The County Investment Advisor shall provide the County with quarterly reports on performance and compliance with the policy. The quarterly report shall contain the portfolio's weighted average yield compared to established benchmarks each quarter, with both a data table and corresponding graph presented to the Board.

The benchmarks that shall be used are the average yield on the 6-month and 12-month Constant Maturity Treasury (CMT) indices during the prior quarter's reporting period. The benchmark is intended to serve as an indication of general market yield and to establish a clear frame of reference and understanding for the County's investment performance. It is not intended as a hurdle that the County must meet, as this practice may encourage undue risk during periods of rapidly rising interest rates.

The County Investment Advisor shall be selected in conjunction with the procurement of the County Financial Advisor services unless otherwise directed by the Board. In these services, the Board will consider past investment performance; fees; assets; under management; experience of the firm and the individuals managing portfolios of similar size and complexity, and investment restrictions. The County Investment Advisor will be evaluated annually by the County. The determination of retention will be based upon the investment performance, compliance with this policy, and State and Federal law.

The standard of prudence to be used by County shall be the "prudent person rule" which shall be applied in the context of managing the overall portfolio. Persons performing the investment functions acting in accordance with written policies and procedures, and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

The "prudent person rule" is herein understood to mean the following: Investment shall be made with judgment and care under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment considering the probable safety of their capital as well as the probable income to be derived.

An Investment Advisor retained by the County shall be held to the "Prudent Expert" standard which states that a fiduciary shall manage a

FISCAL POLICIES

portfolio with the care, skill, prudence, and diligence, under the circumstances then prevailing, that a prudent man acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of a like character and with like aims.

The Clerk, when implementing the Board's investment decisions, shall purchase or sell investment securities at prevailing market rates except for investments such as Guaranteed Investment Contracts (GICs) or Flex Repurchase Agreements (Repos) involving bond proceeds for which the Board's authorization and approval shall be separately provided in the bond sale and authorization documents. Authorized Investments shall consist of the following:

- (1) The Local Government Surplus Funds Trust Fund, "Florida Prime", the State investment pool administrated by the State Board of Administration (SBA) or any intergovernmental investment pool authorized pursuant to the Florida Interlocal Cooperation Act, as provided in Section 163.01 of the Florida Statutes, and established in Section 218.405.
- (2) Money Market Funds – Securities and Exchange Commission (SEC) registered, AAA-rated money market funds offered by prospectus with permitted investments limited to government securities and repurchase agreements backed by government securities.
- (3) U. S. Treasuries – for which the direct obligations of, or the obligations the principal and interest, are unconditionally guaranteed by the United States Government. Such securities will include, but not be limited to, Treasury Bills, Treasury Notes, Treasury Bonds, and Treasury Strip Coupons (Zeros).
- (4) Federal Agencies – bonds, debentures, notes or other evidence of indebtedness issued or guaranteed by the United States Government. Such agencies include but are not limited to, Private Export Funding Corporation (PEFCO), Small Business Administration (SBA), Housing and Urban Development (HUD), Federal Housing Administration, Federal Financing Bank,

Governmental National Mortgage Association ("Ginnie Mae"), Tennessee Valley Authority (TVA), and the Department of Veteran Affairs (VA).

- (5) Federal Instrumentalities – bonds, debentures, and other evidence of indebtedness issued or guaranteed by the issuing entity itself. Issuers shall include, but are not limited to, the Federal Farm Credit Bank (FFCB), the Federal Home Loan Bank (FHLB), the Federal National Mortgage Association (Fannie Mae), and the Federal Home Loan Mortgage Cooperation ("Freddie Mac").
- (6) Time deposits, savings accounts, and non-negotiable Certificates of Deposit issued by qualified banks or savings banks under the Florida Security for Public Deposits Act, Chapter 280, Florida Statutes, and doing business and situated in the State.
- (7) Guaranteed Investment Contracts (GICs) and Repurchase Agreements (Repos) – Any investment in a GIC or Repo shall be done with Primary Dealers, as designated by the Federal Reserve Bank of New York, with a credit rating of A or better from S&P or Moody's, or other financial institutions rated "AA" by S&P or "Aa" by Moody's. Repurchase agreements shall include both overnight and term repurchase agreements to be priced daily, as well as flexible repurchase agreements ("flex repos") which are authorized solely for the investment of bond proceeds. The maturities of the Guaranteed Investment Contracts and Flex Repos shall correspond to the County's cash flow forecasts on the specific bond issue. Required collateral shall be maintained at a minimum of 102% of the outstanding balance of the contract or agreement along with accrued interest and shall be limited to securities authorized within this policy. Collateral shall be held with a third-party safekeeping agent and registered in the name of the County.

All GIC and Flex Repo Investments must be competitively bid and fully documented to the extent required by Federal regulations. The

FISCAL POLICIES

investment of bond proceeds into a GIC or Flex Repo must be approved by the Board prior to initiating the bid process.

- (8) Mortgage-backed securities (MBS) issued by Fannie Mae, Freddie Mac and Ginnie Mae: limited to pass-through pools and balloons. Private label pools, whole loans and Collateralized Mortgage Obligations (CMOs) are not permitted.
- (9) Commercial Paper with a stated maturity of two hundred seventy (270) days or fewer from the date of its issuance, rated not less than A-1 or P-1 or an equivalent rating by at least two (2) nationally recognized credit rating agencies; or one (1) nationally recognized credit rating agency and fully secured by an irrevocable letter of credit issued by a bank organized and existing under the laws of the United States.
- (10) Bonds, or other evidence of indebtedness of U.S. counties, incorporated cities, towns, or duly organized school districts which carry a minimum "AA-" rating by Standard and Poor's, "Aa3" by Moody's Investor Service, or the equivalent rating by a nationally recognized rating agency at the time of purchase.
- (11) Corporate bonds, debentures, and notes that are denominated in United States dollars. The debt must be rated at least "AA-" by Standard and Poor's, or "Aa3" by Moody's Investor Service, or the equivalent rating by a nationally recognized rating agency.

Any non-permitted investment currently held in the County's portfolio at the adoption of this policy may continue to be held to maturity or timely, subsequent sale.

Derivatives, as well as any Investment not specifically listed in this Section, are not eligible for purchase by the County.

The investment portfolio shall be structured in such a manner to match investment maturities with cash needs as they come due. Liquidity and maturity consideration are as follows:

- (1) Current operating funds will be matched with anticipated cash flow needs and will be kept in relatively short-term investments. These short-term investments will include the depository bank, money market funds, the State Board of Administration (SBA) Florida Prime pool, repurchase agreements, federal agencies and instrumentalities and U. S. Treasuries with maturities of one (1) year or less.

Bond proceeds and other restricted capital funds will be invested to match the projected cash flow needs in accordance with bond covenants, construction contracts and other capital plans. Maximum maturities may be exceeded when deemed beneficial and authorized by the Board.

The County's total portfolio may contain investments with stated maturities not exceed five (5) years, with the exception of mortgage-backed securities, while the weighted-average maturity of the overall portfolio shall be limited to three (3) years.

Revenue flows and anticipated cash inflows will be analyzed and considered in the investment decision. To optimize funds as well as insure sufficient liquidity the County will provide the Clerk and County Investment advisor with cash flow forecasts reflecting the amount needed to remain liquid to meet disbursement obligations. The cash flow forecasts will reflect an estimate of cash receipts and disbursements by quarter for a rolling two-year period, as well as identify core funds or those funds available for longer-term investing.

- (2) Maximum Maturity on Securities.

<u>Security</u>	<u>Maturity Limit</u>
State Board of Administration	N/A
Money Market Funds	N/A
U.S. Treasuries	5 years
Commercial Paper	270 days
Municipal Obligations	5 years
Corporate Obligations	3 years
Federal Agencies and Federal Instrumentalities	5 years
Certificates of Deposit	1 year

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Term Repurchase Agreements	30 days
Flex Repos and GICs	N/A
Mortgage Backed Securities	30 years

(3) Portfolio Activity and Maturity Management. The investment philosophy of the County is to “buy and hold” but the maturity composition of the portfolio and the general economic conditions will be evaluated to determine if a replacement investment would be advantageous. Accounting losses may be incurred in this situation if an economic gain is achieved. The portfolio maturity may be shortened or extended dependent on interest rate projections or the portfolio quality may be improved by reducing the maturity or risk of a security.

Prudent investing necessitates that the portfolio be diversified as to instruments and dealers. The following maximum limits are guidelines established for diversification by investment type.

<u>Security Type</u>	<u>Portfolio Limitations</u>
State Board of Administration	30 percent
Total Investment Pools	40 percent
Money Market Funds	100 percent
U.S. Treasuries	100 percent
U.S. Treasury Strip Coupons (Zeros)	5 percent
Federal Agencies and Federal Instrumentalities	80 percent
Certificates of Deposit	20 percent
Term Repurchase Agreements	10 percent
Mortgage Backed Securities	30 percent
Commercial Paper	20 percent
Municipal Bonds	20 percent
Corporate Bonds	10 percent

NOTE: Allocation to any single issuer of Commercial Paper, Corporate or Municipal bonds shall be limited to 5 percent (5%) of the total portfolio at the time of purchase.

Leveraged investments or agreements are prohibited. Bond proceeds shall be invested in accordance with the covenants in the governing resolution, indenture and related issuance documents. All GICs and Flex Repos comprised of bond proceeds shall be excluded from the portfolio composition limits in subsection (1),

above, when calculating percentages to test portfolio issues.

Assets held shall be diversified to control the risk of loss resulting from the over concentration of assets in a specific maturity, issuer, instrument, dealer, or bank. Diversification strategies within established guidelines shall be reviewed and revised periodically by the County Investment Advisor, who shall make recommendations to the Board based on the finding of such reviews.

The County Investment Advisor and Clerk, as custodian of the County funds, and any investment officers designated by the Clerk to perform the investment functions in accordance with these written policies and procedures, are required to annually complete eight (8) hours of continuing education in subject courses of study related to investment practices and products.

It is the policy of the County to purchase securities only from those broker/dealers or financial institutions included on the C’s approved list.

Financial institutions will be included on the approved list if they have been designated a Qualified Public Depository as determined by the State of Florida and State Statutes. A listing of the Qualified Public Depositories is available on a quarterly basis from the *Florida Administrative Weekly*.

In addition, the list may include primary government security dealers and regional brokers and dealers that qualify under the Securities & Exchange Commission Rule 15C3-1 (Uniform net capital rule) and are registered to do business in the state of Florida.

All approved broker/dealers or the County’s Investment Advisor will acknowledge in writing that they have received a copy, read, and concur with the County’s investment policy prior to engaging in any investment activity involving County funds.

The County Investment Advisor shall present the approved list to the Board on an annual basis for information and disclosure purposes.

FISCAL POLICIES

The Clerk will execute a third-party custodial and safekeeping agreement with the County's depository bank. All securities purchased and/or collateral obtained shall be properly designated as an asset of the County and held in safekeeping. No withdrawal of such securities, in whole or part, shall be made from safekeeping except as authorized by the Clerk. The third-party custodial safekeeping agreement shall include letters of authority from the Clerk; details as to responsibilities of each party with respect to notification of security purchases, sales delivery, repurchase agreements, wire transfers, safekeeping and transaction costs; and procedures in case of wire failure or other unforeseen mishaps, including the liability of each party.

The Clerk and the County Investment Advisor shall require all approved institutions and dealers transacting repurchase agreements to execute and perform as stated in the Master Repurchase Agreement.

The Clerk and the County Investment Advisor shall jointly determine the approximate maturity date(s) based on cash flow needs, market conditions and portfolio analysis and select one or more optimal types of investments for approval by the Board. A minimum of three (3) qualified banks and/or dealers will be contacted and asked to provide bids to the Clerk.

- (1) Bids will be held in confidence until the best bid is determined and awarded.
- (2) Documentation will be retained for all bids, with winning bid clearly identified.
- (3) If the maturing investment is a certificate of deposit, and the depository institution has performed to the satisfaction of the County, that depository institution shall be asked to submit a competitive bid, and that bid shall be equal to or greater than competing bids in order to retain funds.
- (4) If the highest bid is not selected, the reasons for that decision will be clearly documented on the bid forms.

- (5) In the event that a broker/dealer or financial institution initiates and proposes a security swap that provides a financial advantage to the County, the Clerk may bypass obtaining bids from competing dealers provided that the Clerk can verify fair market value was obtained.
- (6) In certain circumstances, when the County Investment Advisor believes an investment security with exceptional value in the market will not be available for the time it would take to receive additional bids, it may be purchased without obtaining the required three bids, *provided that fair market value can be established*. Fair market value may be established by showing a similar security that is being offered in the market at the same time.

The Clerk shall exercise and monitor a set of internal controls to be conducted through the County Finance Director. Said controls are designed to protect the County's fund and ensure the proper accounting and reporting of investment transactions. Written procedures shall be maintained. Such controls shall consist for the following:

- (1) All securities purchased or sold will be transferred only under the "delivery versus payment" (DVP) method to ensure that the funds or securities are not released until all criteria related to the specific transaction have been met.
- (2) The Clerk is authorized to accept on behalf of the County, trust receipts or confirmations as evidence of the actual delivery of the obligation or security in return for the payment of the investment.
- (3) Trust receipts or confirmations shall fully describe the various securities held. The receipt or confirmation shall state that the investment is held in the County's name.
- (4) Telephone or wire transfer transaction will be confirmed by subsequent written documentation.

FISCAL POLICIES

- (5) There will be adequate separation of duties with a clear delegation of authority among investment personnel.
- (6) Custodial safekeeping will be properly utilized.
- (7) Operational reviews, performance evaluations and interim and annual reporting shall be completed by the Clerk.
- (8) The Clerk will not take physical possession of any security or investment.
- (9) There shall be specific limitations regarding securities losses and remedial action shall be taken as soon as possible.
- (10) A wire transfer agreement with the custodial bank outlining the various controls and security provisions for making and receiving wire transfers will be established.
- (11) Collusion is Prohibited.
- (12) Written dealer confirmation and monthly and/or quarterly custodial account statements will be maintained.
- (13) All daily investment activity will be coordinated and reviewed by the Assistant Finance Director and the Finance Director. Investment activity must be approved by the Clerk, Chief Deputy Clerk or Finance Director.
- (14) The following positions are designated as having the authority to initiate all investment activities directed by the Board, and shall be considered investment officers for the purposes of this policy:
 - (a) Clerk of the Circuit Court
 - (b) Finance Director
 - (c) Assistant Finance Director
 - (d) Revenue Supervisor
 - (e) All other designees at the discretion of the Clerk
- (15) Periodic training and educational opportunities in investment and related

subjects will be provided and made available to appropriate investment personnel.

- (16) Additional internal controls may be established by the Clerk.

Changes to Financial Policies

The Resource Management Department continuously reviews existing Financial Policies. It is anticipated that revisions to the existing policies will be proposed and brought forward to the Board of County Commissioners during a regularly scheduled meeting for discussion and action. If any changes to the policies are approved by the Board of County Commissioners, the updated policies will be included in the County's Administrative Code (Section 22.5) which can be viewed online.



LONG TERM FINANCIAL PLANNING

In order to continue to meet the needs of the citizens of Seminole County, the Board of County Commissioners has implemented a variety of financial strategies to better position itself fiscally for managing future economic trends and revenue growth fluctuations. Long-term financial planning is used to promote fiscal sustainability by focusing on strategies that emphasize the structural balancing of revenues and expenditures with minimal reliance on reserves.

This process has enabled Seminole County to maintain a sound financial position despite the challenges of our economy and the cost of unfunded mandates forced on local governments. Currently, major countywide revenues and strategic spending has eliminated the budget deficits created by the economic recession and has enabled the rebuilding of our reserves for future fiscal challenges that may impact quality of life services provided to our community.



Five Year Forecast

One financial strategy is the utilization of a Five-Year Forecast when evaluating proposed financial changes for the County. The County has created a base-line Five Year Forecast which demonstrates the financial results of current revenues and expenditures over time, assuming no significant changes are made. This forecast includes conservative estimates of the expected changes in revenues and expenditures over the next five years.

When a change is proposed that would affect the County's financial status, the Five-Year Forecast is updated with the proposed changes. The resulting forecast is compared to the baseline forecast to determine if the proposals create a more or less sustainable outlook for the County.

If the Five-Year Forecast indicates a deteriorating financial position for the County, various results can be formulated through reducing expenditures, utilizing reserves, augmenting revenue sources, or a combination of these

strategies. On the other hand, if the Five-Year Forecast indicates an improving financial position; increasing reserves, added expenditures, or reducing revenue sources can be examined. It is anticipated that, through the utilization of various financial strategies, the County's revenues and expenditures should remain relatively balanced in the near term.

Changes in Revenues

The outlook for some of our major countywide revenue sources was impacted by the economic shutdown. Sales Taxes, Gas Taxes, Park Fees, and Tourism Taxes saw the largest reductions. While FY20 and FY21 collections were negatively impacted, revenues are beginning to rebound and there is optimism looking forward. We will remain conservative in our forecasts, but we are including 1-3% growth assumptions for most of our major revenues. Based on projections from the Property Appraiser, Ad Valorem revenues are forecasted to grow by 3% to 5% per year.

The Seminole County Fire District Fund had been operating at a structural deficit for 10 years and was facing a \$5.8M deficit for FY 2017/18, which would have brought Fire Fund reserves under \$10M by the end of FY 2018/19. In response to the deficit, the Board of County Commissioners approved a 0.4350 increase to the Fire District MSTU millage rate, bringing the Fire millage to 2.7649. This generated an additional \$9.2M (excluding property value growth) to the FY 2017/18 revenues and has stabilized the Fund in FY 2018/19 and beyond. These additional revenues are necessary to fund the construction, staffing, and equipment for new fire stations, which will maintain public safety service levels in our growing communities.

County charges for services are reviewed annually by Departments during the annual budget process and recommended changes in fees are considered at that time.

Revenues are broadly divided into several categories, including taxes, fees, and grants. There are various options available to adjust revenues in each of these categories, below are a few examples.

LONG TERM FINANCIAL PLANNING

Taxes

Florida laws regulate the manner and amount that local governments can raise annual millage rates. The BCC is authorized by law to levy a property tax rate up to 10 mills Countywide and 10 mills in the unincorporated area however annual increases are limited by maximum millage rates based on the annual change in Florida personnel income and prior year tax levies. The Seminole County BCC historically refrains from increasing millage rates and because the County adopted property tax rates below the rollback rates for several years during the recession as real estate values declined, property tax laws restricting annual rate increases have not limited the County's ability to raise needed revenues. Growth in ad valorem revenue is generally attributed to new construction and increases in existing taxable property values.

For FY 2021/22 Countywide property values grew by 5%. General County Millage (4.8751) and Unincorporated Road MSTU (0.1107 mills), and Fire MSTU millage (2.7649) remained unchanged for a total BCC Millage of 7.7507. The Board is additionally authorized to levy up to 5.1249 mills Countywide for a maximum rate of 10 mills.

On May 20, 2014, Seminole County voters approved a ten-year penny sales tax to fund capital improvements for transportation, public education facilities and other infrastructure uses authorized by law. Collection of the infrastructure sales tax began on January 1, 2015 and is shared between the County, School Board and municipalities. This is the third penny sales tax passed by Seminole County voters since 1991.

Fees

The BCC has the statutory authority to impose fees on a variety of governmental services. Fees for parks and recreation, water and sewer, solid waste, building permits, etc., are reasonably based on the cost of service for the benefit received. The Budget for FY 2021/22 included a 3% increase in solid waste rates.

Grants

Other governmental entities, such as the State of Florida and the Federal Government, offer grants to local governments in order to either offset costs

of the local government or to provide additional services to the citizens of the local jurisdiction. Grant opportunities are evaluated to determine if the overall cost of the program to Seminole County (including administrative costs) will be lower than the benefits received by the net benefits to the citizens. Seminole County will actively seek out these grant opportunities whose costs are lower than the benefits. However, if it is determined that the overall cost will be higher than anticipated benefits, then the County will not actively seek those grant opportunities.

Grants are generally not awarded on schedule with the County's fiscal year. As such, most grants are generally not included in the Adopted Budget. Instead, grant opportunities are brought to the BOCC during regularly scheduled public meetings for approval throughout the year.

Changes in Expenditures

The most successful financial strategies can often be found by examining expenditures. Expenditures can be adjusted by either changing the level of services provided (effectiveness) or by adjusting the productivity of the County (efficiency).

The level of services provided can also be affected by the economic climate and the varying demands of the citizens of Seminole County. It is the responsibility of the BOCC to establish appropriate service levels and expenditure priorities. County Staff continuously seeks methods of increasing productivity in order to provide services in the most efficient manner possible.

Personnel Services

The County has acquired a portfolio of various technology solutions over the past few years. As those technologies are adopted by County staff, it is anticipated that increased efficiencies may result in future workforce reductions if the costs of maintaining these technological solutions is less than current personnel costs.

The costs of health care benefits provided by the County to its employees are climbing (as they are for most employers). While the total effect of the Patient Protection and Affordable Care Act is

LONG TERM FINANCIAL PLANNING

difficult to measure at this time, the County continues to look for ways to reduce the costs of Employee Health Care Benefits. In conjunction with its Health Care Provider, the County is continuing to encourage participation in its Wellness Program for its employees with the goal of reducing health related costs. It is anticipated that the savings generated from a healthier workforce will offset the cost of the program.

Renewal and Replacement Funds

The County established renewal and replacement funding for Facilities, Fleet, and for Information Technology (IT) Equipment. Previously, the funding requirements for maintaining the County's Fleet and IT Equipment and County Owned Buildings would vary significantly from year to year. Funding was only provided on an as needed and emergency basis. This made it difficult to plan for the long-term maintenance of County assets.

By creating a mechanism for the steady funding of these programs, the County is better able to forecast its long-term needs. These funds will also be utilized in a way that allows the County to proactively maintain County Facilities, which will lower the overall costs of sustaining these assets.

Funding for the Facilities, Fleet, and Technology Replacement Programs is primarily provided through the General Fund, Transportation Trust, Water & Sewer, and Solid Waste Fund. Program costs are projected over a 5-year period. This advanced funding provides a consistent and sustainable level of reserves for the on-going costs to maintain County assets

Utilization and Maintenance of Debt

The County continues to maintain a very high debt rating, as determined by independent rating agencies. Based on our most recent bond issue, Standard and Poor's rating is "AA+" for Seminole County and views the outlook of this rating as stable; and Moody's rating is Aa2. This has allowed the County to reduce the costs of existing debt and to fund certain capital acquisitions through inexpensive debt financing.

As interest rates have fallen in the economic environment, the County has been able to refinance existing debt at lower interest rates, which provides immediate savings to the tax

payers. It is considered an axiom of governmental finance that the use of debt be limited to the acquisition, development, and refurbishment of assets which provide benefits to future periods, and that the term of the debt shall not exceed the useful life of the newly acquired asset or improvements.

Consolidation of Services

The County has engaged in discussions with the seven cities located within the County to identify possible cost reductions/ productivity increases through the consolidation of services. Seminole County operates a single 911 call center, shared with all of the cities in the County. This has allowed for the removal of duplicated services. Three of the seven cities have consolidated their Fire Departments with the County, also resulting in an overall cost savings. County staff is continuing to seek additional consolidation opportunities in order to provide more efficient services to all citizens.

Changes in the Levels of Reserves

The County built up its Reserves during the time of revenue growth prior to the beginning of the economic downturn. The FY 2021/22 General Fund budget is balanced utilizing \$7M from reserves. Significant base budget reductions were made, and projects were deferred to bring the deficit down to this level. Based on current trends, there is a possibility that revenues will come in better than the budget, which will reduce this budgeted use of reserves.

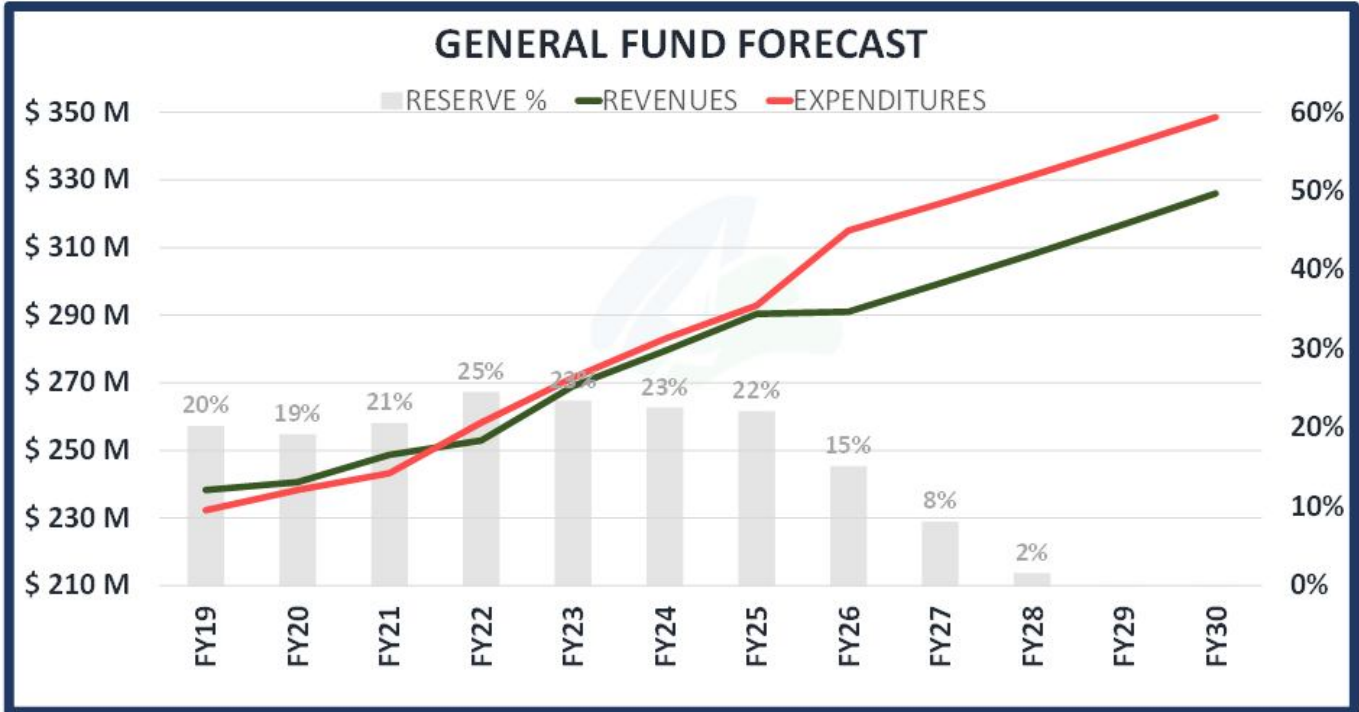
General Fund reserves budgeted for FY 2021/22 are 20% of current revenues, a level that provides over two months of operating support for economic stabilization and emergency /disaster related events as well as assist the county in maintaining a AA+ credit rating.

By utilizing these financial strategies, as well as others as they are determined, the County will position itself for long term fiscal sustainability and resiliency.

LONG TERM FINANCIAL PLANNING

Five-Year Forecast/General Fund

A summary of the Fiscal Year 2021/22 through 2029/30 Five-Year Forecast for the General Fund is presented below.



Forecast Assumptions:

Revenues

- Ad Valorem Taxes – Countywide Millage 4.8751
- Taxable Property Values increasing at 5% in FY23 to FY25; and 3% thereafter
- Sales Taxes increasing at 1% to 3% annually
- Utility Taxes increasing at 1% to 3% annually
- Communication Service Tax flat at 0% growth

Expenditures

- Personnel Services growth of 3.3%, including new positions
- Operating expenditures increasing 1% to 2% annually
- LYNX 4% annual increase
- Facilities Planned Work Transfer \$1M per year
- Fleet Renewal Transfer \$1.5M until FY23; \$600K per year thereafter

SHORT TERM INITIATIVES FOR FY 2021/22

- Provide consistent level of services to citizens within the constraints of available resources and future fiscal sustainability.
- Administer the American Rescue Plan Act program funds to address the impacts of the COVID-19 pandemic, including public health and economic impacts.
- Regain structural balance in the General Fund to minimize use of reserves only for one-time capital needs. Avoid relying on reserves to balance base operations.
- Prepare the County for future changes to the economic environment as a result of the Covid-19 Pandemic.
- Ensure that essential County Services can be maintained in event of potential revenue losses, including Property Taxes, Sales Taxes, and Gas Taxes.
- Increase Water and Wastewater rates 3% in order to adequately fund operating and \$7.5M in new capital infrastructure and equipment costs for FY 2021/22.
- Continue to improve analysis and reporting capabilities of the County's budget software program to integrate with the current financial system for efficiency savings and future process improvements.
- Continue \$50K Tuition Reimbursement program for Educational Incentives to encourage professional development, which will lead to better service to our citizens.
- Control Countywide overtime through the use of proper scheduling and Comp Time.
- Continue Economic Development initiatives in the amount of \$1.6M for FY 2021/22 to promote business growth in Seminole County.
- Maximize utilization of County Park Facilities, such as the Sports Complex, Soldiers Creek Park, and Sanlando Park. Countywide Leisure Service facilities are expected to generate over \$2.1M in Revenue within Seminole County.
- Continue construction projects associated with the voter-approved One Cent Local Government Infrastructure Sales Tax program. \$59.6 of new projects budgeted in FY 2021/22.
- Continue to construct, staff, and equip new Fire Stations to meet the County's growing need for services.
- Continue to review and develop plans to create operational efficiencies for County court facilities, public facing locations, and other workspaces.

LONG TERM GOALS & OBJECTIVES FOR FY 2021/22

- Seminole County's voter approved One Cent Infrastructure Sales Tax, will provide Seminole County with estimated revenues of \$351 million over a ten-year period to address transportation needs.
- Maintain adequate General Fund balances, while funding base operations and capital replacement.
- Maintain the current level of services provided to our citizens.
- Development of a more holistic approach to structural balancing with the BCC and Constitutional Officers.
- In conjunction with its Health Care Provider, the County has implemented a Wellness Program for its employees with the goal of reducing health related costs. It is anticipated that the savings generated from a healthier workforce will offset the cost of the program.
- Continue discussions with the seven cities located within the County for possible cost reductions/productivity increases through a consolidation of services. Three of the cities have consolidated their Fire Departments with the County.
- Develop / Integrate County software systems that allow management to better measure and evaluate new SMART goals and objectives.
- Bring all County Fleet into good repair through a 5-year level funding plan that will result in no vehicles being past end of life recommendations (12 years light duty, 15 years heavy duty).
- Review and update impact fees to an appropriate level to fund new growth needs.
- Maintain a reliable and interoperable radio telecommunications system for first responders and governmental staff throughout all municipalities, school district, higher education institutions, and county government agencies.
- Generate economically impactful leisure opportunities to provide economic growth through leisure programs and services.
- Provide connectivity and enhance mobility for citizens of the County, including enhanced ADA access and pathway to public facilities.
- Protect and improve the water quality of Seminole County's surface water resources through educational outreach, collaboration with other stakeholders, restoration activities and implementing structural and non-structural projects.

GENERAL FUND FORECAST

12/1/2021

	FY21 ACTUALS (UNAUDITED)	FY22 PROJECTED	FY23 FORECAST	FY24 FORECAST	FY25 FORECAST	FY26 FORECAST	FY27 FORECAST	FY28 FORECAST	FY29 FORECAST	FY30 FORECAST	FY31 FORECAST	FY32 FORECAST
		ARPA		5 POINTS DEBT SVCS	3RD GEN EXPIRES	SUNRAIL						
COUNTYWIDE PROPERTY VALUATIONS												
COUNTYWIDE PROPERTY VALUES	37,994,757,904	39,999,782,608	41,999,771,738	44,099,760,325	46,304,748,342	47,693,890,792	49,124,707,516	50,598,448,741	52,116,402,203	53,679,894,269	55,290,291,097	56,948,999,830
PROPERTY VALUE GROWTH	6.55%	5.28%	5.00%	5.00%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
CURRENT MILLAGE	4.8751	4.8751	4.8751	4.8751	4.8751	4.8751	4.8751	4.8751	4.8751	4.8751	4.8751	4.8751
MILLAGE ADJUSTMENT	-	-	-	-	-	-	-	-	-	-	-	-
PROPOSED MILLAGE	4.8751	4.8751	4.8751	4.8751	4.8751	4.8751	4.8751	4.8751	4.8751	4.8751	4.8751	4.8751
VALUE OF 1 MILL	\$ 36.6M	\$ 38.5M	\$ 40.3M	\$ 42.3M	\$ 44.5M	\$ 45.8M	\$ 47.2M	\$ 48.6M	\$ 50.0M	\$ 51.5M	\$ 53.1M	\$ 54.7M
VALUE OF 1% PROPERTY GROWTH	\$ 1.8M	\$ 1.9M	\$ 2.0M	\$ 2.1M	\$ 2.2M	\$ 2.2M	\$ 2.3M	\$ 2.4M	\$ 2.4M	\$ 2.5M	\$ 2.6M	\$ 2.7M
GROWTH RATES												
HALF CENT SALES TAX	3.2%	1.0%	1.0%	1.0%	1.0%	2.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
STATE REVENUE SHARE	15.6%	1.0%	1.0%	1.0%	1.0%	2.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
UTILITY SVC TAXES	2.2%	1.0%	1.0%	1.0%	1.0%	2.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
COMM SVC TAX	-2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
CPI %	1.4%	3.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
SEMINOLE COUNTY POPULATION	476,596	488,582	493,468	498,403	503,387	508,421	513,505	518,640	523,826	529,065	534,355	539,699
POPULATION GROWTH	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
SALARIES	2.5%	3.0%	3.3%	3.3%	3.3%	3.3%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
HEALTH INSURANCE	-19.3%	5.0%	5.0%	5.0%	5.0%	5.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
OPERATING EXPENDITURES	5.1%	1.0%	1.0%	2.0%	2.0%	2.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
REVENUES												
AD VALOREM	178,602,247	187,575,000	196,687,964	206,516,112	216,835,667	223,336,988	230,033,347	236,930,598	244,034,765	251,352,058	258,888,870	266,651,786
UTILITY TAXES	7,955,623	7,760,300	7,837,903	7,916,282	7,995,445	8,155,354	8,400,014	8,652,015	8,911,575	9,178,922	9,454,290	9,737,919
COMMUNICATION SERVICE TAX	5,501,002	5,300,000	5,300,000	5,300,000	5,300,000	5,300,000	5,406,000	5,514,120	5,624,402	5,736,890	5,851,628	5,968,661
STATE SHARED REVENUES	11,798,482	10,200,000	10,302,000	10,405,020	10,509,070	10,719,252	11,040,829	11,372,054	11,713,216	12,064,612	12,426,550	12,799,347
HALF CENT SALES TAX	25,865,144	27,000,000	27,270,000	27,542,700	27,818,127	28,374,490	29,225,724	30,102,496	31,005,571	31,935,738	32,893,810	33,880,624
OTHER REVENUES	19,045,950	15,134,493	14,802,259	14,929,039	15,057,086	15,186,414	15,317,035	15,448,962	15,582,208	15,716,787	15,852,712	15,989,996
BUDGET STABILIZATION		-	6,875,000	6,875,000	6,875,000							
REVENUES SUBTOTAL	248,768,448	252,969,793	269,075,126	279,484,153	290,390,396	291,072,496	299,422,950	308,020,244	316,871,738	325,985,009	335,367,861	345,028,334
EXPENDITURES												
BASE BUDGETS	221,518,214	234,229,803	242,649,823	251,635,766	260,965,921	270,653,750	278,237,484	286,043,502	294,078,422	302,349,055	310,862,419	319,625,741
INTERFUND TRANSFERS OUT	17,396,920	24,032,537	24,413,189	24,892,027	25,386,599	25,897,464	26,334,475	26,786,243	27,253,334	27,736,331	28,235,844	28,752,504
NON BASE BUDGETS	4,346,604											
FUTURE BUDGETS												
5 POINTS PHASE 1 DEBT SVCS			2,451,108	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
SUNRAIL TRANSFER						12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000
ATTAINABLE HOUSING			2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
TOTAL EXPENDITURES	228,261,738	258,262,340	271,514,121	283,027,793	292,852,519	315,051,215	323,071,958	331,329,746	339,831,756	348,585,386	357,598,263	366,878,245
RESERVE IMPACT	20,506,710	(5,292,547)	(2,438,995)	(3,543,640)	(2,462,124)	(23,978,718)	(23,649,009)	(23,309,502)	(22,960,018)	(22,600,377)	(22,230,401)	(21,849,912)
RESERVES	51,298,186	62,159,018	63,128,789	63,115,387	64,309,442	44,117,484	24,368,504	5,075,688	(13,747,492)	(32,087,283)	(49,929,644)	(67,260,245)

FIRE FUND FORECAST

#		FY20 ACTUALS	FY21 PROJECTED	FY22 BUDGET	FY23 FORECAST	FY24 FORECAST	FY25 FORECAST	FY26 FORECAST	FY27 FORECAST	FY28 FORECAST
1		FS 11	FS 39	FS 25 - UNION CONTRACT	FS 23	FS28			FS35	
2	COUNTY PROPERTY VALUATIONS	23,854,240,598	25,366,560,478	28,452,943,569	29,875,590,747	31,369,370,284	32,310,451,393	33,279,764,935	34,278,157,883	35,306,502,619
3	CASSELBERRY PROPERTY VALUATIONS	1,630,003,090	1,731,481,016							
4	PROPERTY VALUE GROWTH	7.6%	6.3%	5.0%	5.0%	5.0%	3.0%	3.0%	3.0%	3.0%
5	MILLAGE RATE	2.7649	2.7649	2.7649	2.7649	2.7649	2.7649	2.7649	2.7649	2.7649
6	VALUE OF 1 MILL	\$ 24.4M	\$ 26.0M	\$ 27.3M	\$ 28.6M	\$ 30.0M	\$ 30.9M	\$ 31.8M	\$ 32.8M	\$ 33.8M
9										
21	GROWTH RATES									
22	PUBLIC SAFETY FEES (TRANSPORT)	7.5%	-13.5%	4.8%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
23	FF SUPPLEMENT	#DIV/0!	#DIV/0!	22.7%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
24	OTHER REVENUES		2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
26	CPI %	2.3%	1.4%	2.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
27	SEMINOLE COUNTY POPULATION	471,735	476,596	481,362	486,176	491,037	495,948	500,907	505,916	510,975
28	POPULATION GROWTH	1.8%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
31										
32	HEALTH INSURANCE	23.1%	-10.4%	13.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
33	SALARIES	1.8%	5.9%	3.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
34	OPERATING EXPENDITURES	-1.7%	30.0%	4.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
36										
37	REVENUES									
51	AD VALOREM	67,870,099	72,200,000	75,696,615	79,298,900	83,263,845	85,761,760	88,334,613	90,984,652	93,714,191
52	PUBLIC SAFETY FEES (TRANSPORT)	8,710,915	7,535,001	9,247,657	9,340,134	9,433,535	9,527,870	9,623,149	9,719,380	9,816,574
80	TOTAL REVENUES*	77,916,406	85,631,749	85,644,056	89,044,518	93,108,678	95,706,859	98,381,039	101,133,479	103,966,506
83										
87	EXPENDITURES									
118	BASE BUDGETS Total	64,566,071	69,635,102	71,263,861	76,326,973	79,197,617	82,156,137	88,254,786	91,572,241	95,020,864
119	CIP NEW STATION COSTS	2,535,076	16,308,869	1,223,300	6,063,750	4,759,170	3,575,299	-	9,552,101	-
120	FLEET	2,321,700	11,229,460	4,195,050	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
121	OTHER NON BASE (IMP FEE BALANCE)	549,164	6,052,013	1,343,720	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
122	TECHNOLOGY	359,850	271,692	235,900	250,000	250,000	250,000	250,000	250,000	250,000
123	FACILITIES PROJECTS	555,402	797,866	2,002,518	500,000	500,000	500,000	500,000	500,000	500,000
124	FUNDS	-	-	-	8,000	8,000	8,000	8,000	8,000	8,000
135	TOTAL EXPENDITURES*	71,112,096	104,660,915	80,609,346	88,493,721	90,059,785	91,834,434	94,357,784	107,227,340	101,123,862
140										
142	RESERVES	18,733,366	18,400,426	23,034,710	21,006,334	28,185,943	25,629,577	32,988,101	20,343,811	36,699,422

FIRE FUND FORECAST

#	FY20 ACTUALS	FY21 PROJECTED	FY22 BUDGET	FY23 FORECAST	FY24 FORECAST	FY25 FORECAST	FY26 FORECAST	FY27 FORECAST	FY28 FORECAST
1	FS 11	FS 39	FS 25 - UNION CONTRACT	FS 23	FS28			FS35	
158	NEW FIRE STATIONS								
159	NEW FIRE STATIONS								
162	FS 11 - Relocation - Land								
163	FS 11 - Relocation - Construction								
165	5,411,718								
166	FS39 - (NEW) - LAND								
167	211,751								
167	FS39 - (NEW) - LAND IMP FEES								
168	258,249								
168	FS39 - (NEW) - DESIGN								
169	FS39 - (NEW) - CONSTRUCTION								
169	6,805,462								
170	FS39 - (NEW) - ENGINE/RESCUE								
170		1,080,000							
171	FS39 - (NEW) - TOWER								
171		1,680,000							
172	FS39 - (NEW) - PPE								
172			473,800						
173	FS39 - (NEW) - STAFFING								
173				1,423,381					
174	FS39 - (NEW) - TOWER STAFF								
174				970,692					
176									
177	FS25 - Relocation - LAND								
178	FS25 - Relocation - CONSTRUCTION								
178		6,433,988							
180									
181	FS 23 Relocation - LAND								
181			750,000						
182	FS 23 Relocation - CONSTRUCTION								
182				6,063,750					
184									
185	FS28 - (NEW) - LAND								
186	FS28 - (NEW) - CONST IMP FEE								
186		2,667,009							
187	FS28 - (NEW) - CONSTRUCTION								
187				4,759,170					
188	FS28 - (NEW) - TOWER / ENGINE / RESCUE								
188					3,000,000				
189	FS28 - (NEW) - PPE								
189					575,299				
190	FS28 - (NEW) - STAFFING								
190						3,023,509			
192									
193	FS 35 - Relocation - LAND								
193								588,872	
194	FS 35 - Relocation - CONSTRUCTION								
194								8,963,230	
196									
197	FS19- (NEW) - LAND								
198	FS19- (NEW) - CONSTRUCTION								
199	FS19- (NEW) - ENGINE/RESCUE								
200	FS19- (NEW) - PPE								
201	FS19- (NEW) - STAFFING								
202									
203	CAPITAL TOTAL			6,063,750	4,759,170	3,575,299	-	9,552,101	-
204	PERSONNEL TOTAL			2,394,073	-	-	3,023,509	-	-

*SMALLER REVENUES & EXPENDITURES MAY NOT BE SHOWN ON THE REPORT, BUT THE TOTAL FIGURES ARE ALL INCLUSIVE

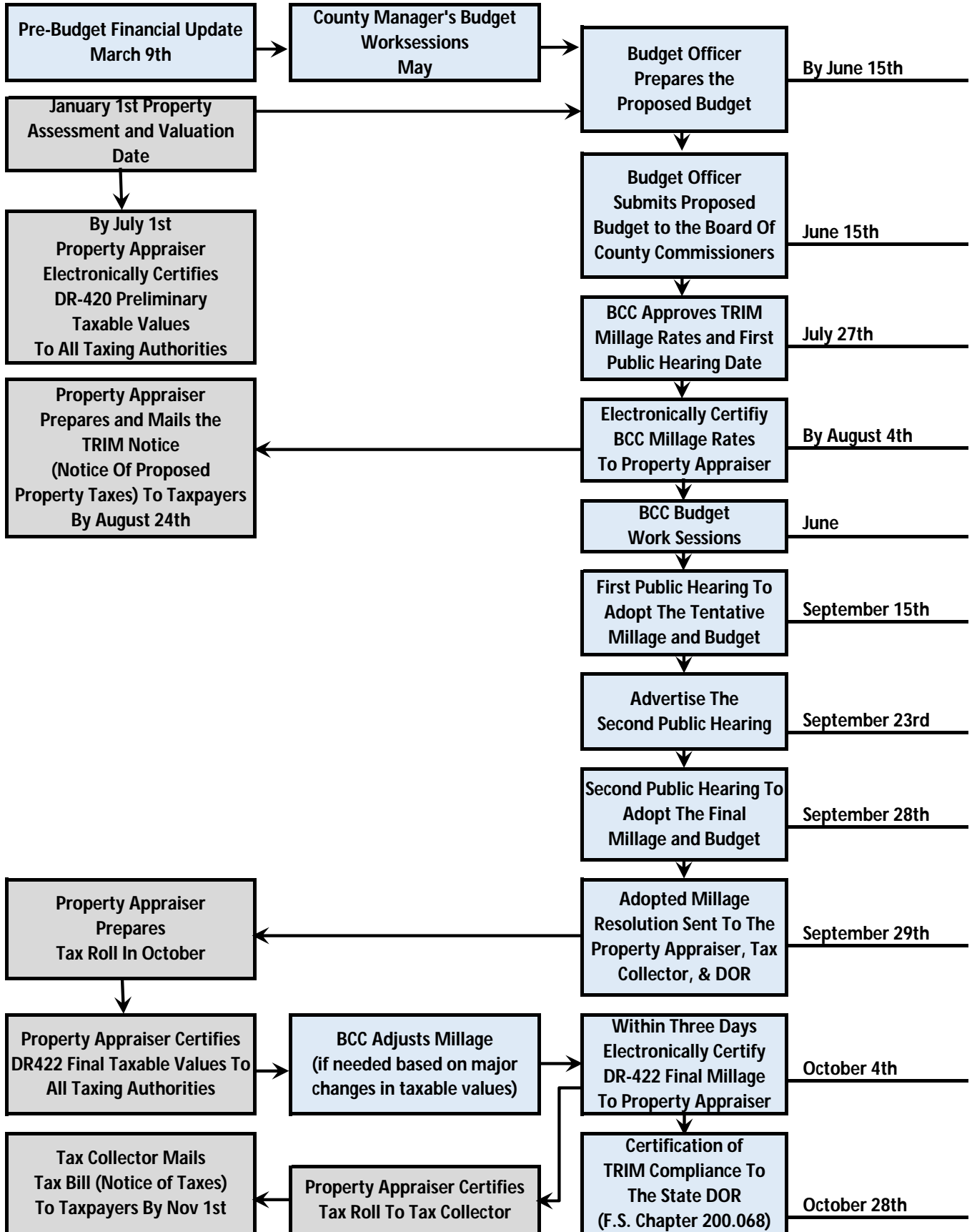
TOURISM FUNDS FORECAST

#	FY19 ACTUALS	FY20 ACTUALS	FY21 PROJECTED	FY22 FORECAST	FY23 FORECAST	FY24 FORECAST	FY25 FORECAST	FY26 FORECAST
4	TOURISM TAX GROWTH							
	0.8%	-27.9%	-13.6%	9.9%	10.0%	3.0%	3.0%	3.0%
12	REVENUES							
25	TOURISM TAXES							
	5,843,184	4,213,500	3,639,000	4,000,000	4,400,000	4,532,000	4,667,960	4,807,999
26	INTEREST							
	128,079	90,149	40,000	12,000	12,240	12,485	12,734	12,989
27	FIXED ASSET SALES							
	3,645	298	-	-	-	-	-	-
36	TOTAL REVENUES*							
	5,977,020	4,306,279	3,681,500	4,014,500	4,414,790	4,547,086	4,683,348	4,823,694
39	EXPENDITURES							
67	BASE BUDGETS							
	2,692,840	2,841,114	2,551,575	2,895,811	2,956,524	3,018,774	3,082,601	3,148,048
68	PROJECTS							
	53,849	129,560	352,800	56,000	56,000	56,000	56,000	56,000
71	DEBT TRANSFERS							
	1,641,450	1,637,200	1,908,633	1,908,633	1,908,633	1,908,633	1,908,633	1,908,633
79	TOTAL EXPENDITURES*							
	4,426,039	4,668,521	4,813,008	4,860,444	4,921,157	4,983,407	5,047,234	5,112,681
82	STRUCTURAL BALANCE							
				(845,944)	(506,367)	(436,321)	(363,886)	(288,987)
85	RESERVES							
	4,998,133	3,949,196	4,149,646	3,431,281	3,011,788	2,664,163	2,390,840	2,194,331

91 *SMALLER REVENUES & EXPENDITURES MAY NOT BE SHOWN ON THE REPORT



FY 2021/22 BUDGET CALENDAR



Note: DR 420 - Preliminary Certification of Taxable Values
 DR 422 - Final Certification of Taxable Values (prior to extending tax roll)

BUDGET PROCESS

Overview

The County began the budget development process by continuing to focus on long-term fiscal sustainability by integrating strategic planning and budgeting. This process combines financial forecasting and fiscal strategizing to identify challenges/opportunities, causes of fiscal imbalances, and to develop a Long-term Financial Plan that ensures future fiscal resiliency and sustainability. Departmental goals were formulated throughout the budget development process, while documentation of the departmental goals, objectives, and performance measures occurred near its conclusion.

Budget formulation, adoption, and execution in Seminole County involve year-round interaction and the cooperation of all County departments. The process is designed to identify service needs, develop strategies for meeting those needs, provide available resources, and allocate appropriations to execute the plan.

In order to achieve a more cost-effective service delivery, budgets were developed based on current program service levels, an examination of the previous year expenditures, and an assessment of operation options.

This approach requires a tight linkage with the budget process, which is used to gather and evaluate new service requests. The objective was to continue this process and examine all countywide programs in order to redirect efforts and funds from lower priority to higher priority programs, improve efficiency, effectiveness, and reduce spending. This process allowed the County to continue to assist in developing a clear and concise long-term financial perspective that identified the County's current/projected programs/service levels and financial condition.

The County's fiscal year is October 1st through September 30th each year. The annual budget process for Seminole County is approximately nine months starting in December and proceeding through the end of September. The County prepares an annual budget with a five-year forecast focus.

Budgetary Basis / Assumptions

The guiding principles of the budget development process are as follows:

- ✓ No new taxes or increases to tax rates.
- ✓ Continued rightsizing of workforce, primarily through natural attrition.
- ✓ Continue reduction of operating costs where possible.
- ✓ Utilization of reserves in a responsible manner.

The revenue budget was prepared based on trend analysis, legislative actions and available economic data. Seminole County decreased the Countywide based millage in FY 2010/11 from 4.900 to 4.8751 and has adopted the same level through FY 2021/22. Although Florida Statutes 200.185 and 200.065, limits the annual increase in property taxes levied by local governments by a "maximum millage" rate, the Seminole County

BCC has not been impacted by this law since the implementation of Property Tax Reform in FY 2007/08. The maximum millage rate is based on prior year property taxes levied, changes in taxable values and the annual growth in Florida personnel income. Because taxable property values declined and ad valorem taxes levied by the BCC from FY 2007/08 through FY 2012/13 were below the aggregate rolled-back rates, the maximum millage rate imposed by Florida law has exceeded Seminole County's adopted millage rates each year.

The expenditure budget was based on a historical review of actual expenditures and an analysis of programs/service needs to ensure that funds are budgeted appropriately for the upcoming year. In addition, the budget meets federal and state requirements, as well as reflecting Seminole County's policies and practices.

BUDGET PROCESS

We ensure Transparency in the Budget Process by:

- ✓ Requiring a public process prior to reduction or elimination of any governmental or direct service to the public.
- ✓ Providing written documentation including analysis and financial information to the Board of County Commissioners prior to the public process described above.
- ✓ Making written documentation available to the public on the County website in advance of the public process that provides readily understood language, explanatory comments and information about the County budget.

Funding Requirements for Programs/Services:

- ✓ Departments were responsible for performing a detailed analysis of spending activity to support programs/services. Historical spending is not assumed as automatic justification for program re-appropriation.
- ✓ Departments were required to submit formal detailed requests for one-time initiatives or increases to their base operating budget.
- ✓ Departments presented their initial operating budget requests and program prioritizations for review by the County Manager

The FY 2021/22 revenue and expenditure budget assumptions are as follows:

Revenues:

- ✓ The Countywide General Fund millage is unchanged from the prior year property tax rate of 4.8751 mills. Countywide property values increased by 4.01%.
- ✓ The County Municipal Fire/Rescue MSTU millage remains unchanged at 2.7649 mills. Fire MSTU property values increased by 3.89%.
- ✓ Unincorporated Road MSTU millage rates remain unchanged at 0.1107 mills. Roads MSTU property values increased by 4.04%.

- ✓ Ad valorem revenue estimates are budgeted at 96% of the total property taxes levied by the Board of County Commissioners.
- ✓ Half-cent sales tax, County revenue sharing, gas taxes and other locally levied taxes were projected based on current economic trends, historical receipts, legislative actions and state estimates.
- ✓ Interest income projections remain flat with an expected rate of return on investments of 0.5% for FY 2021/22.
- ✓ Water and sewer rates were not increased this year. Solid Waste rates were increased by our Board in August 2021 by 4.5% to support debt funding requirements and to protect our existing debt and credit ratings.

Expenditures:

FY 2021/22 direction was given from the County Manager's Office to develop base budgets consistent with current service levels as well as based on current economic data. Requests for additional resources deemed critical were reviewed on an individual basis.

Personnel Services:

- ✓ Budgeted compensation is at 100% of actual pay rates with 3% cost of living adjustment for non-bargaining positions.
- ✓ 9 vacant positions remained unfunded. A \$263K savings and 18 positions refunded at a cost of \$968K
- ✓ Based upon a fund by fund analysis of actual prior year lapsed personnel service amounts, budgeted General Fund personnel services expenditures included a 5% lapse to account for position vacancies.
- ✓ Retirement rates were budgeted as established by state legislature effective July 1, 2020. The rates are as follows 10.82% for Regular Class, 25.89% for Special Risk, 29.01% for Senior Management, 51.42% for Elected Officials, and 18.34% for DROP.
- ✓ The employer's portion of the Federal Insurance Contributions Act (FICA) taxes, which fund Social Security and Medicare, are budgeted on a per employee basis. The

BUDGET PROCESS

Social Security portion of the tax is 6.2%, and the Medicare portion of the tax is 1.45%, for a total of 7.65% of an employee's budgeted salary.

- ✓ Health benefits are self-insured by the County. Rates are established annually based on the experience of the program, projected claims and available fund balance in the Health Insurance Fund.
- ✓ Workers compensation is provided through the County's Self Insurance Fund for all employees of the Board of County Commissioners and the Constitutional Officers other than the Sheriff's Office. Rates by position class code are established annually based on the actuarial determined funding requirements and experience of the program and are charged to the individual costs centers, spreading the cost across applicable funding sources countywide.

Operating Expenses:

- ✓ Operating budgets were developed based on current program/service levels, an examination of previous years' expenditures, the impact of Covid-19 pandemic on available revenues, and an assessment of operational options.
- ✓ Departments were requested to maintain service levels without increasing operating budgets. Additional requests for resources deemed critical to operations were also considered.
- ✓ Other cost saving measures were taken including deferring non-critical fleet, facility and technology requests.

Internal Service Charges & Cost Allocations:

- ✓ Direct/indirect cost allocations assist in identifying the full cost of programs/services provided by the County to its citizens. Full costing concepts were employed to a significant extent in the budget to allocate/appropriate all internal service expenditures of the County within the programs utilizing the services.
- ✓ Internal service needs of county departments, such as facilities maintenance, fleet

maintenance, telephones, postage, printing and technology equipment, were assessed by internal service departments providing such support. The total costs incurred to provide internal service are charged to user departments based on projected use.

- ✓ Operating and Labor costs for capital project delivery are generally charged to capital funding sources.
- ✓ The cost of administrative services such as support services, human resources, fiscal management, purchasing, and risk management are allocated to user departments with significant revenue supported funds.

Property Liability Insurance:

- ✓ The County maintains a Property/Liability Insurance Fund to protect itself against loss. This program is funded through an annual premium based on the percentages of total insured value and claims experience.

Capital Equipment:

- ✓ Funding for specific pieces of capital equipment needs such as fleet and heavy equipment are included in the adopted budget. No unspecified capital equipment may be purchased without approval by the Board of County Commissioners.

Capital Improvements:

- ✓ Capital projects are initially proposed and reviewed yearly as part of the Five-Year Capital Improvement Program (CIP) process. This process includes annual review and adoption of the Five-Year CIP by the Board of County Commissioners. Project funding scheduled for FY 2021/22 is included in the Adopted Budget.

Carryforward:

- ✓ Project and grant carryforward will be brought to the Board of County Commissioners in December and January. This carryforward will be comprised of the following:

BUDGET PROCESS

- Unspent funds from FY 2020/21 for incomplete projects, both capital and operating, and grants.
 - Certain unspent and unexpired grant funding.
 - Funding for budgeted equipment which was not delivered by September 30, 2020.
- ✓ A final adjustment to grant budgets for FY 2021/22 will take place based upon the results of the FY 2020/21 audit.

Constitutional Officers Budgets:

- ✓ Budgets for Constitutional Officers were submitted in accordance with Florida Statutes by the individual officers and incorporated into the budget.

Reserves:

- ✓ It is essential that the county maintain adequate levels of reserves across all funds as a protection to taxpayers to mitigate current and future risks (revenue shortfalls and unanticipated expenditures). Fund balance levels are also a crucial consideration in long-term financial planning. Focus was placed on maintaining Reserves at a fiscally prudent level (20% of expenditures for General Fund for credit rating maintenance) while providing services at a reasonable cost.

Monitoring the Budget

The Budget & Fiscal Management staff conducts regular analysis of departmental financial activities to perform the following:

- ✓ To ensure compliance with applicable statutes, ordinance, County policies and procedures, and sound accounting and budgeting practices.
- ✓ To perform a proactive assessment of expenditures to ensure they are in accordance with the approved budget and work plan.
- ✓ To identify excess appropriations subject to reallocation.
- ✓ To track revenues, legislative proposals and economic trends, verify revenue projections

and assess changes in the economy that impact specific revenues.

- ✓ To provide recommendations and initiate corrective budgetary action necessitated by changes in operations, departmental work plans, or emergencies/disasters.

The Budget & Fiscal Management staff generates various tracking/status reports to provide management with financial information necessary for decision-making. Fiscal performance reports and forecasting presentations are provided to the Board of County Commissioners to keep them abreast of the County's financial condition.

Amending the Budget

The Board of County Commissioners annually adopts the budget by resolution for all funds. Budgetary authority is legally maintained at the fund level; however, Seminole County's financial system imposes budget controls at the appropriation level. State law requires that the revenue and expenditure budgets for each fund remain in balance at all times.

Chapter 129, Florida Statutes, governs amendments to the adopted budget. This chapter states that the Board at any time within a fiscal year may amend a budget for that year as follows:

- ✓ Appropriations for expenditures in any fund may be decreased and other appropriations in the same fund correspondingly increased by resolution by the Board, provided that the total of the appropriations of the fund may not be changed.
 - The Board of County Commissioners may establish procedures by which the designated budget officer may authorize budget amendments if the total appropriations of the fund do not change.
- ✓ Appropriations from the reserve for contingencies may be made to increase the appropriation for any particular expense in the same fund or to create an appropriation in the fund for any lawful purpose.
- ✓ A receipt of a nature from a source not anticipated in the budget and received for a particular purpose, including but not limited to

BUDGET PROCESS

grants, donations, gifts or reimbursement for damages, may, by resolution of the Board, be appropriated and expended for that purpose.

See the Fiscal Planning / Fiscal Policies section for additional information regarding the County's budget amendment process.

BUDGET SUMMARY BY FUND - FUNCTION

	GENERAL FUNDS	TRANSPORTATION FUNDS	FIRE DISTRICT FUNDS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTAL BUDGET
BUDGETED REVENUES									
TAXES									
AD VALOREM	187,575,000	2,133,963	75,696,615	-	-	-	-	-	265,405,578
LOCAL OPTION USE & FUEL TA	-	7,300,000	-	-	-	-	-	-	7,300,000
LOC GAS TX (9TH CENT MASS)	-	2,000,000	-	-	-	-	-	-	2,000,000
COMMUNICATIONS SERVICE TAX	-	-	-	4,000,000	-	-	-	-	4,000,000
LOCAL BUSINESS TAX	-	45,000,000	-	-	-	-	-	-	45,000,000
UTILITY TAX	7,760,300	-	-	-	-	-	-	-	7,760,300
COMMUNICATION SERVICE TAX	5,300,000	-	-	-	-	-	-	-	5,300,000
LOCAL BUSINESS TAX	400,000	-	-	-	-	-	-	-	400,000
TAXES	201,035,300	56,433,963	75,696,615	4,000,000	-	-	-	-	337,165,878
PERMITS FEES & SPECIAL ASM	97,300	-	800,000	30,997,051	-	-	-	-	31,894,351
INTERGOVERNMENTAL REVENUE	38,504,500	5,625,000	135,000	18,399,249	-	-	-	-	62,663,749
CHARGES FOR SERVICES	10,090,455	1,478,339	9,247,657	3,092,354	-	-	81,225,185	32,439,235	137,573,225
JUDGEMENTS FINES & FORFEIT	933,000	-	-	-	-	-	-	-	933,000
MISCELLANEOUS REVENUES	2,090,050	695,000	247,000	351,435	-	-	3,404,536	865,000	7,653,021
CURRENT REVENUES	252,750,605	64,232,302	86,126,272	56,840,089	-	-	84,629,721	33,304,235	577,883,224
INTERFUND TRANSFER IN	4,589,100	11,454,668	-	186,319	9,797,498	-	8,531,293	-	34,558,878
CONSTITUTIONAL EXCESS FEES	796,112	557	19,784	5,354	-	-	-	-	821,807
FUND BALANCE	59,833,478	36,406,000	18,750,000	20,427,968	-	2,981,500	102,412,819	24,675,000	265,486,765
TOTAL	317,969,295	112,093,527	104,896,056	77,459,730	9,797,498	2,981,500	195,573,833	57,979,235	878,750,674
APPROPRIATED EXPENDITURES									
GENERAL GOVERNMENT	42,381,620	-	-	6,915,605	-	1,745,500	-	35,859,182	86,901,907
PUBLIC SAFETY	154,738,198	-	80,264,348	7,924,915	4,924,760	-	-	-	247,852,221
PHYSICAL ENVIRONMENT	2,761,568	856,695	-	23,859,281	-	-	79,648,391	-	107,125,935
TRANSPORTATION	-	91,969,371	-	7,000	-	-	-	-	91,976,371
ECONOMIC ENVIRONMENT	4,981,087	-	-	3,012,980	-	-	-	-	7,994,067
HUMAN SERVICES	12,685,474	-	-	7,779,288	-	-	-	-	20,464,762
CULTURE/RECREATION	21,430,183	-	-	1,154,285	1,637,400	48,244	-	-	24,270,112
COURT ADMINISTRATION	3,789,850	-	-	2,914,363	3,235,338	-	-	-	9,939,551
CURRENT EXPENDITURES	242,767,980	92,826,066	80,264,348	53,567,717	9,797,498	1,793,744	79,648,391	35,859,182	596,524,926
TRANSFERS	24,032,537	-	344,998	1,908,233	-	-	8,260,460	-	34,546,228
RESERVES	51,168,778	19,267,461	24,286,710	21,983,780	-	1,187,756	107,664,982	22,120,053	247,679,520
TOTAL	317,969,295	112,093,527	104,896,056	77,459,730	9,797,498	2,981,500	195,573,833	57,979,235	878,750,674

SUMMARY OF ADJUSTMENTS FROM PROPOSED TO ADOPTED BUDGET

ADJUSTMENT DETAILS	CMO PROPOSED BUDGET	FY22 ADOPTED BUDGET	ADJUSTMENTS
SOURCES			
NEW GRANT AGREEMENTS			
00110 ADULT DRUG COURT GRANT FUND	-	495,244	495,244
11800 EMS TRUST FUND	-	58,188	58,188
11901 COMMUNITY DEVELOPMEN BLK GRANT	-	2,297,718	2,297,718
11902 HOME PROGRAM GRANT	-	3,886,971	3,886,971
11904 EMERGENCY SHELTER GRANTS	-	215,519	215,519
11905 COMMUNITY SVC BLOCK GRANT	-	178,000	178,000
11909 MOSQUITO CONTROL GRANT	-	50,688	50,688
11915 PUBLIC SAFETY GRANTS (FEDERAL)	-	782,727	782,727
11917 LEISURE SERVICES GRANTS	-	833,405	833,405
11919 COMMUNITY SVC GRANTS	-	624,371	624,371
11925 DCF REINVESTMENT GRANT FUND	-	1,200,000	1,200,000
11933 FEDERAL MITIGATION GRANTS	-	92,980	92,980
11935 FEDERAL CARES ACT GRANTS	-	109,000	109,000
11936 FEDERAL EMER RENTAL ASSISTANCE	-	4,509,229	4,509,229
12022 SHIP AFFORDABLE HOUSING 21/22	-	270,000	270,000
SJRWMD - LITTLE WEKIVA RIVER	-	437,500	437,500
NEW GRANT AGREEMENTS Total	-	16,041,540	16,041,540
REVENUE ADJUSTMENTS			
GENERAL FUND REVENUES			
HALF CENT SALES TAXES	26,200,000	27,000,000	800,000
STATE SHARED REVENUES	10,000,000	10,200,000	200,000
COMMUNICATION SERVICE TAXES	5,200,000	5,300,000	100,000
UTILITY TAXES	7,860,300	7,760,300	(100,000)
COURT REVENUES	400,000	405,668	5,668
PORT AUTHORITY RETURN	500,000	400,000	(100,000)
TAX COLLECTOR EXCESS FEES	1,000,000	792,112	(207,888)
GRANT ADMINISTRATION (NEW GRANTS)	-	457,758	457,758
GENERAL FUND REVENUES Total	51,160,300	52,315,838	1,155,538
FIRE REVENUES			
FIRE AMBULANCE TRANSPORT FEES	6,750,000	7,275,000	525,000
FIRE IMPACT FEES	405,000	800,000	395,000
MEDICAID MANAGED CARE FEES	1,059,711	1,047,657	(12,054)
FIRE REVENUES Total	8,214,711	9,122,657	907,946
BUILDING REVENUES			
BUILDING PERMTIS	4,710,500	5,542,000	831,500
BUILDING INSPECTIONS	485,000	650,000	165,000
OTHER BUILDING REVENUES	658,500	792,500	134,000
BUILDING REVENUES Total	5,854,000	6,984,500	1,130,500

SUMMARY OF ADJUSTMENTS FROM PROPOSED TO ADOPTED BUDGET

ADJUSTMENT DETAILS	CMO PROPOSED BUDGET	FY22 ADOPTED BUDGET	ADJUSTMENTS
MOBILITY FEE REVENUES			
MOBILITY FEES CORE	-	939,904	939,904
MOBILITY FEES RURAL	-	3,427,885	3,427,885
MOBILITY FEES SUBURBAN	-	331,731	331,731
MOBILITY FEES WEST	-	829,327	829,327
MOBILITY FEE REVENUES Total	-	5,528,847	5,528,847
OTHER REVENUES			
ECONOMIC DEVELOPMENT COST SHARE	-	8,000	8,000
HEALTH INSURANCE PREMIUM REVENUES	28,585,000	27,185,000	(1,400,000)
INFRASTRUCTURE SALES TAXES	43,000,000	45,000,000	2,000,000
OTHER REVENUES	120,885	82,864	(38,021)
OTHER REVENUES Total	71,705,885	72,275,864	569,979
INTERFUND TRANSFERS			
ARTICLE V (FROM GEN FUND)	174,051	169,119	(4,932)
ECONOMIC DEVELOPMENT (FROM GEN FUND)	1,714,436	1,597,139	(117,297)
TRANSPORTATION TRUST (FROM GEN FUND)	5,043,917	4,054,668	(989,249)
INTERFUND TRANSFERS Total	6,932,404	5,820,926	(1,111,478)
REVENUE ADJUSTMENTS Total	143,867,300	152,048,632	8,181,332
FUND BALANCE ADJUSTMENTS	261,740,696	265,486,765	3,746,069
NO ADJUSTMENT	445,173,737	445,173,737	-
SOURCES Total	850,781,733	878,750,674	27,968,941

SUMMARY OF ADJUSTMENTS FROM PROPOSED TO ADOPTED BUDGET

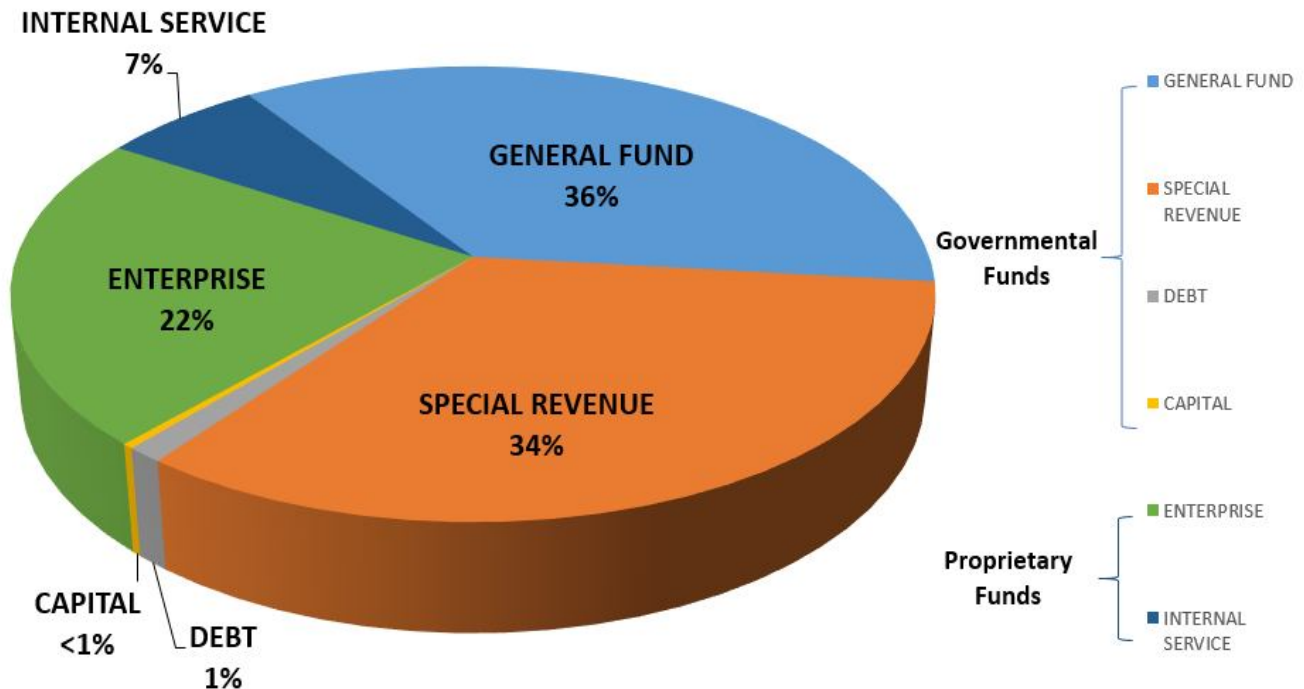
ADJUSTMENT DETAILS	CMO PROPOSED BUDGET	FY22 ADOPTED BUDGET	ADJUSTMENTS
USES			
NEW GRANT AGREEMENTS			
00110 ADULT DRUG COURT GRANT FUND	-	399,905	399,905
11800 EMS TRUST FUND	-	58,188	58,188
11901 COMMUNITY DEVELOPMEN BLK GRANT	-	1,872,718	1,872,718
11902 HOME PROGRAM GRANT	-	3,826,971	3,826,971
11904 EMERGENCY SHELTER GRANTS	-	179,519	179,519
11909 MOSQUITO CONTROL GRANT	-	9,195	9,195
11915 PUBLIC SAFETY GRANTS (FEDERAL)	-	782,727	782,727
11917 LEISURE SERVICES GRANTS	-	833,405	833,405
11919 COMMUNITY SVC GRANTS	-	624,371	624,371
11925 DCF REINVESTMENT GRANT FUND	-	1,111,994	1,111,994
11933 FEDERAL MITIGATION GRANTS	-	92,980	92,980
11935 FEDERAL CARES ACT GRANTS	-	109,000	109,000
11936 FEDERAL EMER RENTAL ASSISTANCE	-	4,509,229	4,509,229
SJRWMD - LITTLE WEKIVA RIVER	-	437,500	437,500
NEW GRANT AGREEMENTS Total	-	14,847,702	14,847,702
DEPARTMENT REQUEST			
OTHER ADJUSTMENTS			
GRANT MANAGEMENT ADMIN	-	457,758	457,758
KEY STRATEGIC PRIORITIES	3,000	58,214	55,214
OTHER ADJUSTMENTS	2,781,650	2,849,773	68,123
CARES SUBFUND ADJUSTMENTS	-	130,000	130,000
TOURISM-SPORTS EVENT INCENTIVES	324,000	600,000	276,000
SALES TAX PROJECTS	53,437,446	54,609,234	1,171,788
MSBU SOLID WASTE TIPPING FEES	15,691,000	16,700,000	1,009,000
HEALTH INSURANCE CLAIMS	26,500,000	25,800,000	(700,000)
OTHER ADJUSTMENTS Total	98,737,096	101,204,979	2,467,883
GENERAL FUND IMPACT			
FEMA CONSULTING (REIMB EXPECTED)	-	154,000	154,000
MARKET COMP STUDY	-	200,000	200,000
SCHOOL BOARD SHELTER REIMBURSEMENT	-	254,000	254,000
TRUE HEALTH-LOW INCOME POOL (MANDATED)	221,608	359,791	138,183
SUPERVISOR OF ELECTIONS TRANSFER	3,931,714	3,850,587	(81,127)
GENERAL FUND IMPACT Total	4,153,322	4,818,378	665,056
BUILDING FUND			
INSPECTION SERVICES	125,000	200,000	75,000
BUILDING SUPPLIES	25,475	36,625	11,150
NEW FORD F150 FOR BUILDING INSPECTOR	-	27,100	27,100
BUILDING FUND Total	150,475	263,725	113,250

SUMMARY OF ADJUSTMENTS FROM PROPOSED TO ADOPTED BUDGET

ADJUSTMENT DETAILS	CMO PROPOSED BUDGET	FY22 ADOPTED BUDGET	ADJUSTMENTS
FIRE FUND			
EMS CLAIM PROCESS FEE (REV OFFSET)	-	66,000	66,000
CREDIT CARD FEES	-	15,000	15,000
UNIFORM ALLOWANCE	185,000	265,000	80,000
FEMA 2020 AFG GRANT MATCH	-	78,273	78,273
DIRECT CAPTURE EXHAUST (AFG GRANT FUNDED)	300,000	-	(300,000)
FIRE FUND Total	485,000	424,273	(60,727)
ENVIRONMENTAL SVCS			
LANDFILL EQUIPMENT RENTAL COSTS	1,575,000	804,000	(771,000)
F250 CREW CAB 4X4 - NEW DIVISION MGR	-	37,000	37,000
ENVIRONMENTAL SVCS Total	1,575,000	841,000	(734,000)
DEPARTMENT REQUEST Total	105,100,893	107,552,355	2,451,462
RESOURCE MGMT ADJUSTMENTS			
PERSONNEL BUDGET UPDATE	118,423,122	120,215,771	1,792,649
HEALTH INSURANCE COUNTY PAID PREMIUMS	23,516,936	22,471,079	(1,045,857)
INTERNAL CHARGES	48,001,647	50,013,035	2,011,388
INTERNAL CHARGE CONTRAS	(48,001,647)	(50,013,035)	(2,011,388)
ATTAINABLE HOUSING (00112 TO 00100)	500,000	500,000	-
INTERFUND TRANSFERS			
ARTICLE V (FROM GEN FUND)	174,051	169,119	(4,932)
ECONOMIC DEVELOPMENT (FROM GEN FUND)	1,714,436	1,597,139	(117,297)
TRANSPORTATION TRUST (FROM GEN FUND)	5,043,917	4,054,668	(989,249)
INTERFUND TRANSFERS Total	6,932,404	5,820,926	(1,111,478)
RESOURCE MGMT ADJUSTMENTS Total	149,372,462	149,007,776	(364,686)
RESERVE ADJUSTMENTS	236,645,057	247,679,520	11,034,463
NO ADJUSTMENT	359,663,321	359,663,321	-
USES Total	850,781,733	878,750,674	27,968,941

FUND STRUCTURE OVERVIEW

PERCENT OF GOVERNMENTAL & PROPRIETARY FUNDS APPROPRIATIONS



Overview

In accordance with Generally Accepted Accounting Principles (GAAP) and to provide proper accountability for the different types of financial resources, “funds” are established. Each fund is a separate accounting entity with its own resources, liabilities, and residual balance. Some funds are consolidated for budget adoption and presentation. Funds with similar objectives, activities and legal restrictions are, for reporting purposes, placed in one of two groups: Governmental Funds and Proprietary Funds.

Governmental Funds: Governmental Funds account for general governmental activities which are largely supported by taxes and fees. They are accounted for on a “**modified accrual**” basis or **current financial resources basis**.

Governmental Funds include the following fund types:

- The General Fund** accounts for all resources not reported in other funds. Most countywide activities are accounted for in this fund. Includes agency funds which are used to account for assets held by the County in a trustee capacity.
- Special Revenue Funds** account for resources received from special sources which are dedicated or restricted specific uses.
- Debt Service Funds** account for the accumulation of resources for, and the payment of, interest, principal and other debt-related costs.
- Capital Projects Funds** account for the accumulation and use of resources for the acquisition of land, major buildings and for infrastructure improvements where a specific project is designated or required.

FUND STRUCTURE OVERVIEW

Proprietary Funds: Proprietary Funds account for those external and internal business-type activities that are provided on a basis consistent with private enterprise. They are accounted for on a “full accrual” basis.

Proprietary Funds include the following two fund types:

- a. **Enterprise Funds** account for activities such as water and solid waste disposal services that are similar to those provided by private enterprise and whose costs are paid from user charges or from revenue sources other than general governmental revenue.
- b. **Internal Service Funds** account for certain internal services provided to various Departments. Seminole County uses Internal Service Funds to record all types of insurance utilized by the County, including the self-insurance programs for workers’ compensation, general and property liability, as well as employee group health and life insurance. These costs are allocated to individual departments, divisions, and programs on a rational basis.

Basis of Accounting: Generally Accepted Accounting Principles (“GAAP”) requires that local governments, such as Seminole County, base their financial statements on two different bases of accounting. Entity wide statements and statements of proprietary funds are to be reported based upon the full accrual basis of accounting. Individual governmental funds are to be reported based upon the modified accrual basis of accounting.

The primary difference between the full and modified accrual basis of accounting is the focus of measurement. In full accrual accounting, the focus of measurement is on **total** economic resources. In modified accrual accounting, the focus of measurement is on **current** economic resources. In full accrual accounting, long term assets and liabilities are included as part of the measurement. In modified accrual, only those items are recognized that will be reflected in near-term inflows or outflows of cash. (Generally,

commercial or “for profit” entities use full accrual accounting in order to best reflect the results of operations and financial position of an entity.)

Despite the difference in the basis of accounting used in financial reporting between governmental and proprietary funds, **budgeting is generally based upon modified accrual principles**. Allowances for depreciation (a full accrual concept), amortization (a full accrual concept), and other non-cash related transactions are generally not included in the Budget. By excluding most non-cash related transactions which generally relate to transactions reported in different fiscal periods, the budget can be used as a current control and policy mechanism. The primary exception to this focus is that the budget also includes various allocation mechanisms for common costs whose primary purpose is to better reflect the total current costs of various Programs and Departments, rather than merely the current direct costs.

Funds in Each Group

The following funds are included in the adopted FY 2021/22 budget. Other funding for additional funds may be added during FY 2021/22 either as a carryforward of available funds from FY 2020/21 or through action of the Board of County Commissioners.

GOVERNMENTAL FUNDS

GENERAL FUNDS:

General Fund – 00100

Account for all financial resources except those required to be accounted for in another fund.

FUND STRUCTURE OVERVIEW

Donations Funds – 00103 & 603XX

Account for receipt and disbursement of contributions from the general public for a specific purpose.

Facilities Maintenance Fund – 00108

Account for the receipt, accumulation, and disbursement of funds dedicated to maintaining County owned facilities.

Fleet Replacement Fund – 00109

Account for the receipt, accumulation, and disbursement of funds dedicated to replacing County owned rolling stock.

Technology Replacement Fund – 00111

Account for the receipt, accumulation, and disbursement of funds dedicated to replacing County owned computers, servers, and other technological equipment.

BCC Projects Fund – 00112

Account for the receipt and disbursement of funds for General Fund supported capital projects.

Stormwater Fund – 13000

Account for the receipt and disbursement of funds designated to implement various water quality initiatives.

Economic Development Fund – 13100

Account for the receipt and disbursement of funds for the County's Economic Development Program to generate employment, businesses and other economic activities.

SPECIAL REVENUE FUNDS:

Police Education Fund – 00101

Account for receipt and disbursement of funds collected from civil traffic infractions for criminal justice education and training.

Boating Improvement Fund – 00104

Account for receipt and disbursement of registration fees from recreational vessels to improve County waterways.

County Grant Funds – 00110, 11641, 118XX, 119XX, 120XX & 121XX

Account for receipt and disbursement of monies relating to Grant Programs, inclusive of State and Federal Grants, and Interlocal Agreements with reporting requirements. These funds exclude grants for proprietary operations.

County Transportation Trust Fund – 101XX

Account for the construction and maintenance of County roads. Activities include road maintenance, traffic control, right-of-way acquisition and construction of new roadways. Funding is from local ad valorem property taxes and gas taxes collected and distributed by the State of Florida. Included sub-funds are the Transportation Trust Fund and the Transportation – Ninth Cent Fund. The latter is dedicated to Mass Transit.

Building Program Fund - 10400

Account for receipt and disbursement of Fees, building permits and other related inspection fees paid by customers. Funds are used to provide services for the enforcement of the Florida Building Code per Section 553.80, Florida Statutes.

FUND STRUCTURE OVERVIEW

Tourist Development Funds – 110XX

Account for receipt and disbursement of Tourist Development Taxes on transient rentals per Section 125.0104, Florida Statutes.

Fire District Funds – 1120X

Account for receipt and disbursements relating to the provision of fire protection and emergency rescue to the unincorporated areas of the county, Winter Springs, Altamonte Springs, and Casselberry. Primary funding is ad valorem property taxes.

Renewal and Replacement – Fire Protection – 11201

Account for the receipt, accumulation, and disbursement of funds dedicated to replacing County owned rolling stock funded through transfers from the Fire Protection Fund.

Court Support Technology Fund – 11400

Account for receipt and disbursement of recording fees provided for by Section 28.24(12)(e)(1), Florida Statutes. Funds are used to support the circuit and county courts, Public Defender's Office, State Attorney's Office, and the Clerk of Courts Office with court-related technology costs.

Infrastructure Sales Tax Fund – 115XX

Account for the receipt and disbursement of a voter approved referendum one-cent sales tax in 1991, 2001, and 2014 for a period of ten years. Proceeds are used to fund transportation capital improvements.

Arbor Violation Trust Fund – 12200

Account for receipt, accumulation, and disbursement of funds used for the planting of trees in the County and in administrative costs incurred in enforcing the arbor violation penalties in the Seminole County Land Development Code.

Alcohol Drug Abuse Fund – 12300

Account for the levy of certain penalty assessments provided for by Section 893.13(4), Florida Statutes. Funds are used for meritorious and observing drug abuse treatment or educational programs.

Teen Court Fund – 12302

Account for the levy of mandatory court costs authorized by Section 738.19, Florida Statutes for operational and administrative support for Teen Court

Enhanced 911 Fund - 12500

Account for receipt, accumulation, and disbursement of funds used for creation and maintenance of the County's emergency communication infrastructure (911) system.

Transportation Impact Fee Funds – 126XX

Account for receipt and disbursement of funds derived from fees paid by developers as outlined in the Seminole County Road Impact Fee Ordinance. Use of funds is restricted to capital facilities that are attributable to new growth. Sub-funds include Arterial Impact Fee, North Collector Impact Fee, West Collector Impact Fee, East Collector Impact Fee and South Central Impact Fee.

Development Impact Fee Funds – 128XX

Account for impact fees levied by the Board and collected pursuant to Seminole County Ordinance. Amounts collected are deposited into these funds. The revenues generated are to be used for capital improvements for fire protection and libraries. Sub-funds include the Fire/Rescue Impact Fee, and Library Impact Fee.

FUND STRUCTURE OVERVIEW

17-92 Redevelopment Fund – 13300

Account for the receipt and disbursement of tax increment income received for the 17-92 highway improvement and redevelopment agency.

MSBU Street Lighting Fund – 15000

Account for the consolidated non-ad valorem assessment district created to provide for the funding and management of street lighting public services provided within participating communities throughout the unincorporated areas of the County. New MSBU's may be established by ordinance amendment pursuant to a petition by a proper percentage of property owners in the district. Assessments are allocated on an equitable basis and collected by the Tax Collector.

MSBU Residential Solid Waste Fund – 15100

Account for the residential solid waste management non-ad valorem assessment district created to provide for the funding and management of the residential solid waste public services provided within residential communities throughout the unincorporated area of the county. Assessments are allocated on a per dwelling basis and collected by the Tax Collector.

MSBU Program Fund – 16000

Account for the management of the MSBU Program that provides project and financial management on behalf of all non-ad valorem assessment district types from conceptual consideration to service implementation and in many situations, long term management. Includes revenue management for capital improvement non-ad valorem assessments.

Municipal Services Benefit Units Funds – 160XX

Account for various non ad-valorem assessment districts created to provide the funding and management of various public services within unincorporated Seminole County. Aquatic weed control is the most common public service associated with these accounts. Assessments are allocated on an equitable basis and collected by the Tax Collector.

DEBT SERVICE FUNDS:

General Revenue Debt, 2012 – 21200

The \$20,125,000 Capital Improvement Revenue Bonds, Series 2010 were issued to refund the Sales Tax Revenue Refunding Bonds, Series 1998, and are payable through a pledge of general (non-ad valorem) revenues.

General Revenue Debt, 2014- Sports Complex/Soldier's Creek – 21235

The \$28,000,000 Special Obligation Bonds, Series 2014 were issued for the construction and equipping of a Sports Complex and to provide funding for capital improvements to Soldier's Creek Park. Bond issue is payable through a pledge of general (non-ad valorem) revenues.

County Shared Revenue Debt– 21300

The \$22,000,000 Capital Revenue Improvement Revenue Bonds, Series 2012, were issued to provide financing for the Public Safety Communications P25 Radio System Upgrade and Tower Rebuild projects. Funding for repayment of these bonds is provided by County Shared Revenues.

Sales Tax Revenue Bonds 2001 – 22500

The \$35,365,000 Sales Tax Revenue Bonds, Series 2005A were issued for the purpose of financing all or a portion of the renovation and expansion of the County's John E. Polk Correctional Facility. The \$39,700,000 Sales Tax Revenue Refunding Bonds, Series 2005B were issued to advance refund the Series 2001 Bonds maturing in the years 2012 through 2031. The \$47,975,000 Sales Tax Revenue Bonds,

FUND STRUCTURE OVERVIEW

Series 2001 were issued to finance a portion of the cost of design, acquisition and construction of the courthouse expansion and renovation project.

CAPITAL FUNDS:

Capital Improvement Revenue Bonds, Series 2012 (P25 System) – 30600

Account for proceeds of County 2012 shared revenue bonds to upgrade the Public Safety Communications P25 Radio System and rebuild Communications Towers.

Sports Complex/Soldier's Creek Project Fund – 30700

Account for proceeds of County 2014 general revenue bonds to construct a Sports Complex and provide capital improvements to Soldier's Creek Park.

Natural Lands/Trails Capital Project Fund – 32100

Account for proceeds of general obligation bonds to acquire, preserve, and restore environmentally sensitive lands within Seminole County.

Courthouse Projects Fund – 32200

Account for proceeds of Sales Tax Revenue Bonds for courthouse construction/capital improvements.

Five Points Development Fund – 32300

Account for proceeds of a line of credit and future bond issuances to fund Phase 1 of the Five Points Development Project, to include a new Court Annex, Parking Garage, District Energy Plant, and renovations to the existing Criminal Justice Center.

PROPRIETARY FUNDS

ENTERPRISE FUNDS:

Water and Sewer Funds – 401XX

Account for the provision of water and sewer services to residents of the unincorporated areas of the County as well as portions of three municipalities: the City of Longwood, the City of Lake Mary and the City of Oviedo. Related activities include, but are not limited to, administration, operation, maintenance, financing and related debt service, and billing and collection.

Solid Waste Funds – 402XX

Account for the provision of solid waste disposal services to the general public on a user-charge basis. Related activities include, but are not limited to, administration, operation, maintenance, financing and related debt service.

INTERNAL SERVICE FUNDS:

Property/Liability Insurance Fund – 50100

Account for insurance utilized by the County, including self-insurance, for general and property liability insurance. Reimbursements for these costs are allocated countywide.

Worker's Compensation Fund – 50200

Account for all types of insurance utilized by the County, including self-insurance, for workers' compensation. Reimbursements for these costs are allocated countywide.

FUND STRUCTURE OVERVIEW

Health Insurance Fund – 50300

Account for insurance utilized by the County, including self-insurance, for employee group health and life insurance. Reimbursements for these costs are allocated countywide.

FUND STRUCTURE SUMMARY

FY 2021/22 TOTAL BUDGET \$878,750,674

FUND MAJOR - TYPE - NAME	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
GENERAL FUNDS	244,569,091	260,539,756	297,182,235	317,969,295	20,787,060	7.0%
GENERAL FUND						
00100 GENERAL FUND	232,346,708	238,325,940	289,898,506	309,969,793	20,071,287	6.9%
REPLACEMENT FUNDS						
00108 FACILITIES MAINTENANCE FUND	847,072	1,614,883	1,087,629	1,206,939	119,310	11.0%
00109 FLEET REPLACEMENT FUND	802,042	1,997,558	1,497,084	1,757,374	260,290	17.4%
00111 TECHNOLOGY REPLACEMENT FUND	122,558	238,925	1,735,507	1,404,072	(331,435)	-19.1%
00112 MAJOR PROJECTS FUND	8,254,271	15,599,926	227,500	1,241,478	1,013,978	445.7%
SPECIAL REVENUE FUNDS						
00103 NATURAL LAND ENDOWMENT FUND	228,008	132,065	519,000	302,500	(216,500)	-41.7%
13000 STORMWATER FUND	-	2,958	-	0	-	
13100 ECONOMIC DEVELOPMENT	1,911,279	2,553,230	2,085,009	1,975,139	(109,870)	-5.3%
AGENCY FUNDS						
60301 BOCC AGENCY FUND	837	600	38,000	38,000	-	0.0%
60302 PUBLIC SAFETY	-	-	-	0	-	
60303 LIBRARIES-DESIGNATED	35,594	28,978	50,000	50,000	-	0.0%
60304 ANIMAL CONTROL	8,217	39,040	20,000	0	(20,000)	-100.0%
60305 HISTORICAL COMMISSION	-	-	24,000	24,000	-	0.0%
60307 4-H COUNSEL COOP EXTENSION	60	-	-	0	-	
60308 ADULT DRUG COURT	9,422	2,832	-	0	-	
60310 EXTENSION SERVICE PROGRAMS	3,023	2,820	-	0	-	
60311 SEM CO EXPRESSWAY AUTHORITY	-	-	-	0	-	
TRANSPORTATION FUNDS	59,165,166	82,143,631	120,360,566	112,093,527	(8,267,039)	-6.9%
TRANSPORTATION FUNDS						
10101 TRANSPORTATION TRUST FUND	17,861,244	20,287,404	21,674,204	23,393,527	1,719,323	7.9%
10102 NINTH-CENT FUEL TAX FUND	7,234,385	8,686,362	8,686,362	9,400,000	713,638	8.2%
10103 SUNRAIL OPERATIONS	-	-	-	0	-	
BUILDING FUNDS						
11560 2014 INFRASTRUCTURE SALES TAX	-	-	-	0	-	
SALES TAX FUNDS						
11500 1991 INFRASTRUCTURE SALES TAX	5,162,152	3,106,453	10,950,000	3,700,000	(7,250,000)	-66.2%
11541 2001 INFRASTRUCTURE SALES TAX	5,126,959	10,098,669	13,150,000	9,900,000	(3,250,000)	-24.7%
11560 2014 INFRASTRUCTURE SALES TAX	23,780,425	39,964,743	65,900,000	65,700,000	(200,000)	-0.3%
FIRE DISTRICT FUNDS	68,065,702	71,370,345	99,218,001	104,896,056	5,678,055	5.7%
FIRE DISTRICT FUNDS						
11200 FIRE PROTECTION FUND	63,050,583	66,455,792	93,753,000	103,644,056	9,891,056	10.6%
11201 FIRE PROT FUND-REPLACE & RENEW	1,067	-	-	0	-	
11207 FIRE PROTECT FUND-CASSELBERRY	4,515,555	4,656,304	5,233,001	0	(5,233,001)	-100.0%
IMPACT FEE FUNDS						
12801 FIRE/RESCUE-IMPACT FEE	498,497	258,249	232,000	1,252,000	1,020,000	439.7%
SPECIAL REVENUE FUNDS	49,682,235	112,369,524	119,716,454	77,459,730	(42,256,724)	-35.3%
BUILDING FUNDS						
10400 BUILDING PROGRAM	5,429,869	5,179,159	9,622,500	12,984,500	3,362,000	34.9%
TOURISM FUNDS						
11000 TOURISM PARKS 1,2,3 CENT FUND	2,166,220	2,330,789	5,130,000	5,410,000	280,000	5.5%
11001 TOURISM SPORTS 4 & 6 CENT FUND	2,259,819	2,337,732	2,162,500	2,804,500	642,000	29.7%
IMPACT FEE FUNDS						
12601 ARTERIAL IMPACT FEE (12-31-21)	-	-	2,300,000	500,000	(1,800,000)	-78.3%
12602 NORTH COLLECT IMPACT FEE (EXP)	-	705	50,000	60,000	10,000	20.0%
12603 WEST COLLECT IMPACT FEE (EXP)	-	-	120,000	5,000	(115,000)	-95.8%
12604 EAST COLLECT IMPACT FEE (EXP)	345,000	-	450,000	2,000	(448,000)	-99.6%
12605 SOUTH CN IMPACT FEE (12-31-21)	-	-	(955,000)	(706,250)	248,750	-26.0%
12606 MOBILITY FEE CORE DISTRICT	-	-	-	939,904	939,904	
12607 MOBILITY FEE SUBURBAN DISTRICT	-	-	-	3,427,885	3,427,885	
12608 MOBILITY FEE RURAL DISTRICT	-	-	-	331,731	331,731	
12609 MOBILITY FEE SUBURBAN WEST	-	-	-	829,327	829,327	
12804 LIBRARY-IMPACT FEE	137,257	104,563	170,000	170,000	-	0.0%
12805 DRAINAGE-IMPACT FEE	-	-	7,000	7,000	-	0.0%

FUND STRUCTURE SUMMARY

FY 2021/22 TOTAL BUDGET \$878,750,674

FUND MAJOR - TYPE - NAME	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
COURT FUNDS						
11400 COURT SUPP TECH FEE (ARTV)	989,420	1,136,414	1,193,924	1,219,119	25,195	2.1%
12302 TEEN COURT	195,154	145,146	195,000	195,000	-	0.0%
GRANT FUNDS						
00110 ADULT DRUG COURT GRANT FUND	462,697	437,240	427,435	495,244	67,809	15.9%
11800 EMS TRUST FUND	210,236	98,430	66,745	58,188	(8,557)	-12.8%
11901 COMMUNITY DEVELOPMEN BLK GRANT	1,549,995	2,290,875	2,104,990	2,390,446	285,456	13.6%
11902 HOME PROGRAM GRANT	329,603	597,682	798,925	3,928,599	3,129,674	391.7%
11904 EMERGENCY SHELTER GRANTS	132,500	134,332	171,666	223,372	51,706	30.1%
11905 COMMUNITY SVC BLOCK GRANT	218,384	154,117	75,000	233,500	158,500	211.3%
11908 DISASTER PREPAREDNESS	224,064	160,616	47,529	0	(47,529)	-100.0%
11909 MOSQUITO CONTROL GRANT	186,641	91,126	41,645	50,688	9,043	21.7%
11912 PUBLIC SAFETY GRANTS (STATE)	1,905,699	460,502	-	0	-	
11913 PUBLIC SAFETY GRANTS (OTHER)	-	-	-	0	-	
11915 PUBLIC SAFETY GRANTS (FEDERAL)	242,440	288,120	355,325	782,727	427,402	120.3%
11916 PUBLIC WORKS GRANTS	3,350,151	2,503,432	90,000	0	(90,000)	-100.0%
11917 LEISURE SERVICES GRANTS	38,850	15,000	-	833,405	833,405	
11918 GROWTH MANAGEMENT GRANTS	-	-	-	0	-	
11919 COMMUNITY SVC GRANTS	473,804	504,216	-	624,371	624,371	
11920 NEIGHBOR STABIL PROGRAM GRANT	579,666	49,869	-	0	-	
11925 DCF REINVESTMENT GRANT FUND	454,844	308,249	-	1,200,000	1,200,000	
11926 CITY OF SANFORD CDBG	321,124	1,200	-	0	-	
11930 RESOURCE MANAGEMENT GRANTS	-	-	-	0	-	
11931 HOMELESSNESS GRANTS	22,353	13,684	-	0	-	
11932 MISCELLANEOUS GRANTS	-	-	-	0	-	
11933 FEDERAL MITIGATION GRANTS	2,072,236	1,526,153	-	92,980	92,980	
11935 FEDERAL CARES ACT GRANTS	-	67,012,217	61,738,150	109,000	(61,629,150)	-99.8%
11936 FEDERAL EMER RENTAL ASSISTANCE	-	-	-	4,509,229	4,509,229	
11937 FEDERAL AMERICAN RESCUE PLAN	-	-	-	0	-	
11940 ENVIRONMENTAL SERVICES GRANTS	27,138	121,463	-	0	-	
12013 SHIP AFFORDABLE HOUSING 12/13	-	-	-	0	-	
12014 SHIP AFFORDABLE HOUSING 13/14	-	-	-	0	-	
12015 SHIP AFFORDABLE HOUSING 14/15	-	-	-	0	-	
12016 SHIP AFFORDABLE HOUSING 15/16	-	-	-	0	-	
12017 SHIP AFFORDABLE HOUSING 16/17	2,030,560	307,235	-	0	-	
12018 SHIP AFFORDABLE HOUSING 17/18	305,914	2,335,708	-	0	-	
12019 SHIP AFFORDABLE HOUSING 18/19	207,423	811,096	-	0	-	
12021 SHIP AFFORDABLE HOUSING 20/21	-	-	480,000	0	(480,000)	-100.0%
12022 SHIP AFFORDABLE HOUSING 21/22	-	-	-	270,000	270,000	
SPECIAL REVENUE FUNDS						
00104 BOATING IMPROVEMENT FUND	29,131	79,316	400,000	410,000	10,000	2.5%
11641 PUBLIC WORKS-INTERLOCAL AGREEM	47,186	376	-	437,500	437,500	
11915 PUBLIC SAFETY GRANTS (FEDERAL)	-	-	-	0	-	
12200 ARBOR VIOLATION TRUST FUND	-	-	145,900	149,193	3,293	2.3%
12300 ALCOHOL/DRUG ABUSE FUND	187,306	40,000	95,000	95,000	-	0.0%
LAW ENFORCEMENT FUNDS						
00101 POLICE EDUCATION FUND	150,000	150,000	150,000	150,000	-	0.0%
12101 LAW ENFORCEMENT TST-LOCAL	379,583	305,308	-	0	-	
12102 LAW ENFORCEMENT TST-JUSTICE	43,948	-	-	0	-	
12103 LAW ENFORCEMENT TST-FEDERAL	-	-	-	0	-	
12802 LAW ENFORCEMENT-IMPACT FEE	-	-	-	0	-	
EMERGENCY 9 FUNDS						
12500 EMERGENCY 911 FUND	1,884,750	1,515,788	3,800,000	4,500,000	700,000	18.4%
CRA FUNDS						
13300 17/92 REDEVELOPMENT TI FUND	221,658	-	600,000	0	(600,000)	-100.0%
MSBU FUNDS						
15000 MSBU STREET LIGHTING	2,263,327	2,311,563	3,240,000	2,805,000	(435,000)	-13.4%
15100 MSBU RESIDENTIAL SOLID WASTE	15,055,023	15,742,746	21,203,000	21,395,000	192,000	0.9%
16000 MSBU PROGRAM	1,989,592	604,437	1,245,170	1,210,433	(34,737)	-2.8%
16005 MSBU MILLS (LM/AWC)	4,566	12,607	494,140	519,590	25,450	5.2%
16006 MSBU PICKETT AQUATIC (LM/AWC)	2,700	2,550	407,975	407,975	-	0.0%

FUND STRUCTURE SUMMARY

FY 2021/22 TOTAL BUDGET \$878,750,674

FUND MAJOR - TYPE - NAME	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
16007 MSBU AMORY (LM/AWC)	4,029	5,345	42,885	49,623	6,738	15.7%
16010 MSBU CEDAR RIDGE (GRNDS MAINT)	22,806	20,319	69,850	81,100	11,250	16.1%
16013 MSBU HOWELL CREEK (LM/AWC)	1,596	2,359	13,140	14,140	1,000	7.6%
16020 MSBU HORSESHOE (LM/AWC)	8,955	5,003	20,415	28,615	8,200	40.2%
16021 MSBU MYRTLE (LM/AWC)	6,138	3,631	19,805	23,305	3,500	17.7%
16023 MSBU SPRING WOOD LAKE (LM/AWC)	4,563	4,793	34,685	40,335	5,650	16.3%
16024 MSBU LAKE OF THE WOODS(LM/AWC)	18,524	5,725	115,280	115,280	-	0.0%
16025 MSBU MIRROR (LM/AWC)	7,677	3,714	76,085	76,085	-	0.0%
16026 MSBU SPRING (LM/AWC)	47,586	13,473	146,000	187,700	41,700	28.6%
16027 MSBU SPRINGWOOD WTRWY (LM/AWC)	2,636	4,734	57,270	57,270	-	0.0%
16028 MSBU BURKETT (LM/AWC)	2,126	2,161	68,200	69,800	1,600	2.3%
16030 MSBU SWEETWATER COVE (LM/AWC)	36,399	38,766	66,690	66,690	-	0.0%
16031 MSBU LAKE ASHER AWC	3,022	4,186	10,865	12,940	2,075	19.1%
16032 MSBU ENGLISH ESTATES (LM/AWC)	1,647	2,165	7,475	9,475	2,000	26.8%
16033 MSBU GRACE LAKE (LM/AWC)	4,194	9,935	20,810	25,710	4,900	23.5%
16035 MSBU BUTTONWOOD POND (LM/AWC)	1,620	1,798	12,670	14,470	1,800	14.2%
16036 MSBU HOWELL LAKE (LM/AWC)	380,886	14,873	231,310	374,450	143,140	61.9%
16073 MSBU SYLVAN LAKE (AWC)	-	4,781	78,500	107,800	29,300	37.3%
16077 MSBU LITTLE LK HOWELL/TUSK	-	-	-	20,506	20,506	-
16080 MSBU E CRYSTAL CHAIN OF LAKES	-	-	-	23,280	23,280	-
DEBT SERVICE FUNDS	9,917,458	9,908,201	9,907,085	9,797,498	(109,587)	-1.1%
DEBT SERVICE FUNDS						
21200 GENERAL REVENUE DEBT	1,542,509	1,544,013	1,547,752	3,181,910	1,634,158	105.6%
21235 GENERAL REVENUE DEBT - 2014	1,641,450	1,637,200	1,637,800	1,637,400	(400)	0.0%
21300 COUNTY SHARED REVENUE DEBT	1,745,724	1,744,188	1,742,995	0	(1,742,995)	-100.0%
22500 SALES TAX BONDS	4,987,775	4,982,800	4,978,538	4,978,188	(350)	0.0%
CAPITAL FUNDS	1,133,417	413,374	1,707,000	2,981,500	1,274,500	74.7%
CAPITAL FUNDS						
30600 INFRASTRUCTURE IMP OP FUND	19,258	42,870	607,000	625,000	18,000	3.0%
30700 SPORTS COMPLEX/SOLDIERS CREEK	22,830	-	-	0	-	-
32000 JAIL PROJECT/2005	-	-	-	0	-	-
32100 NATURAL LANDS/TRAILS	1,069,635	370,504	1,100,000	600,000	(500,000)	-45.5%
32200 COURTHOUSE PROJECTS FUND	21,695	-	-	11,000	11,000	-
32300 FIVE POINTS DEVELOPMENT FUND	-	-	-	1,745,500	1,745,500	-
ENTERPRISE FUNDS	116,752,485	112,597,467	200,138,394	195,573,833	(4,564,561)	-2.3%
DEBT SERVICE FUNDS						
40115 WATER & SEWER BOND SER 2015A&B	(1,474,282)	(1,299,559)	-	0	-	-
40119 WATER & SEWER BOND SER 2019	-	99,341	-	0	-	-
WATER & SEWER FUNDS						
40100 WATER AND SEWER FUND	88,052,683	81,993,535	92,181,810	101,203,592	9,021,782	9.8%
40102 CONNECTION FEES-WATER	504,348	500,000	2,514,611	3,170,000	655,389	26.1%
40103 CONNECTION FEES-SEWER	923,586	920,347	7,638,217	8,724,000	1,085,783	14.2%
40105 WATER & SEWER BONDS, SERIES 20	48,664	-	-	0	-	-
40106 2010 BOND SERIES	-	-	-	0	-	-
40107 WATER & SEWER DEBT SERVICE RES	-	-	14,008,275	14,008,275	-	0.0%
40108 WATER & SEWER CAPITAL IMPROVEM	13,087,484	10,669,009	20,600,059	6,250,000	(14,350,059)	-69.7%
SOLID WASTE FUNDS						
40201 SOLID WASTE FUND	15,610,003	19,714,794	41,248,026	39,603,537	(1,644,489)	-4.0%
LANDFILL CLOSURE FUNDS						
40204 LANDFILL MANAGEMENT ESCROW	-	-	21,947,396	22,614,429	667,033	3.0%
INTERNAL SERVICE FUNDS	28,022,569	29,569,311	56,054,235	57,979,235	1,925,000	3.4%
INTERNAL SERVICE FUNDS						
50100 PROPERTY/CASUALTY INSURANCE FU	2,661,024	2,591,753	7,119,235	7,294,235	175,000	2.5%
50200 WORKERS COMPENSATION FUND	3,069,248	3,031,453	8,370,000	7,795,000	(575,000)	-6.9%
50300 HEALTH INSURANCE FUND	22,292,297	23,946,105	40,565,000	42,890,000	2,325,000	5.7%
Grand Total	577,308,123	678,911,608	904,283,970	878,750,674	(25,533,296)	-2.8%

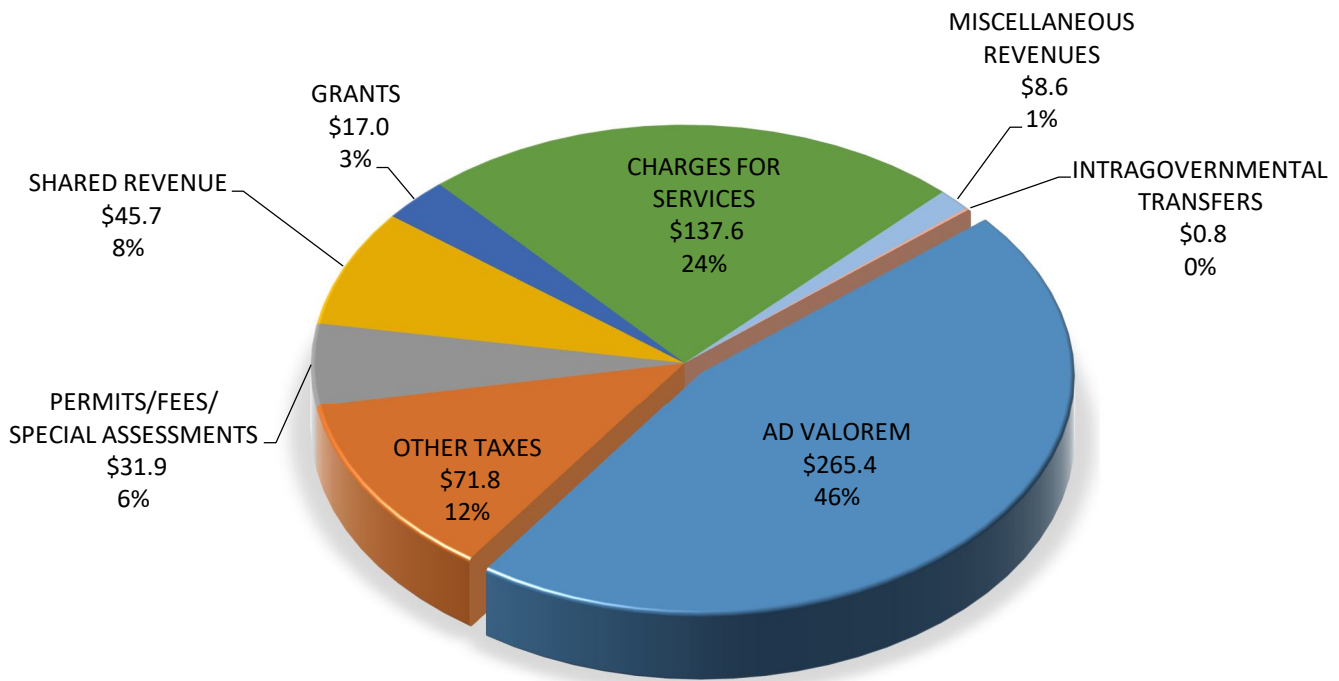
BUDGETARY SOURCES OF FUNDS

The Countywide budget for Seminole County is funded by a variety of sources. This chart is intended to provide an overall view of the types of sources utilized for the annual budget, the funding amounts generated, and the percentages of the total budget reflected. Detailed descriptions of the types of sources represented are also included.

This chart reflects total revenues which include current year collections and recurring sources of funding. Beginning fund balance and transfers are excluded from this view.

FY 2021/22 Total Revenues \$ 578.7 Million

(Excludes Fund Balance and Transfers)



Any variance in totals is due to rounding

Recurring Sources of Funding

Ad Valorem – A tax levied on the assessed value (net of any exemptions) of real and personal property. This is referred to as “property tax”.

Other Taxes – Other tax revenues collected by the County, including gas taxes, utility taxes, tourist development taxes and other miscellaneous taxes.

Special Assessments / Fees – A special assessment is a compulsory levy imposed on certain properties to defray part or all the cost of a specific improvement or service deemed to primarily benefit those properties. Fees are charges imposed by the County to pay the cost of providing a service or facility or regulating an activity. An impact fee is financial contributions imposed by the County on developers or builders to pay for capital improvements within the community which are necessary to service/accommodate the new development.

BUDGETARY SOURCES OF FUNDS

Shared Revenue - Revenues assessed and collected by government entities and shared with other government entities. The largest portion of State Shared Revenues is sales and gas taxes; locally shared revenues are Community Redevelopment Agency (CRA) contributions.

Grants - A contribution of assets (usually cash) by one governmental unit or other organization to the County for a specified purpose.

Charges for Services – These are charges for specific governmental and proprietary services provided to specific individuals/ entities and are internal to the County. These charges include water and sewer services, landfill charges, court costs and other user charges.

Miscellaneous Revenues – Other current year revenues not included in the categories listed above. These revenues include fines and forfeitures, interest received on investments held by the County and other incidental fees/reimbursements.

Intragovernmental Revenues – Excess revenues or transfers to constitutional officers returned to the County. While this revenue is not by definition current revenue, it is an annual source used to offset the cost of countywide services for the Tax Collector, Sheriff, Clerk of Court, Property Appraiser and Supervisor of Elections. It is budgeted as current revenue to minimize the impact of elected official budgets on the County budget.

Other Sources (Not included in chart)

Beginning Fund Balance – Estimated balances remaining from the previous fiscal year; resulting from unanticipated revenues, unexpended appropriations, and the previous year's Reserves.

Transfers – Transfers between individual funds of the County which are not repayable and are not considered charges for goods or services. These represent a “double counting” of revenues and correspond to an equal amount of interfund expenditures.

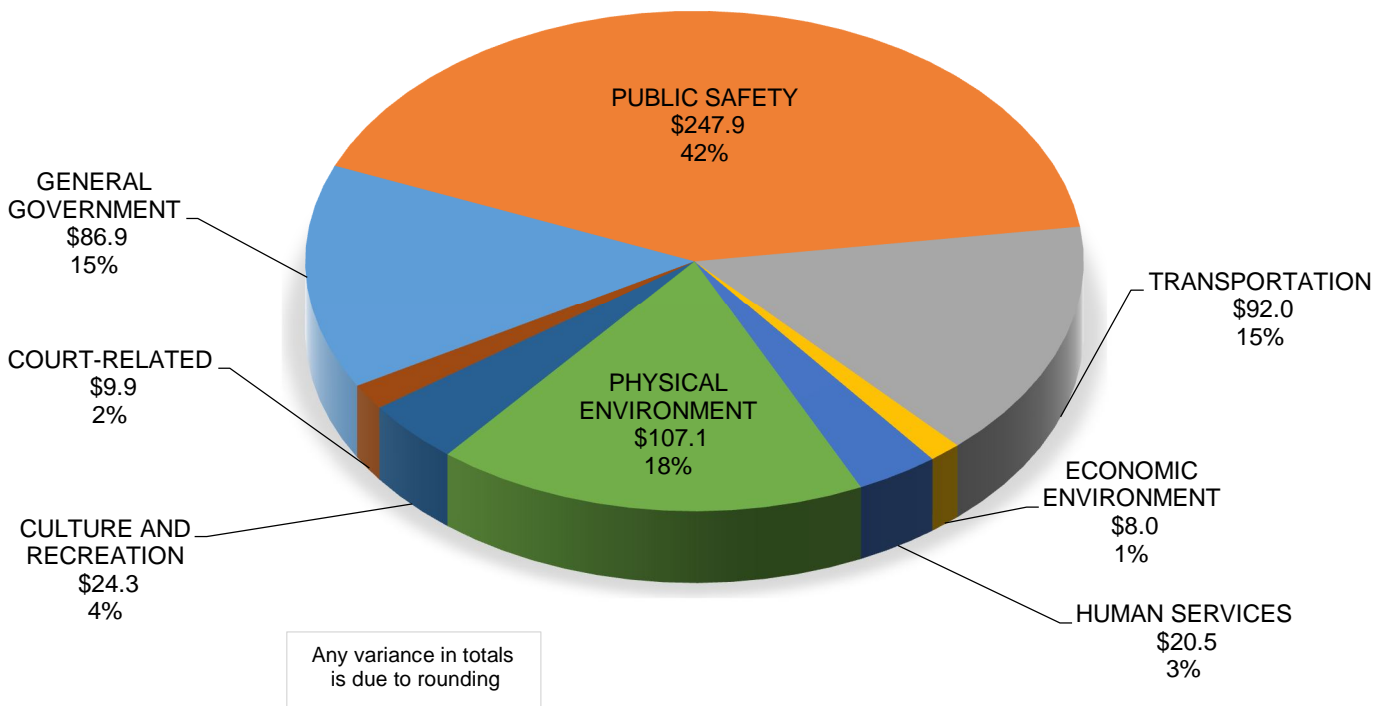
COUNTYWIDE BUDGETARY USES BY FUNCTION

The County provides a variety of services to its citizens to ensure health, safety and quality of life. The following pie chart is a summary of the County's total operating and capital spending plan for FY 2021/22 by category of service. The use categories are State-defined as a means of establishing consistency in reporting for local governmental entities. An explanation for each state-designated use category is detailed following the chart, along with a discussion of the various types of services provided within the applicable category and the associated costs.

Note that County Debt expenditures are included in the chart as part of the service area benefited by the debt. This view excludes appropriations of operating transfers to other funds and estimated reserves; representing the proposed operating and capital spending plan for the upcoming fiscal year.

FY 2021/22 Total Budget \$ 596.5 Million

(Excludes Reserves and Transfers)



General Government - Services provided by the County for the benefit of the public and the governmental body as a whole. This category includes approximately \$19M allocated to the Constitutional Officers for tax collection, property appraisal, election functions and record keeping and accounting for the Board's operations. County Administration (BCC, Attorney, Community Information, County Management, Human Resources, Purchasing, Office of Management and Budget, Office of Organizational Excellence) represent a little over \$1M and Countywide Planning and Zoning services are estimated at \$9.5M. Approximately \$7.5M is designated for property management and maintenance of buildings and under \$2M for internal services (fleet, mail, printing, and technology). Approximately \$36.5M is allocated for health insurance, workers compensation claims and other general liability obligations.

COUNTYWIDE BUDGETARY USES BY FUNCTION

Public Safety - Services provided by the County for the safety and security of the public, including approximately \$143M allocated for law enforcement, jail operations, and for the Sheriff to provide security to the judicial courts. Around \$86M is allocated for fire/rescue, 911, and other emergency service operations. Nearly \$3M is allocated for animal related services. Funding is also provided for juvenile detention, the Medical Examiner and services related to assuring homes and commercial facilities are safe for the citizens.

Physical Environment - Functions performed by the County to achieve a satisfactory living environment by controlling and utilizing elements of the environment for the community, including: approximately \$78M allocated to providing citizens and businesses with water, sewer, and landfill operations. Approximately \$23M is allocated for garbage collection / disposal services, street lighting, aquatic weed control, and other Municipal services to unincorporated residents. The remainder is allocated to protect the water quality of our lakes and other water bodies and for the construction of stormwater related infrastructure.

Transportation – Appropriations for the development and improvement of the safe and adequate flow of vehicles, travelers and pedestrians including: road and street facilities, water transportation systems, mass transit, and parking facilities. Approximately \$56M is designated to road related capital projects (see Projects Section for detail of all projects). Approximately \$16M is allocated to repairing/ maintaining roads, rights-of-ways, medians, bridges, stormwater infrastructure, and trails. Approximately \$10M is provided for traffic operations; including items such as signals, roadway stripping, and signs. Over \$9.5M is allocated for public transportation to support public transportation services within the County.

Economic Environment – Funding is used to develop and improve the economic condition of the community and its citizens. Approximately \$3M is allocated for local tourism activities.

Human Services – Funding is provided for public assistance programs, care for veteran services, indigent persons, and services for the care, treatment and control of human illness, injury or handicap. The County spends approximately \$20M in grants and other revenue for these services.

Culture and Recreation – Cost of providing and maintaining cultural and recreational facilities and activities for the benefit of citizens and visitors, including: libraries, parks and recreation, and other cultural and recreation services. Approximately \$8M is allocated to the County Library System and Museum. Approximately \$13M is allocated to parks/trails/natural lands, and a Sports Complex.

Court-Related – The County provides support for the State's Court System. Approximately \$6M is dedicated annually for facility maintenance and debt associated with the County's state mandated responsibility to provide court facilities. Nearly \$2M is expended for other court support programs.

Other Appropriations (not included in this chart):

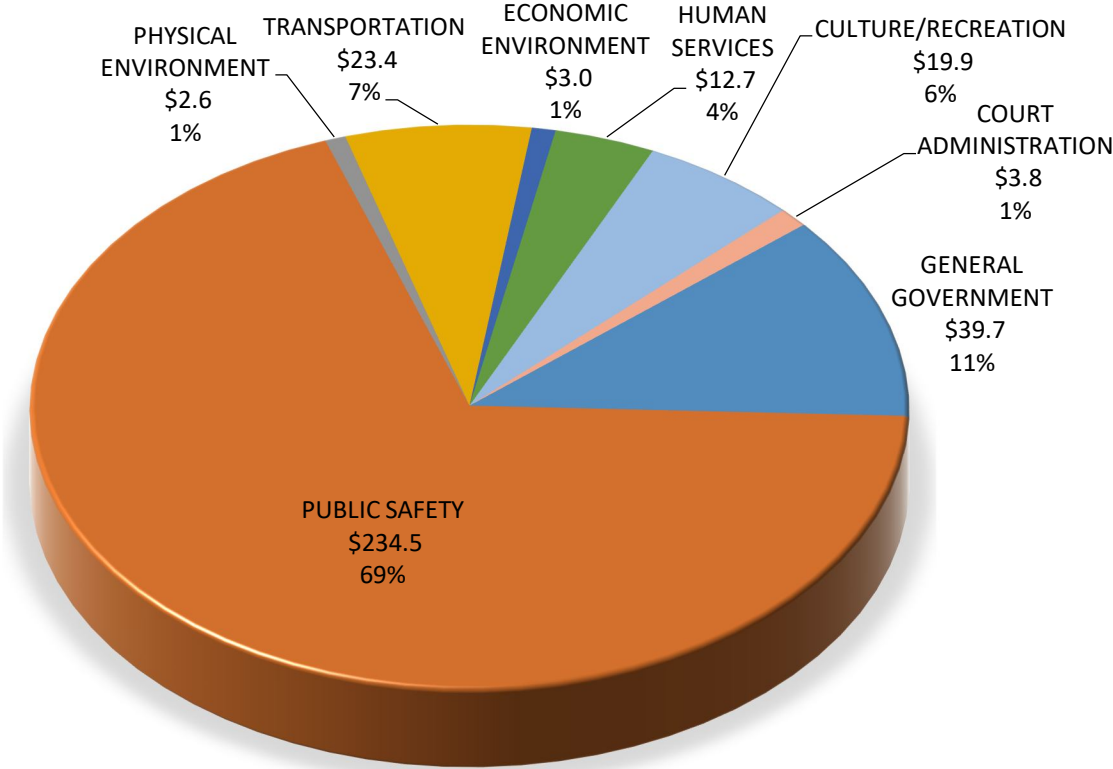
Transfers – Transfers between individual funds of a governmental unit are not repayable, nor considered charges for goods or services. These expenditures (transfers out) correspond to an equal amount of interfund revenue (transfers in). See detailed transfers in the Countywide section of this book.

Reserves – Reserves represent funding that is not appropriated for expenditure within the representative fund. Reserves must be used in accordance with the funding intent (i.e. legally restricted for a specific purpose or available for general appropriation). See detailed Reserves in the Countywide section of this book.

AD VALOREM FUNDS BY FUNCTION

This chart is intended to provide an overall view of how funds which are supported by property taxes are utilized by service function. Funds include General Fund, Fire Protection Funds, and Transportation Trust Funds. Transfers and reserves are excluded from this view. These are all the primary functions provided by the County. For explanation of each service function see the Countywide Budgetary Uses By Function Report.

FY 2021/22 Total Ad Valorem Funds \$ 339.6 Million (Excludes Transfers and Reserves)



Any variance in totals is due to rounding

COUNTYWIDE BUDGET SUMMARY

	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE
PROPERTY TAX RATE (MILLS)				
COUNTYWIDE	4.8751	4.8751	4.8751	0.0000
ROADS MSTU	0.1107	0.1107	0.1107	0.0000
FIRE MSTU	2.7649	2.7649	2.7649	0.0000
VALUE OF A MILL (96%)*				
COUNTYWIDE	36.5 M	36.6 M	38.5 M	1.9 M
ROADS MSTU	18.3 M	18.3 M	19.3 M	1 M
FIRE MSTU	26.0 M	26.1 M	27.4 M	1.3 M
SOURCES				
TAXES	69,310,873	67,400,300	71,760,300	4,360,000
AD VALOREM	237,220,897	252,893,000	265,405,578	12,512,578
PERMITS FEES & SPECIAL ASM	28,143,339	25,855,505	31,894,351	6,038,846
INTERGOVERNMENTAL REVENUE	124,437,910	108,168,410	62,663,749	(45,504,661)
CHARGES FOR SERVICES	130,536,333	130,788,245	137,573,225	6,784,980
JUDGEMENTS FINES & FORFEIT	785,802	861,500	933,000	71,500
MISCELLANEOUS REVENUES	28,457,438	9,402,106	7,653,021	(1,749,085)
OTHER SOURCES	9,834,336	1,074,000	821,807	(252,193)
CURRENT REVENUES	628,726,928	596,443,066	578,705,031	(17,738,035)
INTERFUND TRANSFERS IN	77,671,279	40,520,749	34,558,878	(5,961,871)
FUND BALANCE	-	267,320,155	265,486,765	(1,833,390)
SOURCES Total	706,398,207	904,283,970	878,750,674	(25,533,296)
USES				
PERSONNEL SERVICES	127,089,037	132,165,490	142,686,850	10,521,360
OPERATING EXPENDITURES	151,687,570	203,241,768	152,760,483	(50,481,285)
INTERNAL SERVICE CHARGES	36,320,341	46,426,803	50,013,035	3,586,232
COST ALLOCATION (CONTRA)	(37,749,872)	(46,426,803)	(50,013,035)	(3,586,232)
CAPITAL OUTLAY	83,196,113	93,575,011	79,868,018	(13,706,993)
DEBT SERVICE	19,002,616	25,857,910	27,495,573	1,637,663
GRANTS & AIDS	67,885,258	26,643,854	31,868,911	5,225,057
TRANSFERS TO CONSTITUTIONA	153,809,267	155,624,819	161,832,441	6,207,622
CURRENT EXPENDITURES	601,240,329	637,108,852	596,512,276	(40,596,576)
INTERFUND TRANSFERS OUT	77,671,279	40,520,749	34,558,878	(5,961,871)
RESERVES	-	226,654,369	247,679,520	21,025,151
USES Total	678,911,608	904,283,970	878,750,674	(25,533,296)

COUNTYWIDE MILLAGE SUMMARY

	ADOPTED MILLAGE RATES BY FISCAL YEAR				ADOPTED
	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>
	COUNTYWIDE				
GENERAL FUND	4.8751	4.8751	4.8751	4.8751	4.8751
SPECIAL DISTRICTS					
UNINCORPORATED ROAD MSTU	0.1107	0.1107	0.1107	0.1107	0.1107
FIRE/RESCUE MSTU	2.7649	2.7649	2.7649	2.7649	2.7649
TOTAL SPECIAL DISTRICTS	2.8756	2.8756	2.8756	2.8756	2.8756
TOTAL BCC APPROVED	7.7507	7.7507	7.7507	7.7507	7.7507
OTHER COUNTYWIDE TAXING AUTHORITIES					
*SCHOOL BOARD	6.5690	6.3130	6.1330	5.9340	5.8250
SCHOOL BOARD VOTED MILLAGE	0.0000	0.0000	0.0000	0.0000	0.0000
TOTAL SCHOOL BOARD	6.5690	6.3130	6.1330	5.9340	5.8250
ST. JOHNS RIVER WATER	0.2724	0.2562	0.2417	0.2287	0.2287
TOTAL OTHER AGENCIES	6.8414	6.5692	6.3747	6.1627	6.0537

Fiscal Year	Countywide	Roads	Fire	Total BCC Approved
2016/17	4.8751	0.1107	2.3299	7.3157
2015/16	4.8751	0.1107	2.3299	7.3157
2014/15	4.8751	0.1107	2.3299	7.3157
2013/14	4.8751	0.1107	2.3299	7.3157
2012/13	4.8751	0.1107	2.3299	7.3157
2011/12	4.8751	0.1107	2.3299	7.3157
2010/11	4.8751	0.1107	2.3299	7.3157
2009/10	4.9000	0.1107	2.3299	7.3406
2008/09	4.5153	0.1107	2.3299	6.9559
2007/08	4.3578	0.1068	2.3299	6.7945
2006/07	4.9989	0.1228	2.6334	7.7551
2005/06	4.9989	0.1228	2.6334	7.7551
2004/05	4.9989	0.1228	2.6334	7.7551
2003/04	4.9989	0.1228	2.6334	7.7551
2002/03	4.9989	0.1228	2.6334	7.7551
2001/02	4.9989	0.6591	2.0971	7.7551
2000/01	4.9989	0.6591	2.0971	7.7551

FIVE YEAR GROSS TAXABLE VALUE COMPARISON

FY 2017/18		FY 2018/19		FY 2019/20		FY 2020/21		FY 2021/22	
AMOUNT	% OF CHG	AMOUNT	% OF CHG	AMOUNT	% OF CHG	AMOUNT	% OF CHG	AMOUNT	% OF CHG

COUNTYWIDE (GENERAL FUND)

PRIOR YEAR TAXABLE VALUE	\$28,539,863,025		\$30,572,694,169		\$32,992,717,663		\$35,660,398,805		\$37,994,757,904	
EXISTING VALUE GROWTH	\$1,634,137,545	5.73%	\$1,889,117,042	6.18%	\$1,983,011,184	6.00%	\$1,808,080,492	5.07%	\$1,517,867,698	3.99%
CURRENT TAXABLE VALUE <i>(before new construction)</i>	\$30,174,000,570		\$32,461,811,211		\$34,975,728,847		\$37,468,479,297		\$39,512,625,602	
NEW CONTRUCTION	\$398,693,599	1.40%	\$530,906,452	1.74%	\$684,669,958	2.08%	\$526,278,607	1.48%	\$541,841,060	1.43%
CURRENT GROSS TAXABLE VALUE	\$30,572,694,169	7.13%	\$32,992,717,663	7.92%	\$35,660,398,805	8.08%	\$37,994,757,904	6.55%	\$40,054,466,662	5.42%
AD VALOREM REVENUE GENERATED	\$143,593,556		\$154,918,631		\$167,294,498		\$178,336,429		\$187,450,000	

UNINCORPORATED ROAD MSTU (TRANSPORTATION TRUST FUND)

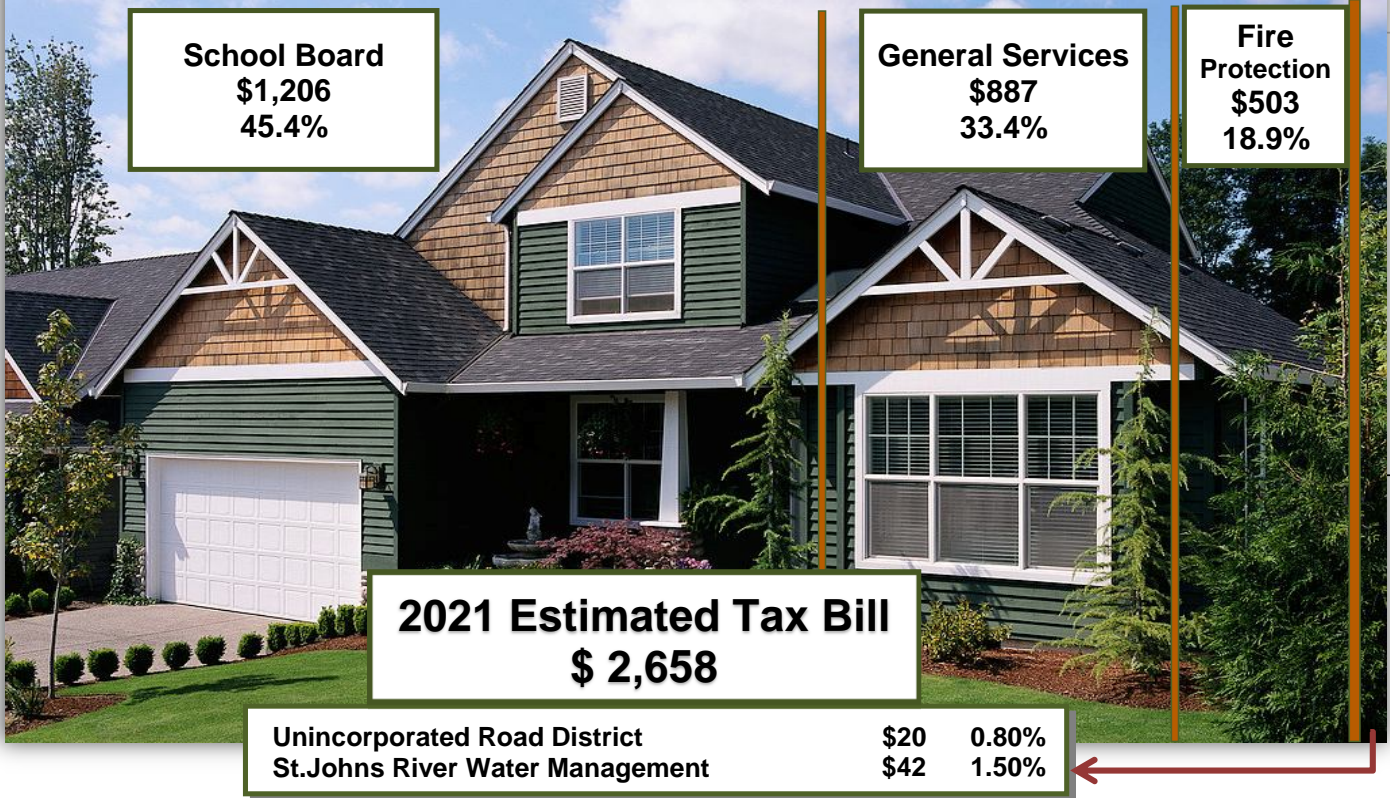
PRIOR YEAR TAXABLE VALUE	\$14,752,369,807		\$15,661,722,908		\$16,646,459,602		\$17,892,470,376		\$19,024,443,030	
EXISTING VALUE GROWTH	\$783,504,060	5.31%	\$865,902,695	5.53%	\$1,127,176,775	6.77%	\$882,714,286	4.93%	\$762,510,209	4.01%
CURRENT TAXABLE VALUE <i>(before new construction)</i>	\$15,535,873,867		\$16,527,625,603		\$17,773,636,377		\$18,775,184,662		\$19,786,953,239	
NEW CONTRUCTION	\$125,849,041	0.85%	\$118,833,999	0.76%	\$118,833,999	0.71%	\$249,258,368	1.39%	\$288,636,300	1.52%
CURRENT GROSS TAXABLE VALUE	\$15,661,722,908	6.16%	\$16,646,459,602	6.29%	\$17,892,470,376	7.48%	\$19,024,443,030	6.32%	\$20,075,589,539	5.53%
AD VALOREM REVENUE GENERATED	\$1,670,623		\$1,776,056		\$1,906,579		\$2,029,449		\$2,132,963	

FIRE RESCUE MSTU (FIRE FUNDS)

PRIOR YEAR TAXABLE VALUE	\$20,648,962,613		\$22,054,702,490		\$23,676,984,127		\$25,484,243,688		\$27,098,041,494	
EXISTING VALUE GROWTH	\$1,169,465,092	5.66%	\$1,301,637,698	5.90%	\$1,486,615,622	6.28%	\$1,271,604,320	4.99%	\$1,054,814,775	3.89%
CURRENT TAXABLE VALUE <i>(before new construction)</i>	\$21,818,427,705		\$23,356,340,188		\$25,163,599,749		\$26,755,848,008		\$28,152,856,269	
NEW CONTRUCTION	\$236,274,785	1.15%	\$320,643,939	1.45%	\$320,643,939	1.35%	\$342,193,486	1.34%	\$375,658,683	1.39%
CURRENT GROSS TAXABLE VALUE	\$22,054,702,490	6.81%	\$23,676,984,127	7.35%	\$25,484,243,688	7.63%	\$27,098,041,494	6.33%	\$28,528,514,952	5.28%
AD VALOREM REVENUE GENERATED	\$58,748,377		\$63,086,623		\$67,813,741		\$72,151,755		\$75,666,615	

UNINCORPORATED RESIDENTIAL HOME PROPERTY TAX CALCULATION

Single Family Residence With A 2020 Assessed Value of \$232,000
Receiving A \$50K Countywide (\$25K School Board) Homestead Exemption



The 2021 property tax estimate is based on the average taxable value of a single family residence within Seminole County paying unincorporated property taxes for this tax roll. Florida law permits up to a 4% early discount incentive for property taxes paid between November and February. Payment of the estimated tax bill above in November versus the March 31st deadline would reduce the homeowners actual property taxes paid to \$2,552, a savings of \$106.

- School Board:** The School Board, as governing body of the taxing unit, is responsible for control, operation, organization, management and administration of public schools pursuant to standards prescribed by Florida Statutes and State Board of Education rules. Homeowners only receive a \$25K homestead exemption on School Board property taxes because schools are exempt from the Amendment 1 additional \$25K homestead exemption approved by Florida voters in 2008.
- Seminole County Government:**

General Services: The Seminole County Board of County Commissioners determines the county-wide ad valorem taxes required for the provision of county-wide services such as law enforcement, court facilities, roads, drainage, libraries, parks and other general government responsibilities.

Roads: A Municipal Service Taxing Unit supporting transportation systems designated by the Board of County Commissioners as local feeder roads, local distributor roads and local access roads within the unincorporated area of Seminole County.

Fire Protection: A Municipal Service Taxing Unit providing for fire protection and prevention, and rescue/emergency medical services to all properties in unincorporated Seminole County, the City of Altamonte Springs, the City of Winter Springs, the City of Casselberry and territories that may be included by special mutual aid agreement.
- St. Johns River Water Management District:** Florida is divided into five independent water management taxing districts whose mission is to preserve and manage Florida's water resources. The SJRWMD manages groundwater and surface water resources in all or part of 18 counties in northeast and east-central Florida.

RESIDENTIAL HOME PROPERTY TAX COMPARISON

2021 Estimated Property Taxes

Single Family Residence With A 2021 Assessed Value of \$221,000
Receiving A \$50K Countywide and \$25K School Board
Homestead Exemption



Millage Rates By Taxing Authority

Taxing District	Unincorporated Seminole County	Altamonte Springs	Casselberry	Lake Mary	Longwood	Oviedo	Sanford	Winter Springs
General Countywide	4.8751	4.8751	4.8751	4.8751	4.8751	4.8751	4.8751	4.8751
School District	5.8250	5.8250	5.8250	5.8250	5.8250	5.8250	5.8250	5.8250
St Johns River Water Management District	0.2287	0.2287	0.2287	0.2287	0.2287	0.2287	0.2287	0.2287
Total Countywide Millage	10.9288	10.9288	10.9288	10.9288	10.9288	10.9288	10.9288	10.9288
Unincorporated County - Road District	0.1107							
County/Municipal Fire District	2.7649	2.7649	2.7649					2.7649
City		3.1000	2.9990	3.5895	5.5000	5.1275	7.3250	2.4100
City Voted Debt			0.2251			0.1545		
Total Municipal Services Millage	2.8756	5.8649	5.9890	3.5895	5.5000	5.2820	7.3250	5.1749
Total Millage Rate	13.8044	16.7937	16.9178	14.5183	16.4288	16.2108	18.2538	16.1037

DETAIL OF CURRENT SOURCES

ACCOUNT MAJOR - MINOR - OBJECT	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
TAXES						
AD VALOREM	219,942,801	237,220,897	252,893,000	265,405,578	12,512,578	4.9%
311100 AD VALOREM-CURRENT	219,781,311	237,014,819	252,737,000	265,249,578	12,512,578	5.0%
311200 AD VALOREM-DELINQUENT	161,490	206,078	156,000	156,000	-	0.0%
LOC GAS TX (6 CENTS ROADS)	8,047,473	6,969,945	7,800,000	7,300,000	(500,000)	-6.4%
312410 LOCAL OPTION GAS TAX (6c)	8,047,473	6,969,945	7,800,000	7,300,000	(500,000)	-6.4%
312415 LOCAL ALTERNATIVE FUEL TAX	-	-	-	0	-	-
LOC GAS TX (9TH CENT MASS)	2,274,306	1,975,555	2,000,000	2,000,000	-	0.0%
312300 LOCAL OPTION GAS TAX (1c MASS TR)	2,274,306	1,975,555	2,000,000	2,000,000	-	0.0%
TOURISM TAX	5,843,184	4,213,500	3,350,000	4,000,000	650,000	19.4%
312120 TOURIST DEVELOPMENT TAX	5,843,184	4,213,500	3,350,000	4,000,000	650,000	19.4%
INFRASTRUCTURE SALES TAX	43,136,792	42,295,728	41,500,000	45,000,000	3,500,000	8.4%
312600 DISCRETIONARY SALES SURTAX	43,136,792	42,295,728	41,500,000	45,000,000	3,500,000	8.4%
UTILITY TAX	7,457,478	7,782,774	7,175,300	7,760,300	585,000	8.2%
314100 UTILITY TAX-ELECTRICITY	5,731,986	5,993,807	5,465,000	6,000,000	535,000	9.8%
314300 UTILITY TAX-WATER	1,456,224	1,518,848	1,440,000	1,500,000	60,000	4.2%
314400 UTILITY TAX-GAS	5,968	2,814	10,000	10,000	-	0.0%
314700 UTILITY TAX-FUEL OIL	875	337	300	300	-	0.0%
314800 UTILITY TAX-PROPANE	262,425	266,968	260,000	250,000	(10,000)	-3.8%
COMMUNICATION SERVICE TAX	5,641,340	5,660,917	5,200,000	5,300,000	100,000	1.9%
315100 COMMUNICATION SERVICE TAX	5,641,340	5,660,917	5,200,000	5,300,000	100,000	1.9%
LOCAL BUSINESS TAX	455,094	412,453	375,000	400,000	25,000	6.7%
316100 PROF/OCCUPATION/LOCAL BUS TAX	455,094	412,453	375,000	400,000	25,000	6.7%
TAXES Total	292,798,468	306,531,770	320,293,300	337,165,878	16,872,578	5.3%
PERMITS FEES & SPECIAL ASM						
BUILDING PERMITS	4,562,183	5,828,128	4,195,000	5,535,000	1,340,000	31.9%
322100 BUILDING PERMITS	3,276,785	4,111,265	3,100,000	4,100,000	1,000,000	32.3%
322102 ELECTRICAL	490,455	722,866	425,000	575,000	150,000	35.3%
322103 PLUMBING	339,095	431,291	275,000	380,000	105,000	38.2%
322104 MECHANICAL	346,036	427,808	300,000	375,000	75,000	25.0%
322107 SIGNS	26,148	29,532	25,000	25,000	-	0.0%
322108 GAS	83,665	105,367	70,000	80,000	10,000	14.3%
FRANCHISE FEES	168,495	217,105	65,000	230,000	165,000	253.8%
323700 FRANCHISE FEES- SOLID WASTE	168,495	217,105	65,000	230,000	165,000	253.8%
IMPACT FEES	4,403,314	3,377,590	3,025,000	6,973,597	3,948,597	130.5%
324110 IMPACT FEES RESID PUBLIC SAFET	203,842	233,935	150,000	350,000	200,000	133.3%
324120 IMPACT FEES COMM PUBLIC SAFET	80,435	58,362	80,000	150,000	70,000	87.5%
324130 WINTER SPRINGS FIRE IMPCT FEES	143,249	90,101	-	200,000	200,000	-
324140 CASSELBERRY FIRE IMPCT FEES	148,870	19,586	-	100,000	100,000	-
324310 IMPACT FEES RESID TRANSPORTATI	1,825,783	1,377,101	1,150,000	271,875	(878,125)	-76.4%
324320 IMPACT FEES COMM TRANSPORTATI	1,854,697	1,478,796	1,525,000	271,875	(1,253,125)	-82.2%
324330 MOBILITY FEES - RESIDENT	-	-	-	2,764,422	2,764,422	-
324340 MOBILITY FEES - COMMERCIAL	-	-	-	2,764,425	2,764,425	-
324610 IMPACT FEES RESID CULTURE	130,778	119,654	100,000	100,000	-	0.0%
324620 IMPACT FEES COMM CULTURE	15,660	54	20,000	1,000	(19,000)	-95.0%
SPECIAL ASSESSMENTS MSBU	17,587,941	18,592,083	18,464,505	19,058,454	593,949	3.2%
325110 SPECIAL ASSESSMENT-CAPITAL	86,266	291,617	217,700	217,700	-	0.0%
325120 SPECIAL ASSESSMENT-SIDEWALKS	-	-	-	0	-	-
325210 SPECIAL ASSESSMENT-SERVICE	17,501,675	18,300,466	18,246,805	18,840,754	593,949	3.3%
OTHER PERMITS	112,078	128,433	106,000	97,300	(8,700)	-8.2%
329115 URBAN CHICKENS PERMIT	300	825	-	300	300	-
329170 ARBOR PERMIT	5,728	33,258	6,000	6,000	-	0.0%
329180 DREDGE/FILL PERMIT	2,750	2,250	-	1,000	1,000	-
329190 ABANDONED PROPERTY REGISTRATIC	103,300	92,100	100,000	90,000	(10,000)	-10.0%
329191 VACATION RENTAL REGISTRY	-	-	-	0	-	-
PERMITS FEES & SPECIAL ASM Total	26,834,010	28,143,339	25,855,505	31,894,351	6,038,846	23.4%

DETAIL OF CURRENT SOURCES

ACCOUNT MAJOR - MINOR - OBJECT	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
INTERGOVERNMENTAL REVENUE						
STATE GAS TAX	5,771,517	5,162,738	4,800,000	5,400,000	600,000	12.5%
335491 CONSTITUTION GAS TAX (2c STATE LE	4,030,385	3,588,264	3,300,000	3,700,000	400,000	12.1%
335492 COUNTY GAS TAX (1c STATE LEVY)	1,741,132	1,574,474	1,500,000	1,700,000	200,000	13.3%
FEDERAL GRANTS	7,153,306	71,340,574	64,483,104	7,737,419	(56,745,685)	-88.0%
331100 ELECTION GRANTS	41,625	50,641	-	0	-	
331230 EMERGENCY MANAGEMENT	351,280	376,104	47,529	0	(47,529)	-100.0%
331391 OTHER PHYSICAL ENV FED GRANTS	52,406	42,989	90,000	0	(90,000)	-100.0%
331490 TRANSPORTATION REVENUE GRANT	2,651,858	625,483	-	0	-	
331501 TREASURY SUBSIDY	1,494,819	-	-	0	-	
331540 COMMUNITY DEVELOPMNT BLK GT	1,871,120	2,298,275	2,104,990	2,390,446	285,456	13.6%
331690 FEDERAL GRANT HUMAN SERVICES	224,627	154,117	75,000	233,500	158,500	211.3%
331720 FEDERAL RECREATION GRANT	-	-	-	0	-	
331722 FEDERAL CULTURE & REC GRANT	2,875	-	-	0	-	
331820 ADULT DRUG COURT	462,697	437,240	427,435	495,244	67,809	15.9%
331891 CARES ACT FUNDING	-	67,355,724	61,738,150	4,618,229	(57,119,921)	-92.5%
331900 US TREASURY EMERGENCY RENTAL	-	-	-	0	-	
331905 FEDERAL AMERICAN RESCUE PLAN (A	-	-	-	0	-	
FEMA REIMBURSEMENTS	23,697,515	1,583,426	-	92,980	92,980	
331510 DISASTER RELIEF (FEMA)	23,697,515	1,583,426	-	92,980	92,980	
FED HOUSING GRANTS	1,083,949	1,205,397	970,591	4,776,342	3,805,751	392.1%
331550 EMERGENCY SHELTER GRANT	606,304	631,149	171,666	847,743	676,077	393.8%
331570 NEIGHBORHOOD STABILIZATION	151,552	(8,486)	-	0	-	
331590 HOME PROGRAM	326,093	582,735	798,925	3,928,599	3,129,674	391.7%
STATE GRANTS	3,930,675	3,158,147	638,715	3,090,008	2,451,293	383.8%
334200 EMS TRUST FUND GRANT	210,236	98,430	66,745	58,188	(8,557)	-12.8%
334220 PUBLIC SAFETY GRANT	2,020,924	533,134	355,325	782,727	427,402	120.3%
334225 JUVENILE ASSESSMENT CTR GRANT	-	-	-	0	-	
334340 GARBAGE/SOLID WASTE	176,960	191	-	0	-	
334360 STORMWATER MANAGEMENT	484,278	835,475	-	0	-	
334392 OTHER PHYSICAL ENVIRONMENT	15,000	15,000	-	0	-	
334393 REIMBURSEMENTS	-	-	-	0	-	
334490 TRANSPORTATION REV GRANT	181,795	999,485	-	833,405	833,405	
334499 FDOT LIGHTING AGREEMENT	24,185	24,911	25,000	25,000	-	0.0%
334510 DISASTER RELIEF (STATE)	-	-	-	0	-	
334690 PROSECUTION ALTERNATIVE	454,844	308,249	-	1,200,000	1,200,000	
334691 HRS/CDD CONTRACT	-	-	-	0	-	
334697 MOSQUITO CONTROL GRANT	186,559	79,273	41,645	50,688	9,043	21.7%
334699 EMERGENCY HOMELESS	-	-	-	0	-	
334710 AID TO LIBRARIES	148,756	142,535	150,000	140,000	(10,000)	-6.7%
334750 ENVIRONMENTAL PROTECTION GRAN	27,138	121,463	-	0	-	
STATE SHARED REVENUES	10,906,562	10,204,000	9,500,000	10,200,000	700,000	7.4%
335120 STATE REVENUE SHARING	10,906,562	10,204,000	9,500,000	10,200,000	700,000	7.4%
OTHER STATE SHARED	6,054,003	6,063,661	3,721,500	3,581,500	(140,000)	-3.8%
335130 INSURANCE AGENTS LICENSE	152,051	214,020	125,000	175,000	50,000	40.0%
335140 MOBILE HOME LICENSES	30,391	32,454	30,000	30,000	-	0.0%
335150 ALCOHOLIC BEVERAGE	167,044	134,295	150,000	140,000	(10,000)	-6.7%
335160 PARI-MUTUAL DISTRIBUTION	446,500	446,500	446,500	446,500	-	0.0%
335210 FIREFIGHTERS SUPPLEMENT	140,485	97,169	135,000	135,000	-	0.0%
335220 E911 WIRELESS	1,751,976	1,865,254	1,600,000	1,600,000	-	0.0%
335225 E911 NON WIRELESS	568,213	511,568	500,000	500,000	-	0.0%
335493 MOTOR FUEL TAX (REBATE)	170,064	183,684	175,000	225,000	50,000	28.6%
335520 SHIP PROGRAM REVENUE	2,543,873	2,521,097	480,000	270,000	(210,000)	-43.8%
335710 BOATING IMPROVEMENT FEES	83,407	57,620	80,000	60,000	(20,000)	-25.0%
LOCAL GRANTS & REVENUES	521,986	662,680	254,500	785,500	531,000	208.6%
337100 ECONOMIC INCENTIVE	381,048	565,311	214,500	218,000	3,500	1.6%
337300 NPDES CITIES	-	-	40,000	40,000	-	0.0%
337900 LOCAL GRANTS & AIDS	140,938	97,369	-	527,500	527,500	

DETAIL OF CURRENT SOURCES

ACCOUNT MAJOR - MINOR - OBJECT	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
HALF CENT SALES TAX	26,261,574	25,057,287	23,800,000	27,000,000	3,200,000	13.4%
335180 HALF-CENT STATE SALES TAX	26,261,574	25,057,287	23,800,000	27,000,000	3,200,000	13.4%
INTERGOVERNMENTAL REVENUE Total	85,381,086	124,437,910	108,168,410	62,663,749	(45,504,661)	-42.1%

CHARGES FOR SERVICES

GENERAL GOV'T FEES	2,795,211	3,688,679	3,417,149	4,263,236	846,087	24.8%
341160 COURT TECH FEE \$2	754,820	976,466	825,000	1,050,000	225,000	27.3%
341200 ZONING FEES	515,057	471,725	400,000	375,000	(25,000)	-6.3%
341320 SCHOOL ADMIN FEE	232,780	298,412	200,000	300,000	100,000	50.0%
341350 ADMIN FEE - MSBU APPLICATION	2,050	800	1,200	1,100	(100)	-8.3%
341357 ADMIN FEE - SOLID WASTE	564,184	585,000	657,000	657,000	-	0.0%
341358 ADMIN FEE - STREET LIGHTING	155,000	155,000	175,000	175,000	-	0.0%
341359 ADMIN FEE - MSBU FUNDS	28,600	30,080	35,355	39,204	3,849	10.9%
341363 ADMIN FEE - GRANTS	-	46,931	-	457,758	457,758	
341910 ADDRESSING FEES	46,135	29,490	30,000	30,000	-	0.0%
342530 SHERIFF - IRON BRIDGE	222,600	232,800	223,000	241,600	18,600	8.3%
343901 TOWER COMM FEES	116,985	110,138	120,000	125,000	5,000	4.2%
343902 FIBER WAN FEES	13,100	9,000	15,000	9,000	(6,000)	-40.0%
343904 SVC CHGS-OTH PHYSICAL ENVIRON	31,099	34,340	93,000	35,000	(58,000)	-62.4%
349100 SERVICE CHARGE-AGENCIES	80,577	143,976	249,594	229,074	(20,520)	-8.2%
349200 CONCURRENCY REVIEW	28,660	17,170	25,000	15,000	(10,000)	-40.0%
349210 FLOOD ZONE REVIEW	3,565	4,245	3,500	3,500	-	0.0%
349220 CONSTRUCTION PLAN REVIEW	-	312,268	225,000	300,000	75,000	33.3%
349230 FIRE PERMIT PROCESSING FEE	-	7,664	5,000	7,000	2,000	40.0%
349240 PRE-APPLICATION FEE PLANNING	-	4,850	4,500	3,000	(1,500)	-33.3%
349250 ZONING PERMIT PROCESSING FEE	-	-	30,000	10,000	(20,000)	-66.7%
349300 TECHNOLOGY SUBMITTAL FEE	-	218,325	100,000	200,000	100,000	100.0%
INTERNAL SERVICE FEES	27,424,905	32,162,828	32,434,235	32,439,235	5,000	0.0%
341210 INTERNAL SERVICE FEES	4,549,577	4,497,472	5,429,235	5,254,235	(175,000)	-3.2%
341220 BOCC INSURANCE EMPLOYER	16,051,306	20,133,917	19,500,000	20,250,000	750,000	3.8%
341230 BOCC INSURANCE EMPLOYEE	3,087,911	3,232,539	3,500,000	3,250,000	(250,000)	-7.1%
341240 BOCC INSURANCE RETIREE	1,100,042	1,155,660	1,300,000	1,000,000	(300,000)	-23.1%
341250 BOCC INSURANCE COBRA	40,034	31,509	35,000	25,000	(10,000)	-28.6%
341260 TAX COLLECTOR INSURANCE	1,389,916	1,628,728	1,360,000	1,300,000	(60,000)	-4.4%
341265 PROPERTY APPRAISER INSURANCE	915,275	1,099,099	960,000	1,000,000	40,000	4.2%
341270 SUPERVISOR OF ELECTIONS INSUR	190,641	292,770	260,000	300,000	40,000	15.4%
341280 PORT AUTHORITY INSURANCE	57,151	57,555	60,000	30,000	(30,000)	-50.0%
341290 BOCC HEALTH PROGRAM	43,050	33,580	30,000	30,000	-	0.0%
SHERIFF REVENUES	8,952,793	3,058,200	4,159,256	3,973,000	(186,256)	-4.5%
341520 SHERIFFS FEES	498,919	389,743	476,256	470,000	(6,256)	-1.3%
342100 REIMBURSEMENT - SHERIFF	4,606,128	2,000	-	0	-	
342320 HOUSING OF PRISONERS-FED	2,586,689	1,642,805	2,415,000	2,380,000	(35,000)	-1.4%
342330 INMATE FEES	412,361	278,511	430,000	205,000	(225,000)	-52.3%
342910 INMPOUND/IMMOBILIZATION	9,350	7,550	8,000	8,000	-	0.0%
342920 SUPERVISOR - PAY	24,550	8,700	25,000	15,000	(10,000)	-40.0%
348880 SUPERVISION - PROBATION	487,314	458,687	480,000	600,000	120,000	25.0%
348991 TEEN COURT \$3	125,654	105,055	125,000	125,000	-	0.0%
348992 POLICE ED \$2 ASSESS	31,873	44,476	30,000	35,000	5,000	16.7%
348994 TRAFFIC SURCHG DRUG ABUSE TRUS	50,174	24,474	50,000	35,000	(15,000)	-30.0%
348995 CRIM JUSTICE ED \$2.50	119,779	96,199	120,000	100,000	(20,000)	-16.7%
PUBLIC SAFETY FEES	8,917,101	10,596,558	9,078,716	10,938,007	1,859,291	20.5%
342210 FIRE/EMS SERVICES	-	-	1	0	(1)	-100.0%
342390 HOUSING OF PRISONER-OTHER	30,672	45,756	28,000	50,000	22,000	78.6%
342430 EMERGENCY MGMT REVIEW FEE	2,971	4,183	3,000	2,500	(500)	-16.7%
342515 INSPECTION FEE - ENVIRONMENT	68,965	107,979	85,850	85,850	-	0.0%
342516 AFTER HOURS INSPECTIONS	102,640	78,420	100,000	102,000	2,000	2.0%
342560 ENGINEERING	778,486	784,745	736,865	660,000	(76,865)	-10.4%
342590 REINSPECTIONS	455,137	618,940	350,000	550,000	200,000	57.1%
342600 PUBLIC SAFETY - FIRE PERMITS	237,153	382,413	260,000	380,000	120,000	46.2%

DETAIL OF CURRENT SOURCES

ACCOUNT MAJOR - MINOR - OBJECT	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
342605 FIRE PERMITS-WS	12,370	6,351	10,000	5,000	(5,000)	-50.0%
342610 AMBULANCE TRANSPORT FEES	6,802,484	7,034,662	6,100,000	7,275,000	1,175,000	19.3%
342615 EMS CARES ACT	-	182,199	-	0	-	-
342620 MEDICAID MANAGED CARE	-	595,313	600,000	1,047,657	447,657	74.6%
342625 MEDICAID FEE FOR SERVICE	-	361,896	400,000	400,000	-	0.0%
342630 FIRE INSPECTION FEES	15,315	18,855	15,000	15,000	-	0.0%
342635 FIRE INSPECT-WS	684	-	-	0	-	-
342930 TRAINING CENTER FEE	142,380	129,226	150,000	125,000	(25,000)	-16.7%
346400 ANIMAL CONTROL	229,123	204,970	200,000	200,000	-	0.0%
348993 CRIME PREVENTION	38,720	40,650	40,000	40,000	-	0.0%
WATER & SEWER FEES	60,936,033	62,768,009	62,846,000	65,972,327	3,126,327	5.0%
343310 WATER UTILITY-RESIDENTIAL	22,546,039	23,562,001	23,650,000	24,787,055	1,137,055	4.8%
343315 PRIVATE COMMERCIAL FIRE LINES	31,610	32,651	33,000	33,000	-	0.0%
343320 WATER UTILITY - BULK	158,916	133,258	153,000	153,000	-	0.0%
343330 METER SET CHARGES	311,843	336,643	200,000	200,000	-	0.0%
343340 METER RECONNECT CHARGES	408,748	257,085	420,000	420,000	-	0.0%
343350 CAPACITY MAINTENANCE-WTR	27,510	20,772	20,000	20,000	-	0.0%
343360 RECYCLED WATER	2,673,574	2,613,093	2,540,000	2,682,063	142,063	5.6%
343510 SEWER UTILITY-RESIDENTIAL	30,275,853	32,082,025	32,000,000	33,847,209	1,847,209	5.8%
343520 SEWER UTILITY - BULK	4,474,214	3,709,507	3,800,000	3,800,000	-	0.0%
343550 CAPACITY MAINTENANCE-SWR	27,727	20,974	30,000	30,000	-	0.0%
SOLID WASTE FEES	13,252,958	13,584,165	13,524,750	14,885,008	1,360,258	10.1%
343412 TRANSFER STATION CHARGES	9,934,353	10,141,955	10,325,750	11,166,837	841,087	8.1%
343414 OSCEOLA LANDFILL CHARGES	2,433,397	2,671,705	2,472,000	2,933,491	461,491	18.7%
343415 WINTER PARK LANDFILL CHARGES	804,591	737,539	721,000	778,680	57,680	8.0%
343417 RECYCLING FEES	79,937	30,786	-	0	-	-
343419 OTHER LANDFILL CHARGES	680	2,180	6,000	6,000	-	0.0%
TRANSPORTATION FEES	1,540,522	1,653,204	1,468,339	1,468,339	-	0.0%
344910 SIGNALS/CHARGES FOR SERVICES	950,501	1,341,771	1,107,615	1,107,615	-	0.0%
344920 FIBER CONSTRUCTION AND MAINT	590,021	311,433	360,724	360,724	-	0.0%
PARKS & REC FEES	2,040,387	1,461,644	2,139,800	2,203,405	63,605	3.0%
347200 PARKS AND RECREATION	1,956,696	1,399,803	2,050,800	2,131,405	80,605	3.9%
347201 PASSIVE PARKS AND TRAILS	37,465	39,610	37,000	35,000	(2,000)	-5.4%
347301 MUSEUM FEES	2,202	1,213	2,000	2,000	-	0.0%
347501 YARBOROUGH NATURE CENTER	44,024	21,019	50,000	35,000	(15,000)	-30.0%
COURT FEES	1,885,975	1,563,045	1,720,000	1,430,668	(289,332)	-16.8%
348921 COURT INNOVATIONS	113,211	100,409	105,000	101,417	(3,583)	-3.4%
348922 LEGAL AID	113,211	100,409	105,000	101,417	(3,583)	-3.4%
348923 LAW LIBRARY	113,211	100,409	105,000	101,417	(3,583)	-3.4%
348924 JUVENILE ALTERNATIVE PROGRAMS	113,211	100,409	105,000	101,417	(3,583)	-3.4%
348930 STATE COURT FACILITY SURCHARGE	1,433,130	1,161,410	1,300,000	1,025,000	(275,000)	-21.2%
CHARGES FOR SERVICES Total	127,745,885	130,536,333	130,788,245	137,573,225	6,784,980	5.2%

JUDGEMENTS FINES & FORFEIT

SHERIFF REVENUES	407,922	234,428	245,000	280,000	35,000	14.3%
351910 CONFISCATIONS	170,768	64,147	-	0	-	-
359901 ADULT DIVERSION	230,425	166,840	240,000	275,000	35,000	14.6%
359902 COMMUNITY SVC INSURANCE	6,729	3,441	5,000	5,000	-	0.0%
JUDGEMENTS & FINES	708,788	486,730	616,500	653,000	36,500	5.9%
348933 ANIMAL CONTROL CITATIONS	10,465	6,820	-	2,000	2,000	-
351500 TRAFFIC CT PARKING FINES	7,265	2,699	2,500	2,000	(500)	-20.0%
351700 INTERGOVT RADIO PROGRAM	418,285	335,775	420,000	400,000	(20,000)	-4.8%
352100 LIBRARY	142,517	56,297	144,000	144,000	-	0.0%
354200 CODE ENFORCEMENT	130,256	55,292	50,000	75,000	25,000	50.0%
354201 CODE ENFORCEMENT LIEN AM	-	29,848	-	30,000	30,000	-
354310 FALSE ALARM-FIRE	-	-	-	0	-	-
354410 ARBOR VIOLATION	-	-	-	0	-	-

DETAIL OF CURRENT SOURCES

ACCOUNT MAJOR - MINOR - OBJECT	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
INTEREST	88,323	64,644	-	0	-	
359903 ADULT DRUG COURT	88,323	64,644	-	0	-	
JUDGEMENTS FINES & FORFEIT Total	1,205,033	785,802	861,500	933,000	71,500	8.3%
MISCELLANEOUS REVENUES						
SHERIFF REVENUES	705,364	568,398	750,000	602,000	(148,000)	-19.7%
361133 INTEREST-SHERIFF	29,075	12,645	10,000	2,000	(8,000)	-80.0%
369912 MISCELLANEOUS - SHERIFF	676,289	555,752	740,000	600,000	(140,000)	-18.9%
WATER & SEWER FEES	5,064,540	4,490,281	1,750,000	1,750,000	-	0.0%
366400 ENTERPRISE CONTRIBUTIONS	5,064,540	4,490,281	1,750,000	1,750,000	-	0.0%
SOLID WASTE FEES	181,366	88,978	254,000	254,000	-	0.0%
365101 METHANE GAS SALES	181,366	88,978	254,000	254,000	-	0.0%
INTEREST	13,246,653	10,276,231	3,747,140	1,999,805	(1,747,335)	-46.6%
361100 INTEREST ON INVESTMENTS	13,130,456	10,179,844	3,691,115	1,943,780	(1,747,335)	-47.3%
361120 SHIP MORTGAGE INTEREST	-	208	-	0	-	
361132 INTEREST-TAX COLLECTOR	57,845	64,086	25	25	-	0.0%
361200 INTEREST-STATE BOARD ADM	4,504	928	-	0	-	
361400 INTEREST-TOURIST DEVLPMNT FUND	53,849	31,164	56,000	56,000	-	0.0%
FIXED ASSET SALES	190,537	610,184	351,500	361,500	10,000	2.8%
364100 FIXED ASSET SALE PROCEEDS	190,537	610,184	351,500	361,500	10,000	2.8%
DONATIONS	5,449,046	2,522,734	80,000	125,000	45,000	56.3%
366100 CONTRIBUTIONS & DONATIONS	5,448,746	2,522,360	80,000	125,000	45,000	56.3%
366175 SEMINOLE COUNTY HEROES MEMOR	300	-	-	0	-	
366270 MEMORIAL TREE DONATIONS	-	374	-	0	-	
PORT AUTHORITY	700,000	500,000	500,000	400,000	(100,000)	-20.0%
366101 CONTRIBUTIONS PORT AUTHORITY	700,000	500,000	500,000	400,000	(100,000)	-20.0%
MISCELLANEOUS REVENUES	14,910,938	9,400,632	1,969,466	2,160,716	191,250	9.7%
362100 RENTS AND ROYALTIES	55,911	62,135	50,121	168,371	118,250	235.9%
363400 TRANSPORTATION IMPACT FEE	705	-	-	0	-	
367150 PAIN MANAGEMENT CLINIC LICENSE	1,500	1,500	-	0	-	
369100 TAX DEED SURPLUS	-	4,617	-	0	-	
369120 SHIP MORTGAGE PRINCIPAL	-	719,488	-	0	-	
369310 INSURANCE PROCEEDS	205,001	33,290	1,000	1,000	-	0.0%
369400 REIMBURSEMENTS	-	21,493	-	0	-	
369900 MISCELLANEOUS-OTHER	778,077	900,919	664,295	698,295	34,000	5.1%
369910 COPYING FEES	80,103	51,411	57,800	62,800	5,000	8.7%
369911 MAPS AND PUBLICATIONS	46	-	50	50	-	0.0%
369920 MISCELLANEOUS-ELECTION	1,209	-	200	200	-	0.0%
369925 CC CONVENIENCE FEES	356,435	373,674	371,000	380,000	9,000	2.4%
369930 REIMBURSEMENTS	12,369,724	6,445,835	260,000	250,000	(10,000)	-3.8%
369935 REIMBURSEMENTS - REBATES	614,354	660,765	450,000	500,000	50,000	11.1%
369940 REIMBURSEMENTS - RADIOS	225,404	72,912	115,000	100,000	(15,000)	-13.0%
369950 NSP RESALES/PROGRAM INCOME	222,469	52,593	-	0	-	
MISCELLANEOUS REVENUES Total	40,448,443	28,457,438	9,402,106	7,653,021	(1,749,085)	-18.6%
OTHER SOURCES						
INTERFUND TRANSFER IN	51,849,383	77,671,279	40,520,749	34,558,878	(5,961,871)	-14.7%
381100 TRANSFER IN	51,849,383	77,671,279	40,520,749	34,558,878	(5,961,871)	-14.7%
BOND REFUNDING PROCEEDS	-	-	-	0	-	
384100 DEBT ISSUANCE	-	-	-	0	-	
385100 PROCEEDS OF REFUNDING BONDS	-	-	-	0	-	
CONSTITUTIONAL EXCESS FEES	3,853,220	9,834,336	1,074,000	821,807	(252,193)	-23.5%
386200 EXCESS FEES-CLERK	2,735	257,266	1,000	1,000	-	0.0%
386300 EXCESS FEES-SHERIFF	711,600	5,897,493	1,000	1,000	-	0.0%
386400 EXCESS FEES-TAX COLLECTOR	2,952,719	2,991,737	1,070,000	817,807	(252,193)	-23.6%
386500 EXCESS FEES-PROP APPRAISER	17,001	222,053	1,000	1,000	-	0.0%
386700 EXCESS FEES SUPERVISOR OF ELEC	169,165	465,788	1,000	1,000	-	0.0%
OTHER SOURCES Total	55,702,603	87,505,615	41,594,749	35,380,685	(6,214,064)	-14.9%

DETAIL OF CURRENT SOURCES

ACCOUNT MAJOR - MINOR - OBJECT	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
FUND BALANCE						
FUND BALANCE	-	-	267,320,155	265,486,765	(1,833,390)	-0.7%
399999 BEGINNING FUND BALANCE	-	-	267,320,155	265,486,765	(1,833,390)	-0.7%
FUND BALANCE Total	-	-	267,320,155	265,486,765	(1,833,390)	-0.7%
Grand Total	630,115,529	706,398,207	904,283,970	878,750,674	(25,533,296)	-2.8%

HISTORY OF MAJOR REVENUE SOURCES

Ad Valorem Tax - Also known as a property tax, ad valorem taxes are based on the assessed value (less exemptions) of real estate and tangible personal property. A millage rate is charged to each one thousand dollars of taxable property value.

The Property Appraiser's Office determines the property values on the tax roll as of January 1 each year and certifies the just market value less exemptions to each taxing authority by July 1st. In compliance with Florida laws and "Truth in Millage" requirements, taxing authorities determine the "millage" or "property tax" rates to be levied within their jurisdiction based on the Property Appraiser's certification of taxable values and the revenue required to fund the annual budget. Because of discount incentives authorized by Florida Statutes for early property tax payments and other tax roll adjustments resulting from Value Adjustment Board decisions, only 96% of ad valorem tax levied is budgeted and historically collected. By law the County must budget no less than 95% of property taxes levied.

The Seminole County Board of County Commissioners adopts the Countywide Operating, Unincorporated Road Municipal Service Taxing Unit (MSTU), and County/Municipal Fire MSTU millage rates. The Road District MSTU includes the unincorporated areas of Seminole County while the Fire/Rescue MSTU encompasses unincorporated Seminole County, the City of Altamonte Springs, the City of Winter Springs and the City of Casselberry.

The School Board, municipalities and St. Johns River Water Management District also levy property tax in Seminole County and are responsible for setting tax rates within their districts. A comparison of all Seminole County taxing authorities and millage rates can be found on the "Residential Home Property Tax Comparison" chart found within the "Countywide Budget" section of this book. Florida's Constitution prohibits the State of Florida from imposing property tax.

Ad Valorem taxes are the largest source of revenue for Seminole County Government generating approximately 45% of all current

revenue budgeted. In the General fund, countywide property taxes account for 74% of current revenues.

Based on an average single-family residence in unincorporated Seminole County, a homeowner with an assessed value of \$232,000 receiving homestead exemption would pay about \$2,658 in FY 2021/22 property taxes. The School Board property tax accounts for approximately 45% of the tax bill, BCC Countywide property taxes account for 33%, the Fire MSTU 19%; Road District MSTU 1% and the St John's Water Management District 2%.

Seminole County BCC Ad Valorem Tax History

The BCC countywide millage rate of 4.8751 mills for General fund countywide services will generate \$188M in FY 2021/22, an increase of \$9M over the prior year adopted revenue. Because the current tax rate was adopted in FY 2020/21, a 5.42% growth in the countywide taxable property values accounts for the increased revenue with 1.43% of this growth from new construction and 3.99% from the reappraisal of existing properties. The 4.8751 countywide millage rate has been maintained for eleven years now.

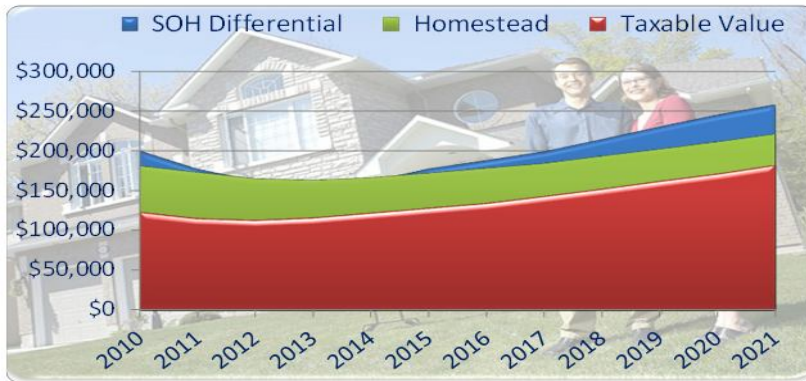
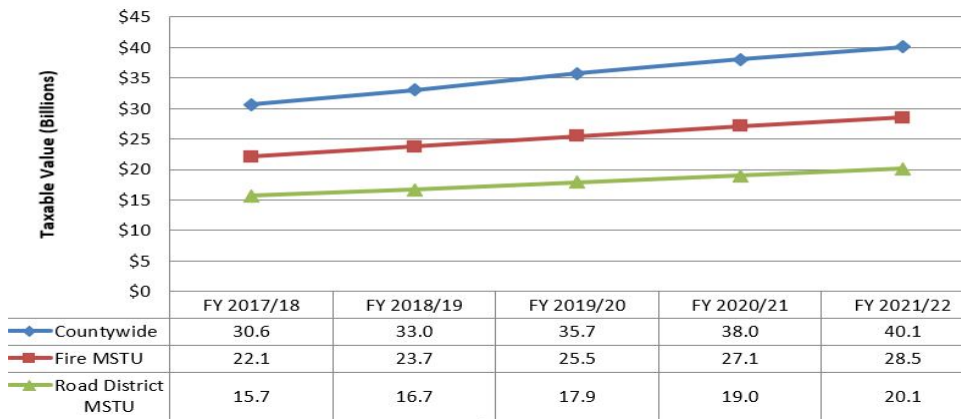
The FY 2021/22 County/Municipal Fire MSTU tax rate of 2.7649 mills is unchanged from the prior year millage. The Fire District ad valorem revenue totaling \$72M grew by \$3.5M over FY 2020/21 due to a 5.28% growth in taxable property values.

In FY 2017/18, the Fire District MSTU millage of 2.3299 mills was increased by 0.4350 mills to stabilize a Fire Fund imbalance that, based on the long-range forecast, would have depleted reserves in FY 2018/19. The 2.3299 tax rate prior to the increase had remained unchanged for ten years prior (FY08 - FY17). Because of property tax reform and declining real estate values during the recession, the Fire District millage was below the rolled-back tax rate for six of the ten years. Growth in taxable values had not generated sufficient revenue to offset the rising cost of personnel and capital needs deferred during the recession years.

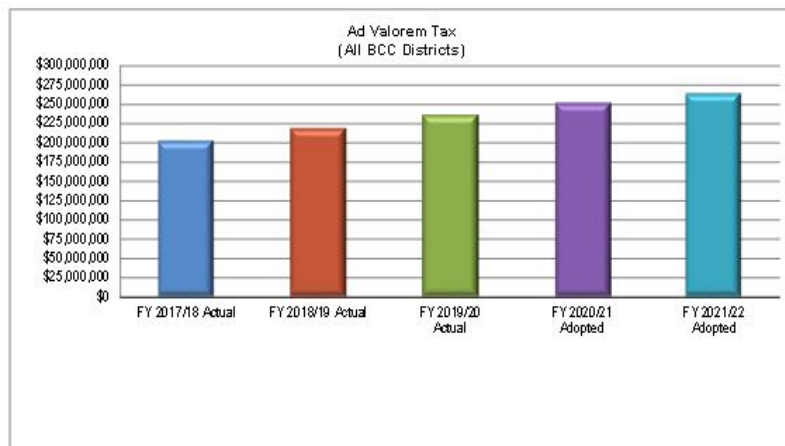
HISTORY OF MAJOR REVENUE SOURCES

The Road District MSTU tax rate of 0.1107 mills has remained the same since FY 2008/09 (12 years). Seminole County's one cent local option sales tax used primarily for transportation is restricted for capital use and cannot be used for maintenance of roads. The unincorporated Road District property tax is used for maintenance costs of local roads within the unincorporated areas of Seminole County.

Seminole County Taxable Property Values



Florida's "Save Our Homes" exemption limits the increase in assessed values to the lesser of 3% or the annual change in the CPI. This exemption was almost eliminated during the recession years but is on the rise again with the growing real estate markets. The change in the CPI for 2021 was 1.4%. With no increase in the Countywide BCC tax rate, homesteaded properties will see only a minor increase in their property tax bills although existing countywide property values grew by 5.42% in 2021.



HISTORY OF MAJOR REVENUE SOURCES

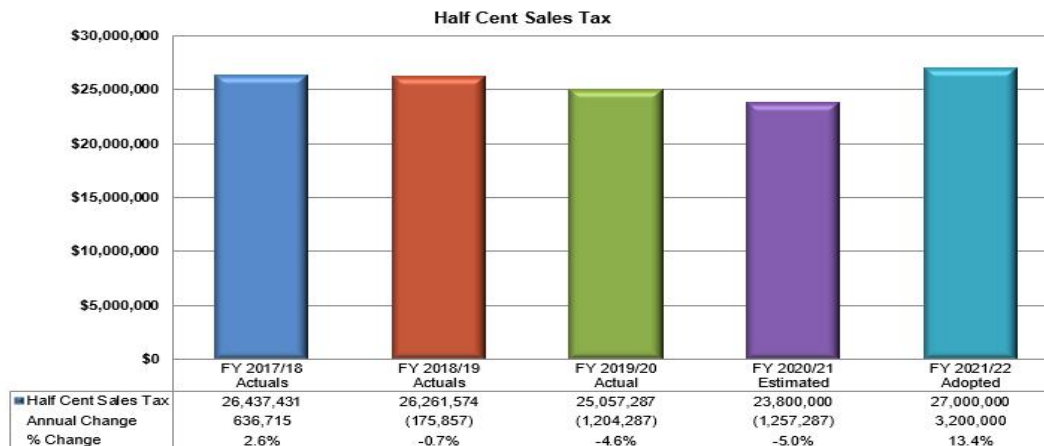
Half-Cent Sales Tax - The Local Government Half-Cent Sales Tax Program is the largest of all state shared revenue sources for local governments. The programs primary purpose is to provide relief from ad valorem and utility taxes in addition to providing revenue for local programs. Seminole County's share of the State half-cent sales tax is second only to property taxes in the General fund as a major revenue source used in support of countywide services.

Based on eligibility requirements, local governments may receive a portion of state shared sales tax through three separate distributions: the ordinary; emergency; and supplemental proceeds. The program also includes a separate distribution for select counties meeting the statutory criteria to qualify as a fiscally constrained county. Seminole County receives the ordinary distribution which is funded by 8.9744 percent of the State's net six cent sales tax proceeds. Revenue is distributed to counties and municipalities based on a population weighted allocation factor multiplied by sales tax monies earmarked for distribution to the county. House Bill 33-A approved by the 2015 Florida Legislature reduced the State Communication Service Tax (CST) rate by 1.73 percent. To minimize the impact of this reduction to Counties, the percentage of sales and use tax collections transferred to the Local Government Half-Cent Sales Tax Clearing Trust Fund for ordinary distributions was increased from 8.8854 percent to 8.9744 percent as of July 1, 2015. Although the State is responsible for the full

portion of the state's share of matching funds required for the Medicaid program, the State charges county governments an annual contribution in order to acquire a certain portion of the funds. If county governments do not participate in the cost of certain services provided to county residents through Florida's Medicaid program, the Department of Revenue is authorized to reduce the portion of sales tax shared with counties to pay for State Medicaid billings. This mandate affects the Half-Cent Sales Tax and County Revenue Sharing Programs. Seminole County, however, pays its share of Medicaid charges without impact to our State shared sales tax.

Seminole County realized an average of \$1.1M or 5.5% annual growth in the state shared half-cent sales tax between FY 2011/12 and FY 2014/15 as the County rebounded from the great recession. Increased sales reported in hotel/motel accommodations; retail; automotive leases and sales; and construction related businesses contributed to growth in several major revenue sources countywide. In FY 2015/16, a more modest growth of 2.2% or \$520K was realized. Growth of 2.5% to 4% per year is more sustainable and is anticipated to continue into the near future barring any changes in the economy due to economic or natural disaster events.

FY 2021/22 half-cent sales tax is projected at \$27M, an increase of \$3.2M more than the prior year estimated projection of \$23.8M.



HISTORY OF MAJOR REVENUE SOURCES

State Revenue Sharing – Administered by the State Department of Revenue, the State Revenue Sharing Program for Counties receives 2.9% of net cigarette tax collections and 2.081% of sales and use tax collections. Approximately 98.47% of total program funds are derived from sales and use tax and 1.53% from net cigarette tax collections.

The 2015 Florida Legislature enacted HB 33-A reducing the State Communication Service Tax rate by 1.73%. State revenue sharing programs were revised so that local governments continued to receive the same amount of revenue as received prior to the law change. The percentage change of sales and use tax collections transferred to the Revenue Sharing Trust Fund for Counties was increased from 2.0603% to 2.081% on July 1, 2015.

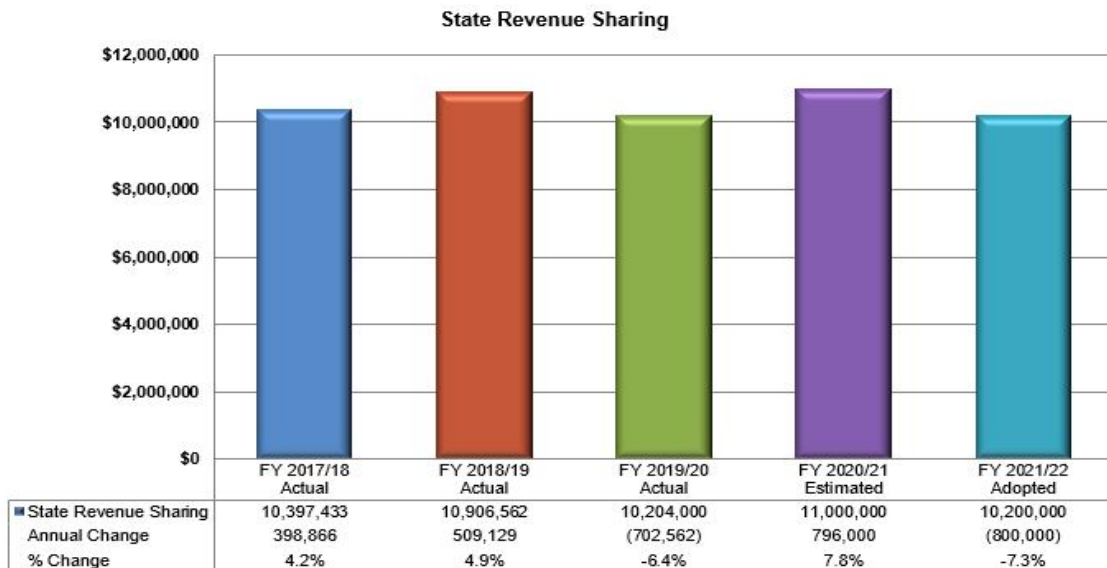
Monthly distributions to counties that meet strict eligibility requirements are based on 95% of the State’s annual estimate for the County Revenue Sharing Program. Disbursements, based on the State July 1 – June 30th fiscal year, are received in equal monthly installments with a June true up adjustment for actual revenue collected.

An apportionment factor predicated on equally weighted factors of county population, unincorporated population and county sales tax collections determines a county's share of the trust funds.

There are no restrictions on the use of these revenues; however, statutory provisions exist that restrict the amount of funds that can be pledged for bonded indebtedness. The revenue is broken out into a first and second guaranteed entitlement and growth money. The guaranteed entitlements may be pledged for bond indebtedness, in Seminole County this amount totals \$1.7M; however, up to 50% of funds received in the prior year may be pledged.

Seminole County’s State Revenue Sharing is currently pledged for the payment of debt associated with the \$22M Capital Improvement Revenue Bonds, Series 2012 issued for the Public Safety Communications P25 Radio Tower Rebuild Projects. The final maturity date is October 1, 2027.

FY 2021/22 revenue is anticipated at \$10.2M, a decrease of \$800K or -7.8% over the FY 2020/21 estimated projection.



HISTORY OF MAJOR REVENUE SOURCES

Utility Taxes - A 4% public service utility tax on electricity, water, natural gas, and propane purchases is assessed in the unincorporated area of Seminole County. The tax exempts the first 300 kilowatt hours of electricity purchased per month and is not applied against any fuel adjustment charge.

The 4% public service tax levied in unincorporated Seminole County is 6% below the 10% maximum rate allowed by Florida law and currently imposed by many surrounding jurisdictions. A \$0.016 tax is levied on each gallon of fuel oil sold. As compensation for keeping records and collection of taxes, the seller may retain one percent of the amount of taxes collected.

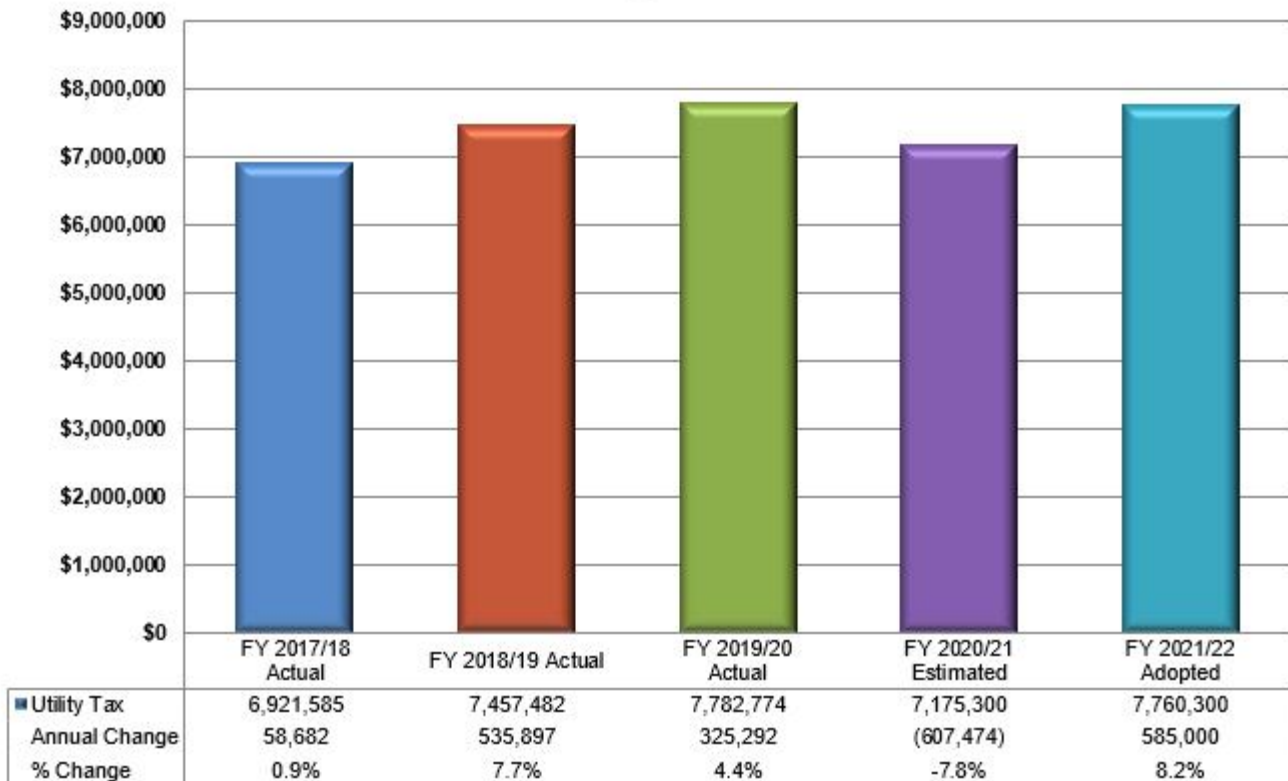
Utility tax revenues are greatly affected by weather conditions as mild winters and summers

require less energy and rainy seasons reduce water usage. Conversely, cold winters and hot summers require increased energy and water consumption.

Electric rate adjustments are often attributed to changes in the fuel adjustment charge which is not subject to the Public Service Tax (PST) and does not affect annual tax collections. For this reason, PST does not significantly change from year to year and extreme weather changes are generally the cause of most spikes in annual public service tax collections.

FY 2021/22 projected utility tax revenue totals \$7.8M and is comprised of \$6M or 77% electric PST; \$1.5M or 19% from water PST; and \$260K or 4% from natural gas and fuel oil PST.

Utility Tax



HISTORY OF MAJOR REVENUE SOURCES

Communication Service Tax - The Communications Service Tax (CST), imposed in unincorporated Seminole County, is a 5.12% tax on services encompassing all voice, data, audio, video, mobile communications, or any other information or signals transmitted by any medium, including cable services. The tax is imposed on retail sales of communication services which originate and terminate in the State of Florida and are billed to an address in unincorporated Seminole County.

The local communication service tax is not applicable to direct-to-home satellite services, only the state CST is charged for this service. The State Department of Revenue administers collections and distributes funds to local governments less an administrative fee of up to 1 percent of the total revenue generated for all taxing authorities. The administrative fee charged to local governments is prorated based on revenue generated by each taxing authority.

Constant changes in communication technology with the use of various internet resources and devices continue to adversely impact

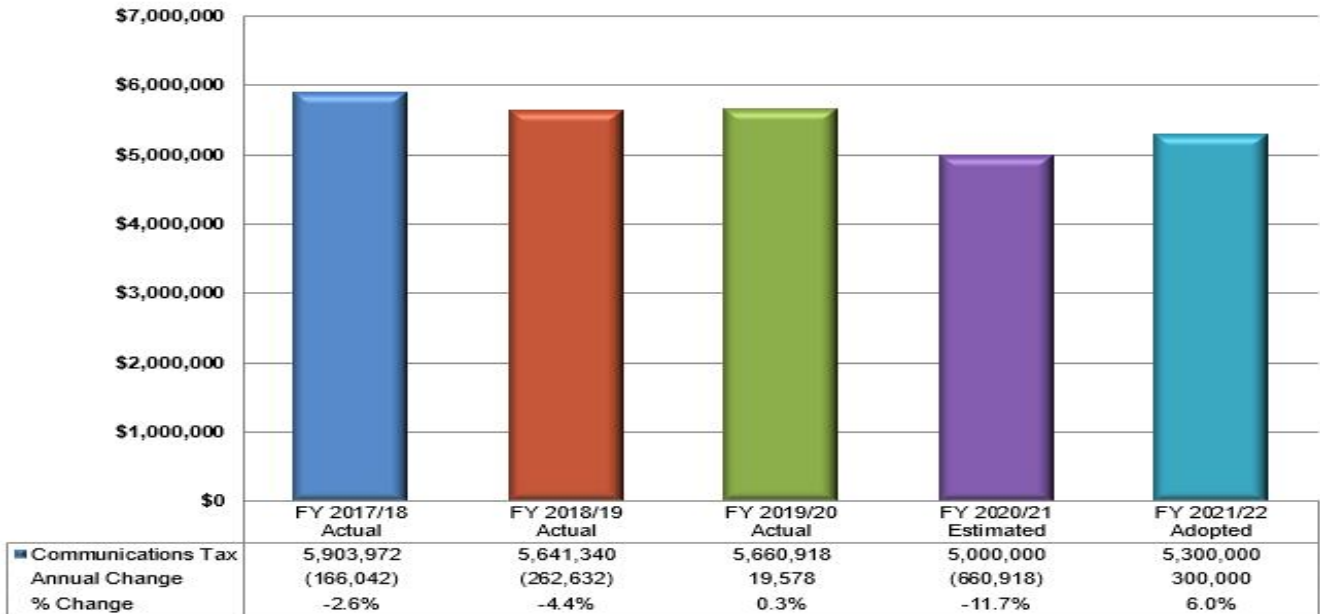
communication sales tax collections. Seminole County's CST has experienced several years of declining revenue attributed greatly to evolving technologies and growing industry competition. The County's CST had reached \$9.9M in FY 2006/07 before revenues reversed course. Revenue is currently down about \$4M from peak collections.

Because the State Department of Revenue administers the CST, only the State can audit service providers. Records can be audited at least three years back and a reallocation of funds can result from both the audit of CST dealers and other information received by DOR from CST dealers outside of the audit process.

In FY 2016/17, the County received a one-time payment of \$432,237 from audit adjustments; however, a 15-month deduction of \$53,222.85 resulting from a separate settlement reduced monthly revenues through July 2017.

FY 2021/22 communication service tax is projected at \$5.3M, up \$300K from the FY 2020/21 estimate of \$5.0M.

Communications Service Tax



HISTORY OF MAJOR REVENUE SOURCES

Gas Taxes - Seminole County receives four separate gas tax revenues restricted in use for transportation related activities. Two are levied locally by the BCC and two are collected by the State per Florida law.

- The Local Option Gas Tax (LOGT), levied locally on motor and diesel fuel, is a 6¢ levy which supports local transportation expenditures and related bonds. Pursuant to the 2013 LOGT interlocal agreement with the cities, Seminole County receives 63.6% of the total LOGT revenue and the remaining 36.4% is divided among the seven municipalities. The LOGT is shared among the cities based on a rolling distribution formula incorporating the most recent five years of transportation expenditures. The 6 Cent Local Option Gas Tax was renewed in February 2013 extending the tax through August 31, 2043.
- The Ninth Cent Local Option Fuel Tax, implemented on January 1, 1994, is also levied locally on motor and diesel fuel and is used to support mass transit.
- On all motor fuels, the State levies and distributes to the various counties, a 1¢ County Gas Tax that is used to support local roads, and the 2¢ Constitutional Gas Tax that may be used to support debt service requirements on local bonds and to finance activities related to

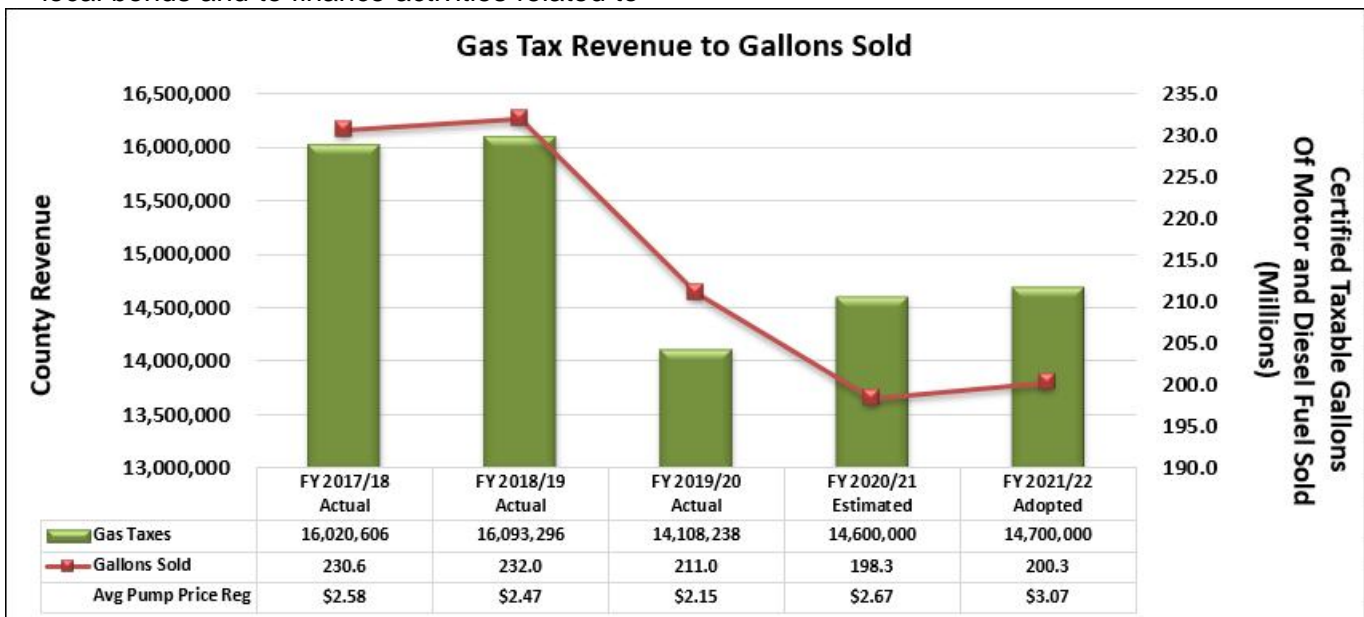
secondary State roads transferred to county control.

Seminole County has the authority to levy an additional 5 Cent Local Option Gas Tax on motor fuel only but has elected not to impose this tax. Voters of Seminole County have historically approved a one cent infrastructure sales tax to provide for most transportation capital.

With the early retirement of debt associated with the 2002 Gas Tax Refunding Bonds in September 2012, no gas tax revenue is currently pledged for transportation debt in Seminole County.

Because Florida’s gas tax is based on gallons sold and not prices at the pump, rising fuel costs and more fuel-efficient vehicles impact gas tax revenue available to fund transportation needs. Fuel efficient cars require less gas to operate yet cause the same wear and tear on our roads while providing fewer dollars for ongoing road repairs and maintenance.

Gas tax collections in Seminole County typically have averaged 3% annual growth in recent years; however, recent collections have been lower. An estimated \$14.7M in combined gas tax revenues for FY 2021/22 is predicated on 1% growth over prior year estimated revenue collections.



HISTORY OF MAJOR REVENUE SOURCES

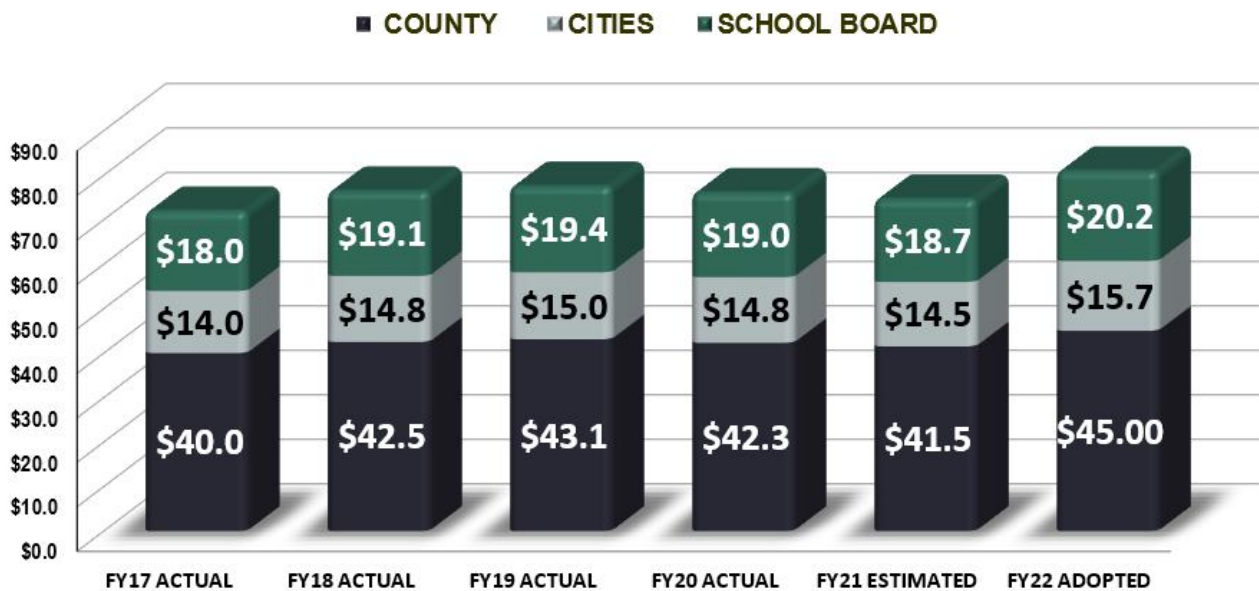
Infrastructure Sales Tax 2014 – On May 20, 2014, the citizens of Seminole County voted to renew the one cent local option infrastructure sales tax shared between the County, School Board and seven municipalities. The tax is effective for a period of ten years which began on January 1, 2015 and expires on December 31, 2024.

Historically, Seminole County voters have supported the penny sales tax. This is the third penny sales tax approved in the County since 1991. Unlike property taxes, the sales tax is not borne solely by the residents of Seminole County as tourists, commuters, and visitors all contribute to sales taxes paid within the County. The 2014 third generation surtax is applicable to the first \$5,000 of each item sold in the County, as specifically provided in Florida Statutes, and will be used for the construction and rehabilitation of roads and transportation facilities; bicycle and pedestrian trails; stormwater facilities, public education facilities, and other infrastructure uses authorized by law. Current law prohibits the use of County Infrastructure Sales Tax for operations of any kind.

Pursuant to an interlocal agreement, the School Board receives 25% of the overall net revenue collected during the life of the surtax; the County receives 24.2%; and the remaining 50.8% is shared between the County (31.4%) and municipalities (19.4%). Seminole County's total share of the Infrastructure Sales Tax revenue is 55.6%.

Seminole County's 2001 Infrastructure Sales Tax peaked in FY 2005/06 at an annual total of \$70.5M and thereafter declined annually throughout the recession years. Revenue began stabilizing in 2012 as the tax ended on December 31, 2012. With approximately \$45M in reserves from the penny sales tax, the BCC allowed the 2001 sales tax to sunset in 2012 to provide residents an opportunity for tax relief following the economic recession.

Seminole County's new 2014 penny sales tax is currently exceeding original estimates and expected to generate about \$779M over the 10 year period. The FY 2021/22 revenue is projected at \$80.9M with School Board receiving \$20.2M; the County receiving \$45M; and the cities sharing in \$15.7M.



	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 ACTUAL	FY21 ESTIMATED	FY22 ADOPTED
Total Revenue	\$71.90M	\$76.4M	\$77.5M	\$76.08M	\$74.6M	\$80.9M
Annual Growth	3.5%	6.3%	1.4%	-1.9%	-1.9%	8.4%

FUND - DEPARTMENT RELATIONSHIP STRUCTURE

BY FUND TYPE - DEPT	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
GENERAL FUND	207,076,554	173,378,190	216,330,295	228,070,982	11,740,687	-5.4%
ADMINISTRATION DEPT	6,486,553	7,115,568	5,695,782	6,938,177	1,242,394	-21.8%
CONSTITUTIONAL OFFICERS DEP	148,420,379	115,409,833	155,725,806	161,576,293	5,850,487	-3.8%
COURT SUPPORT DEPT	2,902,236	3,222,639	3,646,880	3,789,850	142,970	-3.9%
LEISURE SERVICES DEPT	16,852,342	17,348,159	19,199,630	19,869,884	670,255	-3.5%
FIRE DEPT	3,091,987	3,622,445	3,961,178	3,981,386	20,208	-0.5%
COMMUNITY SERVICES DEPT	11,790,335	11,566,800	12,986,380	13,968,122	981,742	-7.6%
PUBLIC WORKS DEPT	7,818,167	9,378,246	8,488,002	9,415,301	927,300	-10.9%
DEVELOPMENT SERVICES DEPT	1,829,882	2,233,779	2,552,420	3,110,262	557,842	-21.9%
INFORMATION SERVICES DEPT	421,834	537,429	649,033	1,284,675	635,642	-97.9%
RESOURCE MANAGEMENT DEPT	7,462,840	2,943,291	3,425,184	4,137,031	711,847	-20.8%
REPLACEMENT FUNDS	10,025,942	19,451,293	3,135,313	4,425,103	1,289,790	-41.1%
ADMINISTRATION DEPT	7,488,789	1,051,890	316,949	70,657	(246,292)	77.7%
CONSTITUTIONAL OFFICERS DEP	154,403	222,420	-	387,431	387,431	-
LEISURE SERVICES DEPT	111,327	328,094	433,095	1,172,049	738,954	-170.6%
FIRE DEPT	622,632	44,009	-	0	-	-
COMMUNITY SERVICES DEPT	-	-	-	0	-	-
PUBLIC WORKS DEPT	1,198,707	2,881,395	1,797,009	2,064,245	267,236	-14.9%
INFORMATION SERVICES DEPT	428,580	345,076	588,260	725,721	137,461	-23.4%
RESOURCE MANAGEMENT DEPT	21,505	14,578,409	-	5,000	5,000	-
TRANSPORTATION FUNDS	25,095,629	27,835,971	29,095,525	32,432,122	3,336,597	-11.5%
CONSTITUTIONAL OFFICERS DEP	28,742	30,895	32,404	34,063	1,660	-5.1%
PUBLIC WORKS DEPT	17,832,502	19,118,714	20,376,759	22,998,059	2,621,300	-12.9%
DEVELOPMENT SERVICES DEPT	7,234,385	8,686,362	8,686,362	9,400,000	713,638	-8.2%
FIRE DISTRICT FUNDS	65,376,175	67,615,867	76,894,424	76,875,092	(19,331)	0.0%
ADMINISTRATION DEPT	-	36,805	-	0	-	-
CONSTITUTIONAL OFFICERS DEP	1,018,322	1,104,887	1,131,386	1,185,839	54,453	-4.8%
FIRE DEPT	64,186,355	66,376,928	75,741,538	75,596,735	(144,802)	0.2%
PUBLIC WORKS DEPT	130,170	47,298	21,500	92,518	71,018	-330.3%
DEVELOPMENT SERVICES DEPT	-	14,802	-	0	-	-
INFORMATION SERVICES DEPT	41,329	35,146	-	0	-	-
BUILDING FUNDS	4,655,654	4,843,424	5,212,894	6,428,979	1,216,085	-23.3%
LEISURE SERVICES DEPT	-	-	-	0	-	-
DEVELOPMENT SERVICES DEPT	4,647,487	4,836,479	5,212,894	6,428,979	1,216,085	-23.3%
INFORMATION SERVICES DEPT	8,167	6,945	-	0	-	-
TOURISM FUNDS	2,784,589	2,974,985	2,529,737	3,088,854	559,117	-22.1%
ADMINISTRATION DEPT	2,530,699	2,522,657	2,306,661	2,659,517	352,855	-15.3%
LEISURE SERVICES DEPT	253,890	452,328	223,075	429,337	206,262	-92.5%
SALES TAX FUNDS	34,069,537	53,169,865	67,845,876	60,032,539	(7,813,337)	11.5%
ADMINISTRATION DEPT	-	-	-	0	-	-
CONSTITUTIONAL OFFICERS DEP	70,867	165,356	-	0	-	-
LEISURE SERVICES DEPT	52,603	65,075	456,094	0	(456,094)	100.0%
FIRE DEPT	643,843	13,799	-	0	-	-
PUBLIC WORKS DEPT	33,302,225	52,925,635	67,389,782	60,032,539	(7,357,243)	10.9%
IMPACT FEE FUNDS	980,753	362,812	177,000	177,000	-	0.0%
LEISURE SERVICES DEPT	137,257	104,563	170,000	170,000	-	0.0%
FIRE DEPT	498,497	258,249	-	0	-	-
PUBLIC WORKS DEPT	345,000	-	7,000	7,000	-	0.0%
COURT FUNDS	1,184,574	1,281,560	1,348,924	1,369,760	20,836	-1.5%
CONSTITUTIONAL OFFICERS DEP	195,154	145,146	155,000	150,641	(4,359)	2.8%
COURT SUPPORT DEPT	989,420	1,136,414	1,193,924	1,219,119	25,195	-2.1%
GRANT FUNDS	15,346,322	80,222,564	66,397,410	15,801,749	(50,595,661)	76.2%
ADMINISTRATION DEPT	745,979	1,193,440	47,529	10,467	(37,062)	78.0%
LEISURE SERVICES DEPT	38,850	15,000	-	833,405	833,405	-
FIRE DEPT	1,836,460	270,821	422,070	840,915	418,845	-99.2%
COMMUNITY SERVICES DEPT	6,171,327	7,339,336	3,630,581	7,779,288	4,148,707	-114.3%

FUND - DEPARTMENT RELATIONSHIP STRUCTURE

BY FUND TYPE - DEPT	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
PUBLIC WORKS DEPT	5,609,028	3,664,119	131,645	133,201	1,556	-1.2%
ES UTILITIES	27,138	121,463	-	0	-	
DEVELOPMENT SERVICES DEPT	-	-	-	0	-	
RESOURCE MANAGEMENT DEPT	917,541	67,618,386	62,165,585	6,204,473	(55,961,112)	90.0%
SPECIAL REVENUE FUNDS	2,399,441	2,804,610	2,629,643	2,959,332	329,689	-12.5%
ADMINISTRATION DEPT	1,911,279	2,553,230	2,085,009	1,975,139	(109,870)	5.3%
CONSTITUTIONAL OFFICERS DEP	187,306	40,000	95,000	95,000	-	0.0%
LEISURE SERVICES DEPT	257,139	211,380	303,734	302,500	(1,234)	0.4%
FIRE DEPT	-	-	-	0	-	
PUBLIC WORKS DEPT	43,717	-	-	437,500	437,500	
DEVELOPMENT SERVICES DEPT	-	-	145,900	149,193	3,293	-2.3%
LAW ENFORCEMENT FUNDS	573,531	455,308	150,000	150,000	-	0.0%
CONSTITUTIONAL OFFICERS DEP	573,531	455,308	150,000	150,000	-	0.0%
EMERGENCY 9 FUNDS	1,884,750	1,515,788	2,157,733	2,141,562	(16,171)	0.7%
ADMINISTRATION DEPT	1,875,230	1,515,788	2,127,733	2,141,562	13,829	-0.6%
FIRE DEPT	9,520	-	30,000	0	(30,000)	100.0%
CRA FUNDS	221,658	-	-	0	-	-
ADMINISTRATION DEPT	50	-	-	0	-	
LEISURE SERVICES DEPT	221,608	-	-	0	-	
PUBLIC WORKS DEPT	-	-	-	0	-	
MSBU FUNDS	19,869,612	18,821,664	21,697,234	23,288,581	1,591,347	-7.3%
RESOURCE MANAGEMENT DEPT	19,869,612	18,821,664	21,697,234	23,288,581	1,591,347	-7.3%
DEBT SERVICE FUNDS	8,443,176	8,707,982	9,907,085	9,797,498	(109,587)	1.1%
ES UTILITIES	(1,474,282)	(1,200,218)	-	0	-	
RESOURCE MANAGEMENT DEPT	9,917,458	9,908,201	9,907,085	9,797,498	(109,587)	1.1%
CAPITAL FUNDS	1,133,417	413,374	55,084	1,793,744	1,738,660	-3156.4%
ADMINISTRATION DEPT	19,258	42,870	-	0	-	
LEISURE SERVICES DEPT	168,905	141,838	55,084	48,244	(6,840)	12.4%
PUBLIC WORKS DEPT	945,254	228,666	-	1,745,500	1,745,500	
WATER & SEWER FUNDS	82,344,086	76,965,170	68,003,983	61,745,995	(6,257,988)	9.2%
PUBLIC WORKS DEPT	107,228	8,775	-	0	-	
ES UTILITIES	82,236,858	76,873,085	68,003,983	61,745,995	(6,257,988)	9.2%
DEVELOPMENT SERVICES DEPT	-	14,619	-	0	-	
INFORMATION SERVICES DEPT	-	68,691	-	0	-	
SOLID WASTE FUNDS	15,610,003	18,957,628	16,333,080	16,567,230	234,151	-1.4%
PUBLIC WORKS DEPT	51,496	37,016	233,100	62,858	(170,242)	73.0%
ES SOLID WASTE DEPT	15,558,507	18,903,668	16,099,980	16,504,372	404,393	-2.5%
INFORMATION SERVICES DEPT	-	16,944	-	0	-	
INTERNAL SERVICE FUNDS	28,022,569	29,504,612	34,983,989	35,808,625	824,636	-2.4%
ADMINISTRATION DEPT	22,292,297	23,919,547	28,781,980	29,327,926	545,946	-1.9%
RESOURCE MANAGEMENT DEPT	5,730,272	5,585,065	6,202,009	6,480,699	278,690	-4.5%
AGENCY FUNDS	57,153	74,270	132,000	112,000	(20,000)	15.2%
ADMINISTRATION DEPT	8,217	39,040	20,000	0	(20,000)	100.0%
COURT SUPPORT DEPT	9,422	2,832	-	0	-	
LEISURE SERVICES DEPT	39,514	32,398	112,000	112,000	-	0.0%
FIRE DEPT	-	-	-	0	-	
Grand Total	527,155,127	589,356,936	625,017,228	583,066,747	(41,950,481)	6.7%

BUDGET BY DEPARTMENT - PROGRAM

BY DEPT - PROGRAM	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
ADMINISTRATION DEPT	43,358,351	39,990,833	41,381,643	43,123,445	1,741,801	4.2%
17-92 CRA	50	-	-	0	-	
ANIMAL SERVICES	2,337,643	2,539,523	2,787,552	2,956,188	168,636	6.0%
BOARD COUNTY COMMISSIONERS	214,896	1,730	30,463	27,069	(3,393)	-11.1%
COMMUNITY INFORMATION	210,232	21,009	96,625	19,740	(76,885)	-79.6%
COUNTY ATTORNEY	297,726	834	49,082	269,946	220,864	450.0%
COUNTY MANAGER	880,577	2,399,923	251,391	31,993	(219,398)	-87.3%
E-911	2,113,570	1,722,027	2,367,246	2,395,011	27,765	1.2%
ECON DEV-COMMUNITY RELATION	1,911,279	2,553,230	2,085,009	1,975,139	(109,870)	-5.3%
EMERGENCY MANAGEMENT	1,766,711	2,236,307	1,321,694	1,754,160	432,466	32.7%
EMPLOYEE BENEFITS	22,292,297	23,919,547	28,781,980	29,327,926	545,946	1.9%
HUMAN RESOURCES	259,260	125,496	30,401	224,071	193,670	637.1%
ORGANIZATIONAL EXCELLENCE	65,196	59,419	9,154	10,704	1,550	16.9%
TELECOMMUNICATIONS	8,408,727	1,815,870	1,184,386	1,391,981	207,595	17.5%
TOURISM ADMINISTRATION	2,183,849	2,174,255	1,627,561	1,900,417	272,855	16.8%
TOURIST DEVELOPMENT	416,338	421,664	759,100	839,100	80,000	10.5%
CONSTITUTIONAL OFFICERS DEP	150,648,704	117,573,845	157,289,596	163,579,268	6,289,672	4.0%
CLERK OF THE COURT	894,231	740,458	283,889	274,617	(9,272)	-3.3%
PROPERTY APPRAISER	5,848,444	6,216,206	6,227,266	6,418,770	191,505	3.1%
SHERIFF'S OFFICE	132,957,026	97,358,272	138,144,557	143,370,494	5,225,937	3.8%
SUPERVISOR OF ELECTIONS	3,118,796	4,831,478	3,751,364	4,290,779	539,415	14.4%
TAX COLLECTOR	7,830,207	8,427,430	8,882,521	9,224,609	342,088	3.9%
COURT SUPPORT DEPT	3,901,078	4,361,885	4,840,804	5,008,969	168,165	3.5%
ARTICLE V COURT TECHNOLOGY	989,420	1,136,414	1,193,924	1,219,119	25,195	2.1%
GUARDIAN AD LITEM	159,935	181,904	209,074	204,988	(4,085)	-2.0%
JUDICIAL	2,299,892	2,581,610	2,971,152	3,116,295	145,144	4.9%
LAW LIBRARY	100,721	105,580	104,932	101,417	(3,514)	-3.3%
LEGAL AID	351,110	356,377	361,723	367,149	5,426	1.5%
LEISURE SERVICES DEPT	18,133,433	18,698,835	20,952,712	22,937,419	1,984,708	9.5%
EXTENSION SERVICE	479,381	461,093	551,760	563,201	11,441	2.1%
GREENWAYS & NATURAL LANDS	4,285,839	4,661,514	5,207,725	5,644,095	436,370	8.4%
LEISURE BUSINESS OFFICE	793,376	891,925	846,754	920,836	74,082	8.7%
LIBRARY SERVICES	6,272,963	6,446,527	7,273,341	7,843,162	569,821	7.8%
PARKS & RECREATION	6,301,874	6,237,776	7,073,132	7,966,126	892,994	12.6%
FIRE DEPT	70,889,293	70,586,251	80,154,786	80,419,037	264,251	0.3%
EMERGENCY COMMUNICATIONS	4,902,752	3,219,430	3,686,469	3,483,417	(203,051)	-5.5%
EMS PERFORMANCE MANAGEMENT	290,033	329,632	304,710	497,969	193,259	63.4%
EMS/FIRE/RESCUE	64,760,592	66,112,031	75,259,337	75,306,968	47,631	0.1%
FIRE PREVENTION BUREAU	935,916	925,158	904,270	1,130,683	226,412	25.0%
COMMUNITY SERVICES DEPT	17,961,662	18,906,136	16,616,961	21,747,410	5,130,449	30.9%
COUNTY ASSISTANCE PROGRAMS	3,699,152	3,610,844	4,688,521	5,629,128	940,608	20.1%
GRANT ASSISTANCE PROGRAMS	6,171,327	7,200,016	3,630,581	7,670,288	4,039,707	111.3%
MANDATED COMMUNITY SERVICES	8,091,183	8,095,277	8,297,859	8,447,994	150,135	1.8%
PUBLIC WORKS DEPT	67,383,492	88,289,865	98,444,796	96,988,720	(1,456,076)	-1.5%
CAPITAL PROJECTS DELIVERY	33,828,537	50,937,052	66,325,878	58,611,913	(7,713,966)	-11.6%
DEVELOPMENT REVIEW ENGINEER	723,707	918,435	878,193	975,948	97,755	11.1%
ENGINEERING PROF SUPPORT	238,444	1,064,897	301,632	385,319	83,687	27.7%
FACILITIES	6,356,002	7,636,966	6,681,724	7,579,384	897,660	13.4%
FLEET MANAGEMENT	480,829	1,831,319	595,129	442,855	(152,274)	-25.6%
LAND MANAGEMENT	153,859	180,895	5,637	157,855	152,217	2700.2%
MOSQUITO CONTROL	885,778	1,044,242	954,874	1,152,531	197,656	20.7%
PUBLIC WORKS BUSINESS OFFIC	509,311	535,406	550,110	905,730	355,620	64.6%
ROADS & STORMWATER	11,644,712	12,766,028	13,593,528	14,889,052	1,295,524	9.5%
TRAFFIC OPERATIONS	9,341,394	9,755,763	6,602,360	9,790,909	3,188,549	48.3%
WATER QUALITY	3,220,920	1,618,862	1,955,731	2,097,225	141,494	7.2%

BUDGET BY DEPARTMENT - PROGRAM

BY DEPT - PROGRAM	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
ES UTILITIES	80,789,714	75,794,331	68,003,983	61,745,995	(6,257,988)	-9.2%
ES BUSINESS OFFICE	2,688,955	2,162,177	2,011,863	2,435,524	423,662	21.1%
UTILITIES ENGINEERING	26,200,509	21,979,898	33,338,150	25,815,108	(7,523,041)	-22.6%
WASTEWATER OPERATIONS	13,241,200	12,755,562	16,609,231	17,064,041	454,810	2.7%
WATER OPERATIONS	38,659,050	38,896,694	16,044,740	16,431,321	386,581	2.4%
ES SOLID WASTE DEPT	15,558,507	18,903,668	16,099,980	16,504,372	404,393	2.5%
LANDFILL OPERATIONS PROGRAM	6,628,278	6,966,346	5,810,649	5,381,924	(428,725)	-7.4%
SW-COMPLIANCE & PROGRAM MAN	4,619,832	7,801,475	6,151,916	6,485,611	333,695	5.4%
TRANSFER STATION	4,310,396	4,135,847	4,137,415	4,636,838	499,422	12.1%
DEVELOPMENT SERVICES DEPT	13,711,754	15,786,041	16,597,576	19,088,433	2,490,858	15.0%
BUILDING	4,647,527	4,854,563	5,272,894	6,488,979	1,216,085	23.1%
DEV SVCS BUSINESS OFFICE	447,376	544,014	665,968	807,204	141,236	21.2%
MASS TRANSIT FUNDING	7,234,385	8,686,362	8,686,362	9,400,000	713,638	8.2%
PLANNING AND DEVELOPMENT	1,382,465	1,701,102	1,972,353	2,392,251	419,899	21.3%
INFORMATION SERVICES DEPT	899,911	1,010,232	1,237,294	2,010,396	773,103	62.5%
ENTERPRISE ADMINISTRATION	39,444	40,852	6,022	132,897	126,874	2106.7%
ENTERPRISE SOFTWARE DEVELOP	44,637	102,938	47,053	302,342	255,290	542.6%
GEOGRAPHIC INFORMATION SYST	262,051	207,572	253,740	261,796	8,056	3.2%
IS BUSINESS OFFICE	43,670	6,742	14,666	19,820	5,154	35.1%
NETWORK & COMM SERVICES	378,455	304,900	176,241	240,225	63,985	36.3%
PORTFOLIO MANAGEMENT	10,011	46,395	100,498	312,834	212,336	211.3%
WORKSTATION SUPPORT & MAINT	121,643	300,833	639,074	740,482	101,408	15.9%
RESOURCE MANAGEMENT DEPT	43,919,228	119,455,016	103,397,098	49,913,282	(53,483,816)	-51.7%
CENTRAL CHARGES	16,817,858	12,351,924	12,934,455	12,861,869	(72,586)	-0.6%
MAIL SERVICES	39,730	29,265	161	79	(83)	-51.2%
MSBU PROGRAM	19,869,612	18,821,664	21,697,234	23,288,581	1,591,347	7.3%
OFFICE MANAGEMENT & BUDGET	265,312	385,401	336,833	4,878,543	4,541,710	1348.4%
PRINTING SERVICES	(43)	11,356	19	20	0	1.8%
PURCHASING AND CONTRACTS	235,973	903	49,613	80,098	30,485	61.4%
RECIPIENT AGENCY GRANTS	917,541	82,196,795	62,165,585	2,158,002	(60,007,583)	-96.5%
RESOURCE MGT - BUSINESS OFF	42,973	72,643	11,188	165,392	154,204	1378.3%
RISK MANAGEMENT	5,730,272	5,585,065	6,202,009	6,480,699	278,690	4.5%
Grand Total	527,155,127	589,356,936	625,017,228	583,066,747	(41,950,481)	-6.7%

COUNTYWIDE SUMMARY OF USES

BY FUNCTION / OBJECT CLASS

(EXCLUDES INTERNAL SERVICE CHARGES & CONTRAS)	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
GENERAL GOVERNMENT						
PERSONNEL SERVICES	20,872,888	26,538,033	24,361,405	28,975,145	4,613,740	-18.9%
OPERATING EXPENDITURES	47,892,996	51,708,627	57,965,017	59,833,181	1,868,164	-3.2%
CAPITAL OUTLAY	1,485,749	3,966,496	1,512,279	2,504,165	991,886	-65.6%
DEBT SERVICE	-	200	-	1,745,500	1,745,500	
GRANTS & AIDS	-	7,558,303	-	0	-	
CONSTITUTIONAL TRANSFERS	18,306,372	23,552,738	21,046,029	22,516,898	1,470,868	-7.0%
RESERVES	-	-	-	0	-	
GENERAL GOVERNMENT Total	88,558,005	113,324,398	104,884,730	115,574,888	10,690,158	-10.2%
PUBLIC SAFETY						
PERSONNEL SERVICES	56,275,270	58,780,228	61,982,196	63,734,352	1,752,156	-2.8%
OPERATING EXPENDITURES	14,294,728	14,747,417	74,734,036	14,537,032	(60,197,004)	80.5%
CAPITAL OUTLAY	7,318,237	7,355,206	12,386,430	11,387,956	(998,474)	8.1%
DEBT SERVICE	5,045,908	5,043,051	5,037,347	4,924,760	(112,587)	2.2%
GRANTS & AIDS	664,730	30,128,742	435,000	4,658,229	4,223,229	-970.9%
INTERFUND TRANSFERS OUT	1,067	8,325	-	0	-	
CONSTITUTIONAL TRANSFERS	134,461,765	130,225,633	134,546,386	139,281,480	4,735,094	-3.5%
RESERVES	-	-	266,142	0	(266,142)	100.0%
PUBLIC SAFETY Total	218,061,705	246,288,602	289,387,537	238,523,809	(50,863,728)	17.6%
PHYSICAL ENVIRONMENT						
PERSONNEL SERVICES	13,978,681	15,847,975	17,247,746	19,087,361	1,839,615	-10.7%
OPERATING EXPENDITURES	67,368,514	68,233,942	52,154,680	51,229,405	(925,275)	1.8%
CAPITAL OUTLAY	17,735,659	17,532,613	18,901,881	12,190,503	(6,711,378)	35.5%
DEBT SERVICE	11,205,974	9,063,051	15,894,825	15,896,575	1,750	0.0%
GRANTS & AIDS	-	-	10,000	10,000	-	0.0%
INTERFUND TRANSFERS OUT	153,385	5,302	13,850	12,650	(1,200)	8.7%
PHYSICAL ENVIRONMENT Total	110,442,213	110,682,883	104,222,982	98,426,494	(5,796,488)	5.6%
TRANSPORTATION						
PERSONNEL SERVICES	11,814,458	12,818,448	13,399,278	13,695,901	296,623	-2.2%
OPERATING EXPENDITURES	5,985,206	6,252,320	6,380,168	13,009,370	6,629,201	-103.9%
CAPITAL OUTLAY	34,053,005	51,923,702	58,298,914	50,794,998	(7,503,916)	12.9%
GRANTS & AIDS	10,133,615	12,115,220	12,636,362	9,608,389	(3,027,973)	24.0%
INTERFUND TRANSFERS OUT	-	-	-	0	-	
CONSTITUTIONAL TRANSFERS	28,742	30,895	32,404	34,063	1,660	-5.1%
TRANSPORTATION Total	62,015,026	83,140,587	90,747,126	87,142,721	(3,604,405)	4.0%
ECONOMIC ENVIRONMENT						
PERSONNEL SERVICES	1,366,901	1,905,102	2,001,706	2,031,238	29,532	-1.5%
OPERATING EXPENDITURES	2,604,863	2,230,428	1,944,939	2,461,804	516,865	-26.6%
CAPITAL OUTLAY	-	55,332	-	0	-	
DEBT SERVICE	53,849	31,164	56,000	56,000	-	0.0%
GRANTS & AIDS	2,736,751	4,140,372	3,264,105	3,261,308	(2,797)	0.1%
INTERFUND TRANSFERS OUT	-	-	-	0	-	
ECONOMIC ENVIRONMENT Total	6,762,364	8,362,397	7,266,750	7,810,349	543,599	-7.5%
HUMAN SERVICES						
PERSONNEL SERVICES	1,855,596	1,626,691	2,982,943	3,741,550	758,607	-25.4%
OPERATING EXPENDITURES	1,591,548	1,543,309	2,091,487	2,240,792	149,305	-7.1%
CAPITAL OUTLAY	43,200	21,118	119,027	64,850	(54,177)	45.5%
GRANTS & AIDS	11,990,520	13,138,658	9,626,816	13,656,142	4,029,326	-41.9%
INTERFUND TRANSFERS OUT	141,935	41,972	-	0	-	
HUMAN SERVICES Total	15,622,798	16,371,747	14,820,273	19,703,334	4,883,061	-32.9%
CULTURE/RECREATION						
PERSONNEL SERVICES	8,565,707	8,902,850	9,538,671	10,728,233	1,189,563	-12.5%

COUNTYWIDE SUMMARY OF USES

BY FUNCTION / OBJECT CLASS

(EXCLUDES INTERNAL SERVICE CHARGES & CONTRAS)	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
OPERATING EXPENDITURES	5,633,589	6,058,768	7,001,939	7,233,676	231,738	-3.3%
CAPITAL OUTLAY	3,056,727	2,216,229	2,238,882	2,823,322	584,440	-26.1%
DEBT SERVICE	1,641,450	1,637,200	1,637,800	1,637,400	(400)	0.0%
GRANTS & AIDS	137,282	279,359	142,407	143,914	1,507	-1.1%
CULTURE/RECREATION Total	19,034,755	19,094,405	20,559,698	22,566,545	2,006,847	-9.8%
TRANSFERS						
INTERFUND TRANSFERS OUT	51,552,996	77,615,680	40,506,899	34,546,228	(5,960,671)	14.7%
TRANSFERS Total	51,552,996	77,615,680	40,506,899	34,546,228	(5,960,671)	14.7%
RESERVES						
RESERVES	-	-	226,388,227	247,679,520	21,291,293	-9.4%
RESERVES Total	-	-	226,388,227	247,679,520	21,291,293	-9.4%
COURT ADMINISTRATION						
PERSONNEL SERVICES	593,587	669,712	651,545	693,069	41,524	-6.4%
OPERATING EXPENDITURES	900,507	912,759	969,502	2,215,224	1,245,722	-128.5%
CAPITAL OUTLAY	110,949	125,416	117,598	102,224	(15,374)	13.1%
DEBT SERVICE	3,230,100	3,227,950	3,231,938	3,235,338	3,400	-0.1%
GRANTS & AIDS	514,333	524,603	529,164	530,929	1,765	-0.3%
COURT ADMINISTRATION Total	5,349,476	5,460,440	5,499,747	6,776,784	1,277,037	-23.2%
Grand Total	577,399,338	680,341,140	904,283,970	878,750,674	(25,533,296)	2.8%

OUTSIDE AGENCY FUNDING

Seminole County provides support to outside agencies to assist or enhance economic development, public transportation, cultural arts, public health and citizen quality of life. Below is a summary of the programs or agencies previously approved by the Board to receive General Fund support. The noted agencies are supported fully or partially by special revenue funding dedicated for specified uses. A description of each agency identified is included for referencing and review of comparative amounts awarded over a three-year period. Cares Act funding is not included in these amounts.

Outside Agency	FY 2019/20 ADOPTED	FY 2020/21 ADOPTED	FY 2021/22 ADOPTED
Aspire Health Partners	\$152,420	\$152,420	\$152,420
Bike/Walk Central Florida			\$60,000
Central Florida Commission on Homelessness	\$44,000	\$44,000	\$44,000
Central FL Sports Commission ⁽¹⁾	\$100,000	\$100,000	\$100,000
Central FL Zoo ⁽¹⁾	\$390,500	\$300,000	\$300,000
Community Service Agencies	\$822,232	\$842,232	\$1,202,024
County Health Department	\$1,087,970	\$1,048,970	\$1,048,970
East Central Florida Regional Planning Council	\$96,838	\$98,546	\$99,588
Fred R. Wilson Memorial Law Library ⁽²⁾	\$105,562	\$104,932	\$101,417
Health Care Center for the Homelessness	\$37,997	\$37,997	\$37,997
Homeless Services Network of Central Florida	\$28,614	\$28,614	\$28,614
MetroPlan Orlando	\$179,790	\$183,386	\$187,054
Lynx	\$8,686,362	\$8,686,362	\$9,361,335
Orlando Economic Partnership	\$406,490	\$406,490	\$406,490
Pathway Homes of Florida	\$77,146	\$77,146	\$77,146
Prospera	\$60,000	\$60,000	\$60,000
Seminole County Arts and Cultural Grant		\$42,407	\$43,914
Seminole County Bar Association Legal Aid Society ⁽²⁾	\$356,377	\$361,723	\$367,149
Seminole Cultural Arts Council, Inc.		\$50,000	\$50,000
SSC Small Business	\$175,000	\$175,000	\$175,000
UCF Business Incubator	\$250,000	\$250,000	\$250,000
United Arts of Central Florida	\$139,939		
Wayne Densch Performing Arts Center		\$50,000	\$50,000
	\$13,197,237	\$13,100,225	\$14,203,118

(1) Supported by Tourism Taxes

(2) Fully or Partially Supported by 25% of the \$65 Additional Court Cost Revenue Receipts

OUTSIDE AGENCY FUNDING

<u>FY 2019/20</u>	<u>FY 2020/21</u>	<u>FY 2021/22</u>
<u>Adopted</u>	<u>Adopted</u>	<u>Adopted</u>

Aspire Health Partners

	\$ 152,420	\$ 152,420	\$ 152,420
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The Homeless Outreach Partnership Effort (H.O.P.E.) is an outreach team to serve the homeless living on the streets, in abandoned buildings and in camps. The team will come alongside homeless individuals to understand their needs and link them to ongoing services that will empower them to obtain and maintain stability in the community. The program is funded through a partnership between the Homeless Services Network of Central Florida and Seminole County Government. In addition to Street Outreach services, Case Managers provide intensive housing stability case management to those individuals who are chronically homeless and enrolled in Permanent Supportive Housing programs.

Bike/Walk Central Florida

	\$ 60,000
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Bike/Walk Central Florida (BWCF) is a regional advocacy organization for bicyclists and pedestrians. Since 2010, BWCF has worked on behalf of area pedestrians and bicyclists to advocate for safe and convenient places for people to bike and walk regardless of location, age, income, or physical abilities. Their Best Foot Forward program is a pedestrian safety initiative that focuses on one simple, measurable goal: to get more drivers to yield and stop for pedestrians in marked crosswalks, as Florida law requires. The program works to accomplish this goal using the proven, “Triple-E” approach of combining community education with **low-cost engineering** changes and high-visibility enforcement.

Central Florida Commission on Homelessness

	\$ 44,000	\$ 44,000	\$ 44,000
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The Central Florida Commission on Homelessness (CFCH) is a collective impact collaborative from across Florida’s Orange, Osceola and Seminole Counties committed to ending homelessness through shared expertise, data informed decision making, best-practice development, and using our collective voice to advocate for our homeless neighbors. The Central Florida Commission on Homelessness is facilitating the development of a homeless service system designed to ensure any episode of homelessness is rare, brief and singular. The CFCH supports the agencies that make up that system to implement evidence-based best practices designed to prevent and end homelessness across the tri-county region.

Central FL Sports Commission

	\$ 100,000	\$ 100,000	\$ 100,000
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For over 29 years, the Sports Commission has served as our community’s clearinghouse for sports related events and associated activities. The Sports Commission has successfully worked with the staff of the Tourism Program to bring several events to Seminole County, by working with the following partners, National Collegiate Athletic Association (NCAA), Florida High School Athletic Association (FHSA) , US Club soccer, United States Adult Soccer Association, USA Rugby, Florida Sports Charitable Foundation, Elite Clubs National League, Independent Softball Association, Florida Travel Ball Baseball , Sunshine State Conference and Atlantic – 10 Conference. Seminole County is quickly becoming one of the premier sports events destinations, while generating significant economic windfalls. TEAM SEMINOLE was created by the partnership of the Seminole County Convention and Visitors Bureau (CVB), The Department of Leisure Services and the Sports Commission to work together to bring events to Seminole County.

OUTSIDE AGENCY FUNDING

<u>FY 2019/20</u>	<u>FY 2020/21</u>	<u>FY 2021/22</u>
<u>Adopted</u>	<u>Adopted</u>	<u>Adopted</u>

<u>Central FL Zoo</u>	\$ 390,500	\$ 300,500	\$ 300,000
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The Central Florida Zoo is the largest and the busiest attraction in Seminole County. The Zoo's Vision will empower our guests to respect, value and care for our natural resources, as we commit to contributing globally to the conservation and preservation of wildlife. As a regional resource in the Central Florida area and beyond, we will provide innovative and creative solutions through collaboration, practices and partnerships. The continued growth and development of the Zoo will further enhance its attraction to visitors outside the local community enabling us to bring national and international attention to the importance and ongoing efforts of wildlife sustainability.

<u>Community Service Agencies</u>	\$ 846,604	\$ 822,232	\$ 1,202,024
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Funding awarded to various not-for-profit agencies, to provide a range of services locally including; food, clothing, shelter, medical attention, meal delivery, supervised visitation, child protection and other essential services. Agencies that were previously funded include Impower, Kids House, Meals on Wheels, Rescue Outreach Mission, Catholic Charities, Christian Sharing Center, Safehouse, Early Learning Coalition, Recovery House, Midway Safe Harbor, Legal Aid Society, SWOP, United Way (211 system), Lighthouse, Boys and Girls Clubs, Leadership Seminole, and Seniors First. Allocations to Agencies are approved by the Board annually.

<u>County Health Department</u>	\$ 1,087,970	\$ 1,048,970	\$ 1,048,970
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The County contracts and works in partnership with the State Department of Health to provide comprehensive public health services to the citizens of Seminole County. The Health Department provides outreach, clinical assessment, treatment and referral services. Through its services the Health Department strives to improve the health of Seminole County residents by ensuring timely provision to medical services thereby increasing the quality of life. Through education, service delivery and local partnerships the residents and visitors of Seminole County will enjoy a healthy life. The staff monitors health status, and focuses on community health resources to improve health outcomes, participates in emergency readiness and response issues and provides health education. They also provide case management for some of the Community Assistance funding, which transitioned over to the Health Department in FY2009/10. In 2016, funding was approved for a mobile health unit to better serve the citizens of Seminole County.

<u>East Central Florida Regional Planning Council</u>	\$ 96,838	\$ 98,546	\$ 99,588
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The East Central Florida Regional Planning Council (ECFRPC) exists as a function of state law to "promote cooperation among local units of government and provide for comprehensive planning for the region". It provides technical assistance as needed to local governments, reviews proposed comprehensive plan amendments of local governments for consistency with the state-mandated Regional Strategic Policy Plan, and serves as a mediator among local governments when there are disagreements about land use amendments with regional implications. The County's funding level for FY 2021/22 is approximately \$0.21 (twenty-one cents) per capita based on the estimated 2020 population of 476,727

OUTSIDE AGENCY FUNDING

<u>FY 2019/20</u>	<u>FY 2020/21</u>	<u>FY 2021/22</u>
<u>Adopted</u>	<u>Adopted</u>	<u>Adopted</u>

<u>Fred R. Wilson Memorial Law Library</u>	\$ 105,562	\$ 104,932	\$ 101,417
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The Fred R. Wilson Memorial Law Library provides legal reference materials, referral services, and computer, internet, and West Law access for the judiciary, lawyers, courthouse personnel, and pro se to meet the legal needs of the community. The Law Library was established by the laws of Florida Chapter 59-1963 and through Revision 7 of Article V, and is supported by 25% of the \$65 additional court cost revenue receipts.

<u>Health Care Center for the Homelessness</u>	\$ 37,997	\$ 37,997	\$ 37,997
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Health Care Center for the Homeless (HCCH) is a 501(c)(3) non-profit organization that provides health care needs for homeless and uninsured residents in an atmosphere of dignity and respect. HCCH provides outreach in Orange, Seminole, and Osceola County through the H.O.P.E. Team (Homeless Outreach Partnership Effort). Services provided by the HOPE Team include transportation to medical and mental health/substance use treatment appointments, referrals to shelter/food/clothing, eligibility assessments for housing assistance, obtaining identification cards & birth certificates, family reunification, linkage to VA services for veterans, and assistance in accessing mainstream benefits.

<u>Homeless Services Network of Central Florida</u>	\$ 28,614	\$ 28,614	\$ 28,614
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Homeless Services Network (HSN) is the lead agency for Continuum of Care (CoC) FL-507, also known as the Central Florida Commission on Homelessness (CFCH), which encompasses Orange, Osceola, and Seminole Counties. HSN performs coordination, planning, and administrative functions for CFCH partner agencies dedicated to providing direct crisis, recovery, and housing services. The HSN leads the CoC to serve veterans, chronically homeless individuals, victims of domestic violence and human trafficking, as well as unaccompanied youth who are experiencing homelessness and who are at risk of homelessness.

<u>MetroPlan Orlando</u>	\$ 179,790	\$ 183,386	\$ 187,054
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Funding enables the organization to "support the functions necessary to achieve MetroPlan Orlando's role in planning and funding the Orlando Urban Area Transportation System". Member funding is set at a level allowing the MPO to provide the services and planning activities necessary to maintain certification by the Federal government and Florida Dept. of Transportation. This is currently funded through Public Works/Transportation Trust Fund at a level of approximately \$0.39 (thirty-nine cents) per capita based on the County's estimated 2020 population of 476,727.

OUTSIDE AGENCY FUNDING

<u>FY 2019/20</u>	<u>FY 2020/21</u>	<u>FY 2021/22</u>
<u>Adopted</u>	<u>Adopted</u>	<u>Adopted</u>

Lynx **\$ 8,686,362 \$ 8,686,362 \$ 9,361,335**

The Central Florida Regional Transportation Authority, aka LYNX, provides public transportation services to both the municipalities and the unincorporated area of Seminole County via a fixed route system and an on demand Americans with Disabilities Act (ADA) Paratransit system to serve the disabled. Seminole County is one of four funding partners for this regional system that includes Orange County, City of Orlando and Osceola County. These services are provided through a contract between LYNX. The Mass Transit Program (LYNX) is designed to plan and pay for transit services Countywide. Total service funding requested of the County for Fiscal Year 2021/22 is \$9.4M.

	<u>FY 2019/20</u>	<u>FY 2020/21</u>	<u>FY 2021/22</u>
	<u>Actuals</u>	<u>Adopted</u>	<u>Adopted</u>
Funding Sources			
9th Cent Gas Tax	\$2,300,000	\$2,000,000	\$2,000,000
General Fund Support	\$6,386,362	\$6,686,362	\$7,361,335
Total Funding Sources	\$8,686,362	\$8,686,362	\$9,361,335
Total County Funding Request			
LYNX Countywide Service Cost	\$8,900,262	\$8,900,262	\$9,575,235
Less: Altamonte Fixed Route cont.	(\$120,900)	(\$120,900)	(\$120,900)
Less: Sanford Fixed Route cont.	(\$93,000)	(\$93,000)	(\$93,000)
Total LYNX Funding Request to County	\$8,686,362	\$8,686,362	\$9,361,335

Orlando Economic Partnership **\$ 406,490 \$ 406,490 \$ 406,490**

The Metro Orlando Economic Development Commission (EDC) promotes Seminole County as a location for business operations and economic development through its local, national and international marketing campaigns. The EDC serves as an information source for demographic, market, and property data. The Commission promotes Seminole County to the motion picture and television industry and coordinates the permitting activity to expedite the process. The EDC monitors and assists in the retention and expansion of local businesses. It employs an Economic Development Professional which is co-located with the County's Economic Development Business Development staff and the EDC serves as secretary to the Seminole County Industrial Development Authority. The County's funding level for FY 2021/22 is approximately \$0.85 (eighty-five cents) per capita based on the County's estimated 2020 population of 476,727.

Pathway Homes of Florida **\$ 77,146 \$ 77,146 \$ 77,146**

Pathway Homes of Florida, Inc. is a dedicated partner in the ongoing efforts to prevent and end homelessness in the community. They partner with the Central Florida Homeless Services Network (HSN) to use funding from the U.S. Department of Housing and Urban Development, the Central Florida Foundation, local County governments, and other public and private partners to move individuals from homelessness into permanent stable housing. Pathway Homes provide services to chronically homeless adults with severe mental illnesses, substance abuse disorders and/or other co-occurring disabilities, in three primary ways: provide services to individuals while they are waiting to be housed, help homeless individuals get into housing, and provide supportive residential case management services to individuals after they get into housing.

OUTSIDE AGENCY FUNDING

<u>FY 2019/20</u>	<u>FY 2020/21</u>	<u>FY 2021/22</u>
<u>Adopted</u>	<u>Adopted</u>	<u>Adopted</u>

<u>Prospera</u>	\$ 60,000	\$ 60,000	\$ 60,000
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Prospera (f.k.a. Hispanic Business Initiative Fund of Florida, Inc.) is a community-based non-profit organization. Funding supports the increase of Hispanic-owned businesses and economic growth overall in the County. Funding provides bilingual business development services to Seminole County businesses. These services are provided to businesses that are currently located within the County's tax district, businesses that are exploring relocating their existing business to Seminole County, and potential new businesses that will be based within the County. Services include: seminars and workshops, personalized business consulting, entrepreneurial grants, commercial loan facilitation, bilingual education assistance, and professional service support.

<u>Seminole County Arts and Cultural Grant</u>	\$ 42,407	\$ 43,914	
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In fiscal year 2019/2020 Seminole County implemented the Seminole County Arts and Cultural Grant (SCACG), which is a program funded by Seminole County government to assist nonprofit arts and cultural organizations with general operating support funding. The program is available to 501 (c)(3) organizations having been in operation at least two (2) years and having as their primary mission to promote the development and awareness of arts and cultural activities for the residents of Seminole County. The number of agencies funded each year will be determined by the amount of funding available and allocated during budget development. The County's funding level for all Cultural Arts agencies for FY 2021/22 is approximately \$0.09 (nine cents) per capita based on the County's estimated 2020 population of 476,727.

<u>Seminole County Bar Association Legal Aid Society</u>	\$ 356,377	\$ 361,723	\$ 367,149
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Seminole County Bar Association Legal Aid Society renders free civil legal services to residents of Seminole County whose income does not exceed 125% of the Federal Poverty Level. The goal of the provision of these services is to empower vulnerable residents to become self-sufficient, improve their quality of life and safeguard their safety, as well as the safety of members of our community. Priority of service is provided to victims of domestic violence, abused children, the disabled, veterans and the elderly in Seminole County. Legal aid has been providing these services to the indigent community since 1975.

As of July 2004, per Article V, Legal Aid became a local requirement and is funded through the General Fund as mandated in Florida Statute 29.008. Under Article V the budget for Legal Aid is based on a 1.5% increase over the prior fiscal years and is supported by 25% of the \$65 additional court cost revenue receipts.

<u>Seminole Cultural Arts Council, Inc.</u>	\$ 50,000	\$ 50,000	
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Seminole Cultural Arts Council (SCAC), Inc. was formed in 1994 as a not-for-profit organization to provide community-based arts programs in Seminole County and to serve, support and nurture the cultural and artistic needs of Seminole County residents. In 1995, the Seminole County Board of County Commissioners designated SCAC as the official recipient of Florida State of the Arts specialty license plate funds for the sole purpose of providing grants to arts and cultural organizations and individual artists in Seminole County. SCAC is an advocate for the preservation of local cultural and historic heritage, including performing, literary, and visual arts and sciences, and serves to sustain, develop, and advance the cultural life of Seminole County.

OUTSIDE AGENCY FUNDING

<u>FY 2019/20</u>	<u>FY 2020/21</u>	<u>FY 2021/22</u>
<u>Adopted</u>	<u>Adopted</u>	<u>Adopted</u>

The Board of County Commissioners have deemed the development and awareness of the arts and cultural activities services a County-wide public purpose and will benefit the citizens of Seminole County; therefore allocates funds to assist in the furtherance of this purpose. The County's funding level for all Cultural Arts agencies for FY 2021/22 is approximately \$0.10 (ten cents) per capita based on the County's estimated 2020 population of 476,727.

<u>SSC Small Business Services</u>	\$ 175,000	\$ 175,000	\$ 175,000
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The partnership with Seminole State College provides for Small Business Development services, Seminole Advisory Board Council administration, and operation of the Technology Incubator located in the Port of Sanford. The incubator's clients have access to the same consulting services offered to the small business community as well as the on-site support needed to kick start their business venture. The Small Business Development Center provides assistance to the small business community with the development of business plans, marketing materials, bookkeeping services, and financial management advice. The Seminole Advisory Board Council coordinates customized boards for growing companies who need direction to take their company to the next level.

<u>UCF Business Incubator – Winter Springs</u>	\$ 250,000	\$ 250,000	\$ 250,000
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The University of Central Florida (UCF) Technology Incubator is a partnership between UCF, Seminole County, the City of Winter Springs, and the Florida High Tech Corridor Council. This partnership is to encourage job growth and economic development with later stage incubator companies.

<u>United Arts of Central Florida</u>	\$ 139,939
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This agency facilitates the development and awareness of arts and cultural activity in Central Florida. The County appointed a voting member to the United Arts Board of Trustees.

<u>Wayne Densch Performing Arts Center</u>	\$ 50,000	\$ 50,000
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Wayne Densch Performing Arts Center (WDPAC) is a Florida not-for-profit corporation, which provides for affordable entertainment and quality opportunities to participate in arts and cultural activities while maintaining a historic venue. Seminole County has deemed that the development and awareness of the arts and cultural activities serves a County-wide purpose and will benefit the citizens of Seminole County. Therefore, the Board of County Commissioners allocate funds to WDPAC to be used to facilitate the development and awareness of arts and cultural activities within Seminole County. The County's funding level for all Cultural Arts agencies for FY 2021/22 is approximately \$0.10 (ten cents) per capita based on the County's estimated 2020 population of 476,727.

COUNTYWIDE GRANT AWARDS

AMERICAN RESCUE PLAN ACT (ARPA)

ARPA EXPENSE CATEGORY	USE OF FUNDS BY CATEGORY	PLAN ALLOCATION
PUBLIC HEALTH	Behavioral Health Initiatives - Sheriff; Community Health Initiatives; General Covid Response	\$9,000,000
NEGATIVE ECONOMIC IMPACTS	Direct Assistance Individual; Direct Assistance Small Business; Direct Assistance Not For Profit; Small Business Technical Assistance; Tourism-Support Incentive; Workforce Training	\$8,750,000
SERVICES TO DISPROPORTIONATELY IMPACTED COMMUNITIES	Homeless Diversion; Affordable Housing; Community Facilities; Community Recreation	\$10,650,000
INFRASTRUCTURE	Stormwater - Midway Basin; Broadband	\$14,700,000
REVENUE REPLACEMENT	Budget Stabilization; Website and Information Services Improvements; General Government Needs	\$43,803,399
Administration and Others	Administrative Expenses	\$4,743,270
SUBTOTAL		\$91,646,669

NEW GRANTS

GRANT NAME	GRANT FUNCTION & OBJECTIVES	AWARD AMOUNTS
COMMUNITY SERVICES DEPARTMENT		
HUD COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) NEW GRANT	The Community Development Block Grant (CDBG) program is a flexible program that provides Seminole County with resources to address a wide range of unique community development needs.	\$2,197,718
HOME GRANT NEW GRANT	The HOME Investment Partnerships Program (HOME) provides formula grants to States and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people.	\$840,533
EMERGENCY SHELTER NEW GRANT	ESG recipients and subrecipients use Emergency Shelter Grants Program funds to rehabilitate and operate emergency shelters and transitional shelters, provide essential social services, and prevent homelessness.	\$179,519
SHELTER PLUS CARE NEW GRANT	Shelter Plus Care (S+C) Program provides rental assistance in connection with matching supportive services. The S+C Program provides a variety of permanent housing choices, accompanied by a range of supportive services funded through other sources.	\$624,371
EMERGENCY RENTAL ASSISTANCE - ERA2	The State Housing Initiatives Partnership Program (SHIP) provides funds to local governments as an incentive to create partnerships that produce and preserve affordable homeownership and multifamily housing.	\$4,509,229
HOME-ARPA	Through the Federal American Rescue Plan Act provides new resources to address the homeless assistance needs by creating affordable housing or non-congregate shelter units and providing tenant-based rental assistance or supportive services.	\$3,046,438
TOTAL FUNDING BY DEPARTMENT		\$11,397,808

EMERGENCY MANAGEMENT

EMPA Grant Allocation	State funded grant for emergency management operational costs including equipment, training and exercises, travel and per diem, planning, and operations.	\$105,806
EMPG Grant Allocation	Federally funds to support a comprehensive, all hazards emergency preparedness system. Provides resources required to support the National Preparedness Goal's associated mission areas and core capabilities.	\$119,344
EMPG-ARPA	The Florida Division of Emergency Management has provided supplemental funding for the Emergency Management Performance Grant (EMPG) from the American Rescue Plan Act (ARPA).	\$13,926
TOTAL FUNDING BY DEPARTMENT		\$225,150

COUNTYWIDE GRANT AWARDS

GRANT NAME	GRANT FUNCTION & OBJECTIVES	AWARD AMOUNTS
FIRE		
EMS TRUST GRANT	State allocation to support Emergency Medical Services	\$58,188
FEMA 2020 AFG GRANT	FEMA 2020 Assistance to Firefighter Grant to purchase Source Capture Exhaust Systems for each of Seminole County's Fire Stations.	\$782,727
FEMA SAFER Grant	FEMA Fiscal Year 2020 Staffing for Adequate Fire and Emergency Response (SAFER) Grant funding for increase firefighter personnel.	\$7,321,470
TOTAL FUNDING BY DEPARTMENT		\$840,915

LEISURE SERVICES

FDOT MIDWAY/RIVERBEND LANDSCAPE	Florida Department of Transportation funding to provide landscaping along Route 46 in the Midway/Riverbend area.	\$833,405
TOTAL FUNDING BY DEPARTMENT		\$833,405

PUBLIC WORKS

FLDACS MOSQUITO CONTROL NEW GRANT	Florida Department of Agriculture State allocation to assist with County level Mosquito Control Program.	\$50,688
SJRWMD-LITTLE WEKIVA RIVER RESTORATION PROJECT	Saint Johns River Water Management District Cost-Share grant for restoration of the Little Wekiva River project.	\$437,500
HMGP-IRMA-GENERATORS	Additional funding for the FEMA Hazard Mitigation Grant Program for the Generator projects to cover Subrecipient Management Cost for the project.	\$10,467
HMGP-NOLAN ROAD	Additional funding for the FEMA Hazard Mitigation Grant Program for the Nolan Road project to cover Subrecipient Management Cost for the project.	\$14,127
HMGP MILLER ROAD	Additional funding for the FEMA Hazard Mitigation Grant Program for the Miller Road project to cover Subrecipient Management Cost for the project.	\$13,189
HMGP WILLOW ROAD	Additional funding for the FEMA Hazard Mitigation Grant Program for the Willow Road project to cover Subrecipient Management Cost for the project.	\$12,761
HMGP OLIVER ROAD	Additional funding for the FEMA Hazard Mitigation Grant Program for the Oliver Road project to cover Subrecipient Management Cost for the project.	\$3,871
HMGP NEBRASKA AVE	Additional funding for the FEMA Hazard Mitigation Grant Program for the Nebraska Avenue project to cover Subrecipient Management Cost for the project.	\$8,603
HMGP HILLVIEW DR	Additional funding for the FEMA Hazard Mitigation Grant Program for the Hillview Drive project to cover Subrecipient Management Cost for the project.	\$29,961
TOTAL FUNDING BY DEPARTMENT		\$581,168

RESOURCE MANAGEMENT DEPARTMENT

SAMHSA PROBLEM SOLVING COURT GRANT FY20 AWARD (YEAR 4 OF 5)	SAMHSA Problem Solving Court Grant is a five year grant award funded each year for a total funding of \$1,955,008. The grant funds will be used to fund the Adult Drug Court and the Veterans Treatment Court.	\$390,020
FLORIDA DCF REINVESTMENT GRANT	The State of Florida Department of Children and Families Reinvestment Grant to provide mental health and substance abuse services to County residents.	\$1,200,000
TOTAL FUNDING BY DEPARTMENT		\$1,590,020

TOTAL NEW GRANT AWARDS

\$107,115,135

TRANSFER SUMMARY

Transfers are internal transactions between individual funds of a governmental unit which are not repayable and are not considered charges for goods or services. These expenditures correspond to an equal amount of interfund revenue.

PROVIDING FUND	RECIPIENT FUND	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	PURPOSE
GENERAL FUND	FACILITIES PLANNED WORK FUND	\$ 927,629	\$ 1,206,939	FACILITIES MAINTENANCE
GENERAL FUND	FLEET REPLACEMENT FUND	\$ 1,382,084	\$ 1,437,374	VEHICLE REPLACEMENT
GENERAL FUND	NINTH-CENT FUEL TAX FUND	\$ 6,686,362	\$ 7,400,000	MASS TRANSIT
GENERAL FUND	TRANSPORTATION TRUST FUND	\$ 3,000,000	\$ 4,054,668	FLEET REPLACEMENT
GENERAL FUND	ECONOMIC DEVELOPMENT	\$ 1,870,509	\$ 1,597,139	ECONOMIC DEVELOPMENT
GENERAL FUND	COURT SUPPORT TECHNOLOGY FEE (ARTV)	\$ 368,924	\$ 169,119	GENERAL FUND SUBSIDY FOR FUNDING FORMULA
GENERAL FUND	GENERAL REVENUE DEBT	\$ 1,547,752	\$ 3,181,910	DEBT SERVICE
GENERAL FUND	COUNTY SHARED REVENUE DEBT	\$ 1,742,995	\$ -	DEBT SERVICE
GENERAL FUND	SALES TAX REVENUE BONDS	\$ 4,978,538	\$ 4,978,188	DEBT SERVICE
GENERAL FUND	MSBU	\$ 7,200	\$ 7,200	COUNTY COST SHARE - LAKE MANAGEMENT
GENERAL FUND TOTAL		\$ 22,511,993	\$ 24,032,537	
MAJOR PROJECTS FUND	GENERAL FUND	\$ 200,000	\$ -	TRANSFER UNUSED PROJECT FUNDS BACK TO THE GENERAL FUND
FIRE PROTECTION FUND	TECHNOLOGY REPLACEMENT FUND	\$ 365,913	\$ 344,998	FIRE DEPARTMENT MOBILE REPLACEMENT
MSBU PROGRAM	GENERAL FUND	\$ 2,650	\$ 2,650	LEISURE SERVICES SUPPORT - CEDAR RIDGE
MSBU PROGRAM	MSBU HORSESHOE (LM/AWC)	\$ 5,700	\$ -	FUND ADVANCE
MSBU PROGRAM	MSBU LAKE ASHER AWC	\$ 5,500	\$ 10,000	FUND ADVANCE
TOURIST DEVELOPMENT FUND 3% TAX	GENERAL REVENUE DEBT 2014 - SPORTS COMPLEX/SOLDIER'S CREEK	\$ 1,637,800	\$ 1,637,400	DEBT SERVICE
TOURIST DEVELOPMENT FUND 3% TAX	SOLID WASTE FUND	\$ 270,833	\$ 270,833	SPORTS COMPLEX LIGHTING LOAN REPAYMENT SOUTH SEMINOLE AND NORTH ORANGE COUNTY WASTEWATER TRANSMISSION AUTHORITY (SSNOCWTA)
WATER AND SEWER OPERATING	WATER AND SEWER (OPERATING) CAPITAL	\$ 500,000	\$ -	
WATER AND SEWER OPERATING	WATER AND SEWER (OPERATING) CAPITAL	\$ 13,191,280	\$ 6,250,000	FUNDING OF CAPITAL PROJECTS
SOLID WASTE FUND	LANDFILL MANAGEMENT ESCROW	\$ 429,080	\$ 610,460	LANDFILL CLOSURE
CONNECTION FEES - WATER	WATER AND SEWER FUND	\$ 500,000	\$ 500,000	CONNECTION FEES
CONNECTION FEES - SEWER	WATER AND SEWER FUND	\$ 900,000	\$ 900,000	CONNECTION FEES
TOTAL		\$ 40,520,749	\$ 34,558,878	

Policy Note: Budgeted transfer amounts reflect Board of County Commission approval for annual support to designated operations. Actual transfers are made based on operational activities, constrained by amounts approved by the Board of County Commission.

SUMMARY OF RESERVES

FUND MAJOR - NAME	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
GENERAL FUNDS				
00100 GENERAL FUND				
599994 RESERVE FOR CAPITAL	10,000,000	0	(10,000,000)	-100.0%
599996 RESERVE FOR DISASTERS	10,000,000	0	(10,000,000)	-100.0%
599997 RESERVE ECONOMIC STABILIZATION	10,000,000	24,984,018	14,984,018	149.8%
599998 RESERVE FOR CONTINGENCIES	15,311,876	25,000,000	9,688,124	63.3%
00100 GENERAL FUND RESERVE TOTAL	45,311,876	49,984,018	4,672,142	10.3%
00103 NATURAL LAND ENDOWMENT FUND	215,266	0	(215,266)	-100.0%
00108 FACILITIES MAINTENANCE FUND	-	0	-	
00109 FLEET REPLACEMENT FUND	54,792	320,000	265,208	484.0%
00111 TECHNOLOGY REPLACEMENT FUND	1,157,615	864,760	(292,855)	-25.3%
13100 ECONOMIC DEVELOPMENT	-	0	-	
GENERAL FUNDS Total	46,739,549	51,168,778	4,429,229	9.5%
TRANSPORTATION FUNDS				
10101 TRANSPORTATION TRUST FUND	183,636	0	(183,636)	-100.0%
11500 1991 INFRASTRUCTURE SALES TAX	3,603,837	3,700,000	96,163	2.7%
11541 2001 INFRASTRUCTURE SALES TAX	9,236,000	9,560,000	324,000	3.5%
11560 2014 INFRASTRUCTURE SALES TAX	9,314,287	6,007,461	(3,306,826)	-35.5%
TRANSPORTATION FUNDS Total	22,337,760	19,267,461	(3,070,299)	-13.7%
FIRE DISTRICT FUNDS				
11200 FIRE PROTECTION FUND				
599994 RESERVE FOR CAPITAL	15,500,000	15,000,000	(500,000)	-3.2%
599998 RESERVE FOR CONTINGENCIES	2,406,873	8,034,710	5,627,837	233.8%
11200 FIRE PROTECTION FUND RESERVE TOTAL	17,906,873	23,034,710	5,127,837	28.6%
11207 FIRE PROTECT FUND-CASSELBERRY	266,142	0	(266,142)	-100.0%
12801 FIRE/RESCUE-IMPACT FEE	232,000	1,252,000	1,020,000	439.7%
FIRE DISTRICT FUNDS Total	18,405,014	24,286,710	5,881,695	32.0%
SPECIAL REVENUE FUNDS				
00104 BOATING IMPROVEMENT FUND	400,000	410,000	10,000	2.5%
10400 BUILDING PROGRAM	4,072,904	6,190,988	2,118,084	52.0%
11000 TOURISM PARKS 1,2,3 CENT FUND	2,356,514	2,501,787	145,273	6.2%
11001 TOURISM SPORTS 4 & 6 CENT FUND	429,429	640,620	211,191	49.2%
11400 COURT SUPP TECH FEE (ARTV)	-	0	-	
12302 TEEN COURT	40,000	44,359	4,359	10.9%
12500 EMERGENCY 911 FUND	1,642,267	2,358,438	716,171	43.6%
12601 ARTERIAL IMPACT FEE (12-31-21)	2,300,000	500,000	(1,800,000)	-78.3%
12602 NORTH COLLECT IMPACT FEE (EXP)	50,000	60,000	10,000	20.0%
12603 WEST COLLECT IMPACT FEE (EXP)	120,000	5,000	(115,000)	-95.8%
12604 EAST COLLECT IMPACT FEE (EXP)	450,000	2,000	(448,000)	-99.6%
12605 SOUTH CN IMPACT FEE (12-31-21)	(955,000)	(706,250)	248,750	-26.0%
12606 MOBILITY FEE CORE DISTRICT	-	939,904	939,904	
12607 MOBILITY FEE SUBURBAN DISTRICT	-	3,427,885	3,427,885	
12608 MOBILITY FEE RURAL DISTRICT	-	331,731	331,731	
12609 MOBILITY FEE SUBURBAN WEST	-	829,327	829,327	

SUMMARY OF RESERVES

FUND MAJOR - NAME	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
12802 LAW ENFORCEMENT-IMPACT FEE	-	0	-	
13300 17/92 REDEVELOPMENT TI FUND	600,000	0	(600,000)	-100.0%
15000 MSBU STREET LIGHTING	525,000	125,000	(400,000)	-76.2%
15100 MSBU RESIDENTIAL SOLID WASTE	4,882,000	3,809,000	(1,073,000)	-22.0%
16000 MSBU PROGRAM	577,986	513,991	(63,995)	-11.1%
SPECIAL REVENUE FUNDS Total	17,491,099	21,983,780	4,492,681	25.7%
CAPITAL FUNDS				
30600 INFRASTRUCTURE IMP OP FUND	607,000	625,000	18,000	3.0%
32100 NATURAL LANDS/TRAILS	1,044,916	551,756	(493,160)	-47.2%
32200 COURTHOUSE PROJECTS FUND	-	11,000	11,000	
CAPITAL FUNDS Total	1,651,916	1,187,756	(464,160)	-28.1%
ENTERPRISE FUNDS				
40100 WATER AND SEWER FUND	24,248,130	39,126,273	14,878,143	61.4%
40102 CONNECTION FEES-WATER	2,009,611	2,665,000	655,389	32.6%
40103 CONNECTION FEES-SEWER	6,728,217	7,739,000	1,010,783	15.0%
40105 WATER & SEWER BONDS, SERIES 20	-	0	-	
40106 2010 BOND SERIES	-	0	-	
40107 WATER & SEWER DEBT SERVICE RES	14,008,275	14,008,275	-	0.0%
40108 WATER & SEWER CAPITAL IMPROVEM	6,508,779	0	(6,508,779)	-100.0%
40201 SOLID WASTE FUND	23,565,438	21,512,005	(2,053,434)	-8.7%
40204 LANDFILL MANAGEMENT ESCROW	21,947,396	22,614,429	667,033	3.0%
ENTERPRISE FUNDS Total	99,015,846	107,664,982	8,649,136	8.7%
INTERNAL SERVICE FUNDS				
50100 PROPERTY/CASUALTY INSURANCE FU	3,998,602	3,894,998	(103,604)	-2.6%
50200 WORKERS COMPENSATION FUND	5,252,018	4,683,332	(568,686)	-10.8%
50300 HEALTH INSURANCE FUND	11,762,564	13,541,723	1,779,159	15.1%
INTERNAL SERVICE FUNDS Total	21,013,184	22,120,053	1,106,869	5.3%
Grand Total	226,654,369	247,679,520	21,025,151	9.3%



COUNTYWIDE BUDGET DETAIL

Overview

The Countywide Budget Detail Section provides detailed information by individual Fund (General Fund, Fire Fund, Transportation Trust Fund, etc.), versus a Countywide view and provides comparisons to the prior year's adopted budget. The detail of Sources, at the fund level, is presented by source type and object account. The Expenditure Summary by Fund/Program reflects the uses of each fund by the program of services provided. The Budget Comparison by Fund report provides a summary of revenues, expenditures, and fund balance for each fund reflected. The Beginning Fund balance and budgeted reserve amount are shown in the Fund Balance section and the Change in Fund total demonstrates the net change in the fund which is typically the amount of fund balance utilized to offset a revenue shortfall.

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
00100 GENERAL FUND					
311100 AD VALOREM-CURRENT	154,918,631	167,149,532	178,539,000	11,389,468	6.8%
311200 AD VALOREM-DELINQUENT	131,407	125,000	125,000	0	0.0%
314100 UTILITY TAX-ELECTRICITY	5,731,986	5,600,000	5,465,000	(135,000)	-2.4%
314300 UTILITY TAX-WATER	1,456,224	1,450,000	1,440,000	(10,000)	-0.7%
314400 UTILITY TAX-GAS	5,968	20,000	10,000	(10,000)	-50.0%
314700 UTILITY TAX-FUEL OIL	875	300	300	0	0.0%
314800 UTILITY TAX-PROPANE	262,425	250,000	260,000	10,000	4.0%
315100 COMMUNICATION SERVICE TAX	5,641,340	5,950,000	5,200,000	(750,000)	-12.6%
316100 PROF/OCCUPATION/LOCAL BUS TAX	455,094	475,000	375,000	(100,000)	-21.1%
329115 URBAN CHICKENS PERMIT	300	0	0	0	
329170 ARBOR PERMIT	5,728	6,500	6,000	(500)	-7.7%
329180 DREDGE/FILL PERMIT	2,750	0	0	0	
329190 ABANDONED PROPERTY REGISTRATIO	103,300	120,000	100,000	(20,000)	-16.7%
331100 ELECTION GRANTS	41,625	0	0	0	
331224 SHERIFF-FEDERAL GRANTS	0	0	0	0	
331510 DISASTER RELIEF (FEMA)	1,080,746	0	0	0	
331721 ERATE TELECOM DISCNT PROG	0	0	0	0	
334221 SHERIFF-STATE GRANTS	0	0	0	0	
334690 PROSECUTION ALTERNATIVE	0	0	0	0	
334691 HRS/CDD CONTRACT	0	0	0	0	
334710 AID TO LIBRARIES	148,756	165,000	150,000	(15,000)	-9.1%
335120 STATE REVENUE SHARING	10,906,562	11,000,000	9,500,000	(1,500,000)	-13.6%
335130 INSURANCE AGENTS LICENSE	152,051	100,000	125,000	25,000	25.0%
335140 MOBILE HOME LICENSES	30,391	30,000	30,000	0	0.0%
335150 ALCOHOLIC BEVERAGE	167,044	150,000	150,000	0	0.0%
335160 PARI-MUTUAL DISTRIBUTION	446,500	446,500	446,500	0	0.0%
335180 HALF-CENT STATE SALES TAX	26,261,574	26,965,000	23,800,000	(3,165,000)	-11.7%
335493 MOTOR FUEL TAX (REBATE)	25,744	0	25,000	25,000	
337300 NPDES CITIES	0	75,650	40,000	(35,650)	-47.1%
337900 LOCAL GRANTS & AIDS	97,000	0	0	0	
341200 ZONING FEES	515,057	425,000	400,000	(25,000)	-5.9%
341320 SCHOOL ADMIN FEE	232,780	170,000	200,000	30,000	17.6%
341359 ADMIN FEE - MSBU FUNDS	1,650	4,705	3,450	(1,255)	-26.7%
341363 ADMIN FEE - GRANTS	0	30,089	0	(30,089)	-100.0%
341520 SHERIFFS FEES	498,919	476,256	476,256	0	0.0%
341910 ADDRESSING FEES	46,135	25,000	30,000	5,000	20.0%
342100 REIMBURSEMENT - SHERIFF	4,606,128	0	0	0	
342320 HOUSING OF PRISONERS-FED	2,586,689	2,675,000	2,415,000	(260,000)	-9.7%
342330 INMATE FEES	412,361	1,122,000	430,000	(692,000)	-61.7%
342390 HOUSING OF PRISONER-OTHER	30,672	28,000	28,000	0	0.0%
342430 EMERGENCY MGMT REVIEW FEE	2,971	4,000	3,000	(1,000)	-25.0%
342516 AFTER HOURS INSPECTIONS	1,840	0	0	0	
342530 SHERIFF - IRON BRIDGE	222,600	223,000	223,000	0	0.0%
342560 ENGINEERING	731,782	525,000	700,000	175,000	33.3%
342910 INMPOUND/IMMOBILIZATION	9,350	8,000	8,000	0	0.0%
342920 SUPERVISOR - PAY	24,550	25,000	25,000	0	0.0%
343900 OTHER PHYSICAL ENV FEES	0	0	0	0	
343901 TOWER COMM FEES	116,985	110,000	120,000	10,000	9.1%
343902 FIBER WAN FEES	13,100	18,000	15,000	(3,000)	-16.7%
343903 REBAND 800 MHZ	0	0	0	0	
343904 SVC CHGS-OTH PHYSICAL ENVIRON	31,099	53,000	93,000	40,000	75.5%
346400 ANIMAL CONTROL	229,123	220,000	200,000	(20,000)	-9.1%
347200 PARKS AND RECREATION	1,956,696	2,167,700	2,050,800	(116,900)	-5.4%

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
347201 PASSIVE PARKS AND TRAILS	31,849	30,000	30,000	0	0.0%
347301 MUSEUM FEES	2,202	2,000	2,000	0	0.0%
348880 SUPERVISION - PROBATION	487,314	480,000	480,000	0	0.0%
348921 COURT INNOVATIONS	113,211	105,000	105,000	0	0.0%
348922 LEGAL AID	113,211	105,000	105,000	0	0.0%
348923 LAW LIBRARY	113,211	105,000	105,000	0	0.0%
348924 JUVENILE ALTERNATIVE PROGRAMS	113,211	105,000	105,000	0	0.0%
348930 STATE COURT FACILITY SURCHARGE	1,433,130	1,350,000	1,300,000	(50,000)	-3.7%
348933 ANIMAL CONTROL CITATIONS	10,465	0	0	0	
348993 CRIME PREVENTION	38,720	40,000	40,000	0	0.0%
349100 SERVICE CHARGE-AGENCIES	80,577	75,000	80,000	5,000	6.7%
349200 CONCURRENCY REVIEW	28,660	20,000	25,000	5,000	25.0%
349240 PRE-APPLICATION FEE PLANNING	0	4,500	4,500	0	0.0%
349250 ZONING PERMIT PROCESSING FEE	0	40,000	30,000	(10,000)	-25.0%
351500 TRAFFIC CT PARKING FINES	7,265	2,500	2,500	0	0.0%
351700 INTERGOVT RADIO PROGRAM	418,285	410,000	420,000	10,000	2.4%
352100 LIBRARY	142,517	140,000	144,000	4,000	2.9%
354200 CODE ENFORCEMENT	130,256	110,000	50,000	(60,000)	-54.5%
354201 CODE ENFORCEMENT LIEN AM	0	0	0	0	
359901 ADULT DIVERSION	230,425	240,000	240,000	0	0.0%
359902 COMMUNITY SVC INSURANCE	6,729	5,000	5,000	0	0.0%
361100 INTEREST ON INVESTMENTS	3,425,696	2,100,000	1,000,000	(1,100,000)	-52.4%
361132 INTEREST-TAX COLLECTOR	37,777	0	0	0	
361133 INTEREST-SHERIFF	29,075	10,000	10,000	0	0.0%
362100 RENTS AND ROYALTIES	44,641	50,000	40,000	(10,000)	-20.0%
364100 FIXED ASSET SALE PROCEEDS	54,470	25,000	40,000	15,000	60.0%
366100 CONTRIBUTIONS & DONATIONS	0	0	0	0	
366101 CONTRIBUTIONS PORT AUTHORITY	700,000	450,000	500,000	50,000	11.1%
366175 SEMINOLE COUNTY HEROES MEMORIA	300	0	0	0	
367150 PAIN MANAGEMENT CLINIC LICENSE	1,500	0	0	0	
369100 TAX DEED SURPLUS	0	0	0	0	
369310 INSURANCE PROCEEDS	0	0	0	0	
369400 REIMBURSEMENTS	0	0	0	0	
369900 MISCELLANEOUS-OTHER	331,150	300,000	300,000	0	0.0%
369910 COPYING FEES	75,858	53,500	55,300	1,800	3.4%
369911 MAPS AND PUBLICATIONS	46	200	50	(150)	-75.0%
369912 MISCELLANEOUS - SHERIFF	676,289	168,100	740,000	571,900	340.2%
369920 MISCELLANEOUS-ELECTION	1,209	200	200	0	0.0%
369925 CC CONVENIENCE FEES	24,325	17,000	11,000	(6,000)	-35.3%
369930 REIMBURSEMENTS	4,592,757	100,000	100,000	0	0.0%
369940 REIMBURSEMENTS - RADIOS	225,404	115,000	115,000	0	0.0%
381100 TRANSFER IN	774,215	2,905	202,650	199,745	6875.9%
386200 EXCESS FEES-CLERK	2,735	200,000	1,000	(199,000)	-99.5%
386300 EXCESS FEES-SHERIFF	477,335	100,000	1,000	(99,000)	-99.0%
386400 EXCESS FEES-TAX COLLECTOR	2,859,947	550,000	1,000,000	450,000	81.8%
386500 EXCESS FEES-PROP APPRAISER	14,862	100,000	1,000	(99,000)	-99.0%
386700 EXCESS FEES SUPERVISOR OF ELEC	169,165	200,000	1,000	(199,000)	-99.5%
388110 SALE OF CAPITAL ASSETS	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	49,400,000	49,300,000	(100,000)	-0.2%
331891 CARES ACT FUNDING	0	0	0	0	
00100 GENERAL FUND Total	238,364,503	285,699,137	289,898,506	4,199,369	1.5%
00101 POLICE EDUCATION FUND					
348992 POLICE ED \$2 ASSESS	31,873	30,000	30,000	0	0.0%

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
348995 CRIM JUSTICE ED \$2.50	119,779	120,000	120,000	0	0.0%
361100 INTEREST ON INVESTMENTS	2,364	0	0	0	
386300 EXCESS FEES-SHERIFF	24,317	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	0	0	
00101 POLICE EDUCATION FUND Total	178,333	150,000	150,000	0	0.0%
00103 NATURAL LAND ENDOWMENT FUND					
334392 OTHER PHYSICAL ENVIRONMENT	0	0	0	0	
347201 PASSIVE PARKS AND TRAILS	5,617	10,000	7,000	(3,000)	-30.0%
347501 YARBOROUGH NATURE CENTER	44,024	40,000	50,000	10,000	25.0%
361100 INTEREST ON INVESTMENTS	14,597	10,000	2,000	(8,000)	-80.0%
362100 RENTS AND ROYALTIES	11,150	10,000	10,000	0	0.0%
369900 MISCELLANEOUS-OTHER	1,135	0	0	0	
399999 BEGINNING FUND BALANCE	0	490,000	450,000	(40,000)	-8.2%
00103 NATURAL LAND ENDOWMENT FUND Total	76,523	560,000	519,000	(41,000)	-7.3%
00104 BOATING IMPROVEMENT FUND					
335710 BOATING IMPROVEMENT FEES	83,407	85,000	80,000	(5,000)	-5.9%
361100 INTEREST ON INVESTMENTS	12,114	0	0	0	
399999 BEGINNING FUND BALANCE	0	228,000	320,000	92,000	40.4%
00104 BOATING IMPROVEMENT FUND Total	95,521	313,000	400,000	87,000	27.8%
00108 FACILITIES MAINTENANCE FUND					
361100 INTEREST ON INVESTMENTS	12,823	0	0	0	
369310 INSURANCE PROCEEDS	153,258	0	0	0	
381100 TRANSFER IN	513,851	2,071,908	927,629	(1,144,279)	-55.2%
399999 BEGINNING FUND BALANCE	0	127,000	160,000	33,000	26.0%
00108 FACILITIES MAINTENANCE FUND Total	679,932	2,198,908	1,087,629	(1,111,279)	-50.5%
00109 FLEET REPLACEMENT FUND					
361100 INTEREST ON INVESTMENTS	4,372	0	0	0	
364100 FIXED ASSET SALE PROCEEDS	0	0	100,000	100,000	
369930 REIMBURSEMENTS	0	0	0	0	
381100 TRANSFER IN	2,449,742	816,179	1,382,084	565,905	69.3%
399999 BEGINNING FUND BALANCE	0	338,000	15,000	(323,000)	-95.6%
00109 FLEET REPLACEMENT FUND Total	2,454,114	1,154,179	1,497,084	342,905	29.7%
00110 ADULT DRUG COURT GRANT FUND					
331820 ADULT DRUG COURT	462,697	439,482	427,435	(12,047)	-2.7%
00110 ADULT DRUG COURT GRANT FUND Total	462,697	439,482	427,435	(12,047)	-2.7%
00111 TECHNOLOGY REPLACEMENT FUND					
341210 INTERNAL SERVICE FEES	0	0	0	0	
341920 NETWORK FEES	0	0	0	0	
349100 SERVICE CHARGE-AGENCIES	0	169,594	169,594	0	0.0%
361100 INTEREST ON INVESTMENTS	20,614	0	0	0	
369900 MISCELLANEOUS-OTHER	0	0	0	0	
381100 TRANSFER IN	309,233	365,913	365,913	0	0.0%
399999 BEGINNING FUND BALANCE	0	1,816	1,200,000	1,198,184	#####
00111 TECHNOLOGY REPLACEMENT FUND Total	329,847	537,323	1,735,507	1,198,184	223.0%
10101 TRANSPORTATION TRUST FUND					
311100 AD VALOREM-CURRENT	1,776,056	1,902,482	2,028,000	125,518	6.6%
311200 AD VALOREM-DELINQUENT	785	1,500	1,000	(500)	-33.3%

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
312410 LOCAL OPTION GAS TAX (6c)	8,047,473	8,150,000	7,800,000	(350,000)	-4.3%
312415 LOCAL ALTERNATIVE FUEL TAX	0	0	0	0	
331510 DISASTER RELIEF (FEMA)	2,669,660	0	0	0	
334499 FDOT LIGHTING AGREEMENT	24,185	75,000	25,000	(50,000)	-66.7%
335491 CONSTITUTION GAS TAX (2c STATE LEVY)	4,030,385	3,960,000	3,300,000	(660,000)	-16.7%
335492 COUNTY GAS TAX (1c STATE LEVY)	1,741,132	1,750,000	1,500,000	(250,000)	-14.3%
335493 MOTOR FUEL TAX (REBATE)	144,320	150,000	150,000	0	0.0%
342560 ENGINEERING	46,704	0	36,865	36,865	
344910 SIGNALS/CHARGES FOR SERVICES	950,501	1,115,715	1,107,615	(8,100)	-0.7%
344920 FIBER CONSTRUCTION AND MAINT	590,021	360,724	360,724	0	0.0%
361100 INTEREST ON INVESTMENTS	126,700	0	25,000	25,000	
361132 INTEREST-TAX COLLECTOR	432	0	0	0	
361200 INTEREST-STATE BOARD ADM	4,504	0	0	0	
362100 RENTS AND ROYALTIES	0	0	0	0	
364100 FIXED ASSET SALE PROCEEDS	37,127	0	10,000	10,000	
369310 INSURANCE PROCEEDS	50,743	0	0	0	
369900 MISCELLANEOUS-OTHER	16,648	40,000	20,000	(20,000)	-50.0%
369910 COPYING FEES	0	0	0	0	
369930 REIMBURSEMENTS	0	10,000	10,000	0	0.0%
381100 TRANSFER IN	0	837,139	3,000,000	2,162,861	258.4%
386400 EXCESS FEES-TAX COLLECTOR	2,011	0	0	0	
386500 EXCESS FEES-PROP APPRAISER	59	0	0	0	
399999 BEGINNING FUND BALANCE	0	4,328,819	2,300,000	(2,028,819)	-46.9%
10101 TRANSPORTATION TRUST FUND Total	20,259,448	22,681,379	21,674,204	(1,007,175)	-4.4%
10102 NINTH-CENT FUEL TAX FUND					
312300 LOCAL OPTION GAS TAX (1c MASS TRANSIT)	2,274,306	2,300,000	2,000,000	(300,000)	-13.0%
366100 CONTRIBUTIONS & DONATIONS	0	0	0	0	
381100 TRANSFER IN	4,931,367	6,386,362	6,686,362	300,000	4.7%
399999 BEGINNING FUND BALANCE	0	0	0	0	
10102 NINTH-CENT FUEL TAX FUND Total	7,205,673	8,686,362	8,686,362	0	0.0%
10400 BUILDING PROGRAM					
322100 BUILDING PERMITS	3,276,785	3,000,000	3,100,000	100,000	3.3%
322102 ELECTRICAL	490,455	400,000	425,000	25,000	6.3%
322103 PLUMBING	339,095	250,000	275,000	25,000	10.0%
322104 MECHANICAL	346,036	300,000	300,000	0	0.0%
322106 WELLS	0	0	0	0	
322107 SIGNS	26,148	30,000	25,000	(5,000)	-16.7%
322108 GAS	83,665	60,000	70,000	10,000	16.7%
342516 AFTER HOURS INSPECTIONS	100,800	100,000	100,000	0	0.0%
342560 ENGINEERING	0	0	0	0	
342590 REINSPECTIONS	455,137	275,000	350,000	75,000	27.3%
349210 FLOOD ZONE REVIEW	3,565	5,000	3,500	(1,500)	-30.0%
349220 CONSTRUCTION PLAN REVIEW	0	200,000	225,000	25,000	12.5%
349230 FIRE PERMIT PROCESSING FEE	0	5,000	5,000	0	0.0%
349300 TECHNOLOGY SUBMITTAL FEE	0	200,000	100,000	(100,000)	-50.0%
361100 INTEREST ON INVESTMENTS	145,719	125,000	30,000	(95,000)	-76.0%
364100 FIXED ASSET SALE PROCEEDS	8,451	1,500	1,500	0	0.0%
367110 COMPETENCY CERTIFICATE	0	0	0	0	
369900 MISCELLANEOUS-OTHER	136,660	120,000	120,000	0	0.0%
369910 COPYING FEES	3,162	2,500	2,500	0	0.0%
369925 CC CONVENIENCE FEES	66,153	60,000	90,000	30,000	50.0%
381100 TRANSFER IN	0	0	0	0	

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
399999 BEGINNING FUND BALANCE	0	3,400,000	4,400,000	1,000,000	29.4%
10400 BUILDING PROGRAM Total	5,481,830	8,534,000	9,622,500	1,088,500	12.8%
11000 TOURISM PARKS 1,2,3 CENT FUND					
312120 TOURIST DEVELOPMENT TAX	3,505,910	3,420,000	2,010,000	(1,410,000)	-41.2%
361100 INTEREST ON INVESTMENTS	84,379	0	20,000	20,000	
364100 FIXED ASSET SALE PROCEEDS	3,645	0	0	0	
369900 MISCELLANEOUS-OTHER	0	0	0	0	
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	3,200,000	3,100,000	(100,000)	-3.1%
11000 TOURISM PARKS 1,2,3 CENT FUND Total	3,593,934	6,620,000	5,130,000	(1,490,000)	-22.5%
11001 TOURISM SPORTS 4 & 6 CENT FUND					
312120 TOURIST DEVELOPMENT TAX	2,337,274	2,280,000	1,340,000	(940,000)	-41.2%
361100 INTEREST ON INVESTMENTS	43,700	0	20,000	20,000	
369900 MISCELLANEOUS-OTHER	2,112	2,500	2,500	0	0.0%
399999 BEGINNING FUND BALANCE	0	1,750,000	800,000	(950,000)	-54.3%
11001 TOURISM SPORTS 4 & 6 CENT FUND Total	2,383,086	4,032,500	2,162,500	(1,870,000)	-46.4%
11200 FIRE PROTECTION FUND					
311100 AD VALOREM-CURRENT	58,996,466	63,332,824	67,553,000	4,220,176	6.7%
311200 AD VALOREM-DELINQUENT	29,298	35,000	30,000	(5,000)	-14.3%
324130 WINTER SPRINGS FIRE IMPCT FEES	143,249	0	0	0	
331510 DISASTER RELIEF (FEMA)	1,061,530	0	0	0	
335210 FIREFIGHTERS SUPPLEMENT	120,685	120,000	120,000	0	0.0%
342600 PUBLIC SAFETY - FIRE PERMITS	226,343	200,000	260,000	60,000	30.0%
342605 FIRE PERMITS-WS	12,370	5,000	10,000	5,000	100.0%
342610 AMBULANCE TRANSPORT FEES	6,148,476	6,800,225	5,500,000	(1,300,225)	-19.1%
342615 EMS CARES ACT	0	0	0	0	
342630 FIRE INSPECTION FEES	15,315	15,000	15,000	0	0.0%
342635 FIRE INSPECT-WS	684	0	0	0	
342930 TRAINING CENTER FEE	142,380	150,000	150,000	0	0.0%
361100 INTEREST ON INVESTMENTS	1,029,344	750,000	250,000	(500,000)	-66.7%
361132 INTEREST-TAX COLLECTOR	15,385	0	0	0	
364100 FIXED ASSET SALE PROCEEDS	24,876	50,000	25,000	(25,000)	-50.0%
366100 CONTRIBUTIONS & DONATIONS	1,862	0	0	0	
369310 INSURANCE PROCEEDS	0	0	0	0	
369900 MISCELLANEOUS-OTHER	69,581	30,000	50,000	20,000	66.7%
369910 COPYING FEES	1,084	0	0	0	
369930 REIMBURSEMENTS	25,952	45,000	30,000	(15,000)	-33.3%
381100 TRANSFER IN	1,067	0	0	0	
386400 EXCESS FEES-TAX COLLECTOR	71,432	60,000	60,000	0	0.0%
386500 EXCESS FEES-PROP APPRAISER	2,080	0	0	0	
399999 BEGINNING FUND BALANCE	0	17,200,000	18,700,000	1,500,000	8.7%
342620 MEDICAID MANAGED CARE	0	0	600,000	600,000	
342625 MEDICAID FEE FOR SERVICE	0	0	400,000	400,000	
11200 FIRE PROTECTION FUND Total	68,139,458	88,793,049	93,753,000	4,959,951	5.6%
11201 FIRE PROT FUND-REPLACE & RENEW					
361100 INTEREST ON INVESTMENTS	1,645	0	0	0	
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	0	0	
11201 FIRE PROT FUND-REPLACE & RENEW Total	1,645	0	0	0	

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
11207 FIRE PROTECT FUND-CASSELBERRY					
311100 AD VALOREM-CURRENT	4,090,157	4,352,225	4,617,000	264,775	6.1%
311200 AD VALOREM-DELINQUENT	0	0	0	0	
324140 CASSELBERRY FIRE IMPCT FEES	148,870	0	0	0	
335210 FIREFIGHTERS SUPPLEMENT	19,800	15,000	15,000	0	0.0%
342210 FIRE/EMS SERICES	0	74,434	1	(74,433)	-100.0%
342600 PUBLIC SAFETY - FIRE PERMITS	10,810	12,000	0	(12,000)	-100.0%
342610 AMBULANCE TRANSPORT FEES	654,009	550,000	600,000	50,000	9.1%
361100 INTEREST ON INVESTMENTS	27,288	0	0	0	
366207 CASSELBERRY - COMP ABSENCES	0	0	0	0	
369900 MISCELLANEOUS-OTHER	0	1,000	1,000	0	0.0%
399999 BEGINNING FUND BALANCE	0	0	0	0	
11207 FIRE PROTECT FUND-CASSELBERRY Total	4,950,934	5,004,659	5,233,001	228,342	4.6%
11400 COURT SUPP TECH FEE (ARTV)					
341160 COURT TECH FEE \$2	754,820	720,000	825,000	105,000	14.6%
361100 INTEREST ON INVESTMENTS	4,445	0	0	0	
369900 MISCELLANEOUS-OTHER	0	0	0	0	
381100 TRANSFER IN	204,086	416,210	368,924	(47,286)	-11.4%
399999 BEGINNING FUND BALANCE	0	0	0	0	
11400 COURT SUPP TECH FEE (ARTV) Total	963,351	1,136,210	1,193,924	57,714	5.1%
11560 2014 INFRASTRUCTURE SALES TAX					
312600 DISCRETIONARY SALES SURTAX	43,136,792	43,600,000	41,500,000	(2,100,000)	-4.8%
331510 DISASTER RELIEF (FEMA)	1,161,654	0	0	0	
361100 INTEREST ON INVESTMENTS	1,966,395	1,100,000	400,000	(700,000)	-63.6%
369400 REIMBURSEMENTS	0	0	0	0	
369900 MISCELLANEOUS-OTHER	3,782	0	0	0	
369930 REIMBURSEMENTS	5,031,754	0	0	0	
381100 TRANSFER IN	59,475	0	0	0	
399999 BEGINNING FUND BALANCE	0	32,730,000	24,000,000	(8,730,000)	-26.7%
11560 2014 INFRASTRUCTURE SALES TAX Total	51,352,289	77,430,000	65,900,000	(11,530,000)	-14.9%
11641 PUBLIC WORKS-INTERLOCAL AGREEM					
337900 LOCAL GRANTS & AIDS	23,717	0	0	0	
361100 INTEREST ON INVESTMENTS	1,872	0	0	0	
366100 CONTRIBUTIONS & DONATIONS	0	0	0	0	
369930 REIMBURSEMENTS	20,000	0	0	0	
11800 EMS TRUST FUND					
334200 EMS TRUST FUND GRANT	210,236	0	66,745	66,745	
361100 INTEREST ON INVESTMENTS	6,768	0	0	0	
364100 FIXED ASSET SALE PROCEEDS	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	0	0	
11800 EMS TRUST FUND Total	217,004	0	66,745	66,745	
11901 COMMUNITY DEVELOPMEN BLK GRANT					
331540 COMMUNITY DEVELPMNT BLK GT	1,549,995	1,953,684	2,104,990	151,306	7.7%
364100 FIXED ASSET SALE PROCEEDS	0	0	0	0	
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	0	0	
11901 COMMUNITY DEVELOPMEN BLK GRANT Total	1,549,995	1,953,684	2,104,990	151,306	7.7%
11902 HOME PROGRAM GRANT					

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
331590 HOME PROGRAM	326,093	751,228	798,925	47,697	6.3%
361100 INTEREST ON INVESTMENTS	0	0	0	0	
369900 MISCELLANEOUS-OTHER	3,510	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	0	0	
11902 HOME PROGRAM GRANT Total	329,603	751,228	798,925	47,697	6.3%
11904 EMERGENCY SHELTER GRANTS					
331540 COMMUNITY DEVELOPMNT BLK GT	0	0	0	0	
331550 EMERGENCY SHELTER GRANT	132,500	161,772	171,666	9,894	6.1%
334690 PROSECUTION ALTERNATIVE	0	0	0	0	
361100 INTEREST ON INVESTMENTS	0	0	0	0	
11904 EMERGENCY SHELTER GRANTS Total	132,500	161,772	171,666	9,894	6.1%
11905 COMMUNITY SVC BLOCK GRANT					
331690 FEDERAL GRANT HUMAN SERVICES	218,384	30,000	75,000	45,000	150.0%
11905 COMMUNITY SVC BLOCK GRANT Total	218,384	30,000	75,000	45,000	150.0%
11908 DISASTER PREPAREDNESS					
331230 EMERGENCY MANAGEMENT	108,839	0	47,529	47,529	
334220 PUBLIC SAFETY GRANT	115,225	0	0	0	
369900 MISCELLANEOUS-OTHER	0	0	0	0	
11908 DISASTER PREPAREDNESS Total	224,064	0	47,529	47,529	
11909 MOSQUITO CONTROL GRANT					
334697 MOSQUITO CONTROL GRANT	186,559	41,646	41,645	(1)	0.0%
361100 INTEREST ON INVESTMENTS	82	0	0	0	
369900 MISCELLANEOUS-OTHER	0	0	0	0	
11909 MOSQUITO CONTROL GRANT Total	186,641	41,646	41,645	(1)	0.0%
11912 PUBLIC SAFETY GRANTS (STATE)					
334220 PUBLIC SAFETY GRANT	1,905,699	0	0	0	
361100 INTEREST ON INVESTMENTS	0	0	0	0	
369900 MISCELLANEOUS-OTHER	0	0	0	0	
11912 PUBLIC SAFETY GRANTS (STATE) Total	1,905,699	0	0	0	
11913 PUBLIC SAFETY GRANTS (OTHER)					
361100 INTEREST ON INVESTMENTS	0	0	0	0	
11913 PUBLIC SAFETY GRANTS (OTHER) Total	0	0	0	0	
11915 PUBLIC SAFETY GRANTS (FEDERAL)					
331230 EMERGENCY MANAGEMENT	242,440	0	0	0	
334220 PUBLIC SAFETY GRANT	0	0	355,325	355,325	
11915 PUBLIC SAFETY GRANTS (FEDERAL) Total	242,440	0	355,325	355,325	
11916 PUBLIC WORKS GRANTS					
331391 OTHER PHYSICAL ENV FED GRANTS	31,432	0	90,000	90,000	
331490 TRANSPORTATION REVENUE GRANT	2,651,858	0	0	0	
334360 STORMWATER MANAGEMENT	484,278	0	0	0	
334392 OTHER PHYSICAL ENVIRONMENT	0	0	0	0	
334490 TRANSPORTATION REV GRANT	181,795	0	0	0	
361100 INTEREST ON INVESTMENTS	789	0	0	0	
369900 MISCELLANEOUS-OTHER	0	0	0	0	
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	0	0	

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
11916 PUBLIC WORKS GRANTS Total	3,350,151	0	90,000	90,000	
11917 LEISURE SERVICES GRANTS					
331391 OTHER PHYSICAL ENV FED GRANTS	20,975	0	0	0	
331720 FEDERAL RECREATION GRANT	0	0	0	0	
331722 FEDERAL CULTURE & REC GRANT	2,875	0	0	0	
334392 OTHER PHYSICAL ENVIRONMENT	15,000	0	0	0	
334750 ENVIRONMENTAL PROTECTION GRANT	0	0	0	0	
361100 INTEREST ON INVESTMENTS	0	0	0	0	
11917 LEISURE SERVICES GRANTS Total	38,850	0	0	0	
11918 GROWTH MANAGEMENT GRANTS					
331599 FED - ECONOMIC ENVIRONMENT	0	0	0	0	
11918 GROWTH MANAGEMENT GRANTS Total	0	0	0	0	
11919 COMMUNITY SVC GRANTS					
331228 SUPERVISED VISITATION	0	0	0	0	
331500 SHELTER PLUS CARE AGREEMENT	0	0	0	0	
331550 EMERGENCY SHELTER GRANT	473,804	519,635	0	(519,635)	-100.0%
331692 CHILD MENTAL HEALTH INITIATIVE	0	0	0	0	
331890 FED GRANT-OTHR CRT REL REVENUE	0	0	0	0	
361100 INTEREST ON INVESTMENTS	0	0	0	0	
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	0	0	
11919 COMMUNITY SVC GRANTS Total	473,804	519,635	0	(519,635)	-100.0%
11920 NEIGHBOR STABIL PROGRAM GRANT					
331570 NEIGHBORHOOD STABILIZATION	151,552	10,000	0	(10,000)	-100.0%
361100 INTEREST ON INVESTMENTS	13,710	0	0	0	
369900 MISCELLANEOUS-OTHER	50,000	0	0	0	
369950 NSP RESALES/PROGRAM INCOME	222,469	0	0	0	
369955 NON-CASH NSP PROGRAM INCOME	0	0	0	0	
381100 TRANSFER IN	141,935	0	0	0	
11920 NEIGHBOR STABIL PROGRAM GRANT Total	579,666	10,000	0	(10,000)	-100.0%
11925 DCF REINVESTMENT GRANT FUND					
334690 PROSECUTION ALTERNATIVE	454,844	47,313	0	(47,313)	-100.0%
361100 INTEREST ON INVESTMENTS	0	0	0	0	
11925 DCF REINVESTMENT GRANT FUND Total	454,844	47,313	0	(47,313)	-100.0%
11926 CITY OF SANFORD CDBG					
331540 COMMUNITY DEVELPMNT BLK GT	321,124	0	0	0	
331590 HOME PROGRAM	0	0	0	0	
361100 INTEREST ON INVESTMENTS	0	0	0	0	
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	0	0	
11926 CITY OF SANFORD CDBG Total	321,124	0	0	0	
11930 RESOURCE MANAGEMENT GRANTS					
331825 VETERANS TREATMENT COURT	0	0	0	0	
361100 INTEREST ON INVESTMENTS	0	0	0	0	
11930 RESOURCE MANAGEMENT GRANTS Total	0	0	0	0	
11931 HOMELESSNESS GRANTS					

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
331690 FEDERAL GRANT HUMAN SERVICES	6,243	0	0	0	
334699 EMERGENCY HOMELESS	0	0	0	0	
361100 INTEREST ON INVESTMENTS	50	0	0	0	
366100 CONTRIBUTIONS & DONATIONS	16,110	0	0	0	
11931 HOMELESSNESS GRANTS Total	22,403	0	0	0	
11932 MISCELLANEOUS GRANTS					
334225 JUVENILE ASSESSMENT CTR GRANT	0	0	0	0	
11932 MISCELLANEOUS GRANTS Total	0	0	0	0	
11933 FEDERAL MITIGATION GRANTS					
331510 DISASTER RELIEF (FEMA)	2,072,236	0	0	0	
11933 FEDERAL MITIGATION GRANTS Total	2,072,236	0	0	0	
12012 AFFORDABLE HOUSING 11/12					
335520 SHIP PROGRAM REVENUE	0	0	0	0	
12012 AFFORDABLE HOUSING 11/12 Total	0	0	0	0	
12013 SHIP- AFFORDABLE HOUSING 12/13					
335520 SHIP PROGRAM REVENUE	0	0	0	0	
12013 SHIP- AFFORDABLE HOUSING 12/13 Total	0	0	0	0	
12014 AFFORDABLE HOUSING 13/14					
335520 SHIP PROGRAM REVENUE	0	0	0	0	
361100 INTEREST ON INVESTMENTS	0	0	0	0	
361120 SHIP MORTGAGE INTEREST	0	0	0	0	
369120 SHIP MORTGAGE PRINCIPAL	0	0	0	0	
369900 MISCELLANEOUS-OTHER	0	0	0	0	
12014 AFFORDABLE HOUSING 13/14 Total	0	0	0	0	
12015 SHIP AFFORDABLE HOUSING 14/15					
335520 SHIP PROGRAM REVENUE	0	0	0	0	
361100 INTEREST ON INVESTMENTS	0	0	0	0	
361120 SHIP MORTGAGE INTEREST	0	0	0	0	
369120 SHIP MORTGAGE PRINCIPAL	0	0	0	0	
12015 SHIP AFFORDABLE HOUSING 14/15 Total	0	0	0	0	
12016 SHIP AFFORDABLE HOUSING 15/16					
335520 SHIP PROGRAM REVENUE	0	0	0	0	
361100 INTEREST ON INVESTMENTS	0	0	0	0	
361120 SHIP MORTGAGE INTEREST	0	0	0	0	
369120 SHIP MORTGAGE PRINCIPAL	0	0	0	0	
369900 MISCELLANEOUS-OTHER	0	0	0	0	
12016 SHIP AFFORDABLE HOUSING 15/16 Total	0	0	0	0	
12017 SHIP AFFORDABLE HOUSING 16/17					
335520 SHIP PROGRAM REVENUE	2,030,560	0	0	0	
361100 INTEREST ON INVESTMENTS	0	0	0	0	
361120 SHIP MORTGAGE INTEREST	0	0	0	0	
369120 SHIP MORTGAGE PRINCIPAL	0	0	0	0	
369900 MISCELLANEOUS-OTHER	0	0	0	0	
12017 SHIP AFFORDABLE HOUSING 16/17 Total	2,030,560	0	0	0	
12018 SHIP AFFORDABLE HOUSING 17/18					

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
335520 SHIP PROGRAM REVENUE	305,889	756,467	0	(756,467)	-100.0%
361100 INTEREST ON INVESTMENTS	25	0	0	0	
361120 SHIP MORTGAGE INTEREST	0	0	0	0	
369120 SHIP MORTGAGE PRINCIPAL	0	0	0	0	
369900 MISCELLANEOUS-OTHER	0	0	0	0	
381100 TRANSFER IN	0	0	0	0	
12018 SHIP AFFORDABLE HOUSING 17/18 Total	305,914	756,467	0	(756,467)	-100.0%
12019 SHIP AFFORDABLE HOUSING 18/19					
335520 SHIP PROGRAM REVENUE	207,423	0	0	0	
361100 INTEREST ON INVESTMENTS	0	0	0	0	
361120 SHIP MORTGAGE INTEREST	0	0	0	0	
369120 SHIP MORTGAGE PRINCIPAL	0	0	0	0	
369900 MISCELLANEOUS-OTHER	0	0	0	0	
381100 TRANSFER IN	0	0	0	0	
12019 SHIP AFFORDABLE HOUSING 18/19 Total	207,423	0	0	0	
12101 LAW ENFORCEMENT TST-LOCAL					
351910 CONFISCATIONS	129,121	0	0	0	
361100 INTEREST ON INVESTMENTS	23,519	0	0	0	
12101 LAW ENFORCEMENT TST-LOCAL Total	152,640	0	0	0	
12102 LAW ENFORCEMENT TST-JUSTICE					
351910 CONFISCATIONS	30,902	0	0	0	
361100 INTEREST ON INVESTMENTS	2,586	0	0	0	
369930 REIMBURSEMENTS	0	0	0	0	
12102 LAW ENFORCEMENT TST-JUSTICE Total	33,488	0	0	0	
12103 LAW ENFORCEMENT TST-FEDERAL					
351910 CONFISCATIONS	10,745	0	0	0	
361100 INTEREST ON INVESTMENTS	1,217	0	0	0	
12103 LAW ENFORCEMENT TST-FEDERAL Total	11,962	0	0	0	
12200 ARBOR VIOLATION TRUST FUND					
354410 ARBOR VIOLATION	0	0	0	0	
361100 INTEREST ON INVESTMENTS	3,179	2,300	0	(2,300)	-100.0%
399999 BEGINNING FUND BALANCE	0	145,900	145,900	0	0.0%
12200 ARBOR VIOLATION TRUST FUND Total	3,179	148,200	145,900	(2,300)	-1.6%
12300 ALCOHOL/DRUG ABUSE FUND					
348994 TRAFFIC SURCHG DRUG ABUSE TRUS	50,174	60,000	50,000	(10,000)	-16.7%
361100 INTEREST ON INVESTMENTS	2,310	0	0	0	
386300 EXCESS FEES-SHERIFF	148,482	0	0	0	
399999 BEGINNING FUND BALANCE	0	194,000	45,000	(149,000)	-76.8%
12300 ALCOHOL/DRUG ABUSE FUND Total	200,965	254,000	95,000	(159,000)	-62.6%
12302 TEEN COURT					
348991 TEEN COURT \$3	125,654	125,000	125,000	0	0.0%
361100 INTEREST ON INVESTMENTS	595	0	0	0	
386300 EXCESS FEES-SHERIFF	61,467	0	0	0	
399999 BEGINNING FUND BALANCE	0	56,000	70,000	14,000	25.0%
12302 TEEN COURT Total	187,716	181,000	195,000	14,000	7.7%
12500 EMERGENCY 911 FUND					

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
335220 E911 WIRELESS	1,751,976	1,600,000	1,600,000	0	0.0%
335225 E911 NON WIRELESS	568,213	500,000	500,000	0	0.0%
342410 E911 TELEPHONE FEES	0	0	0	0	
342420 E911 CELLULAR PHONE FEES	0	0	0	0	
361100 INTEREST ON INVESTMENTS	106,343	0	0	0	
369900 MISCELLANEOUS-OTHER	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	4,300,000	1,700,000	(2,600,000)	-60.5%
12500 EMERGENCY 911 FUND Total	2,426,533	6,400,000	3,800,000	(2,600,000)	-40.6%
12801 FIRE/RESCUE-IMPACT FEE					
324110 IMPACT FEES RESID PUBLIC SAFET	203,842	90,000	150,000	60,000	66.7%
324120 IMPACT FEES COMM PUBLIC SAFET	80,435	80,000	80,000	0	0.0%
361100 INTEREST ON INVESTMENTS	17,030	5,000	2,000	(3,000)	-60.0%
363220 FIRE IMPACT FEE	0	0	0	0	
364100 FIXED ASSET SALE PROCEEDS	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	0	0	
12801 FIRE/RESCUE-IMPACT FEE Total	301,307	175,000	232,000	57,000	32.6%
12802 LAW ENFORCEMENT-IMPACT FEE					
361100 INTEREST ON INVESTMENTS	52	0	0	0	
363221 LAW ENFORCEMENT IMPACT FEE	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	2,367	0	(2,367)	-100.0%
12802 LAW ENFORCEMENT-IMPACT FEE Total	52	2,367	0	(2,367)	-100.0%
12804 LIBRARY-IMPACT FEE					
324610 IMPACT FEES RESID CULTURE	130,778	60,000	100,000	40,000	66.7%
324620 IMPACT FEES COMM CULTURE	15,660	40,000	20,000	(20,000)	-50.0%
361100 INTEREST ON INVESTMENTS	1,814	0	0	0	
363270 CULTURE/RECR TN IMPACT FEE	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	50,000	50,000	
12804 LIBRARY-IMPACT FEE Total	148,252	100,000	170,000	70,000	70.0%
12805 DRAINAGE-IMPACT FEE					
361100 INTEREST ON INVESTMENTS	154	0	0	0	
363230 IMPACT FEE-PHYSICAL ENVMT	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	7,000	7,000	
12805 DRAINAGE-IMPACT FEE Total	154	0	7,000	7,000	
13000 STORMWATER FUND					
341359 ADMIN FEE - MSBU FUNDS	0	0	0	0	
343904 SVC CHGS-OTH PHYSICAL ENVIRON	0	0	0	0	
361100 INTEREST ON INVESTMENTS	377	0	0	0	
364100 FIXED ASSET SALE PROCEEDS	2,581	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	0	0	
13000 STORMWATER FUND Total	2,958	0	0	0	
13100 ECONOMIC DEVELOPMENT					
337100 ECONOMIC INCENTIVE	381,048	282,500	214,500	(68,000)	-24.1%
361100 INTEREST ON INVESTMENTS	5,288	0	0	0	
369900 MISCELLANEOUS-OTHER	1,405	0	0	0	
381100 TRANSFER IN	1,428,883	1,701,377	1,870,509	169,132	9.9%
399999 BEGINNING FUND BALANCE	0	0	0	0	
13100 ECONOMIC DEVELOPMENT Total	1,816,624	1,983,877	2,085,009	101,132	5.1%

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
13300 17/92 REDEVELOPMENT TI FUND					
334499 FDOT LIGHTING AGREEMENT	0	0	0	0	
338410 TAX INCREMENTS-CITIES	0	0	0	0	
338420 TAX INCREMENTS COUNTY	0	0	0	0	
361100 INTEREST ON INVESTMENTS	74,518	0	0	0	
369400 REIMBURSEMENTS	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	600,000	600,000	
13300 17/92 REDEVELOPMENT TI FUND Total	74,518	0	600,000	600,000	
15000 MSBU STREET LIGHTING					
325210 SPECIAL ASSESSMENT-SERVICE	2,289,760	2,330,000	2,280,000	(50,000)	-2.1%
341350 ADMIN FEE - MSBU APPLICATION	0	0	0	0	
361100 INTEREST ON INVESTMENTS	36,567	20,000	5,000	(15,000)	-75.0%
361132 INTEREST-TAX COLLECTOR	534	0	0	0	
399999 BEGINNING FUND BALANCE	0	700,000	955,000	255,000	36.4%
15000 MSBU STREET LIGHTING Total	2,326,861	3,050,000	3,240,000	190,000	6.2%
15100 MSBU RESIDENTIAL SOLID WASTE					
323700 FRANCHISE FEES- SOLID WASTE	168,495	65,000	65,000	0	0.0%
325210 SPECIAL ASSESSMENT-SERVICE	14,791,351	15,350,200	15,502,000	151,800	1.0%
361100 INTEREST ON INVESTMENTS	230,824	150,000	46,000	(104,000)	-69.3%
361132 INTEREST-TAX COLLECTOR	3,594	0	0	0	
399999 BEGINNING FUND BALANCE	0	5,090,600	5,590,000	499,400	9.8%
15100 MSBU RESIDENTIAL SOLID WASTE Total	15,194,263	20,655,800	21,203,000	547,200	2.6%
16000 MSBU PROGRAM					
325110 SPECIAL ASSESSMENT-CAPITAL	86,266	106,725	217,700	110,975	104.0%
341350 ADMIN FEE - MSBU APPLICATION	2,050	1,200	1,200	0	0.0%
341357 ADMIN FEE - SOLID WASTE	335,000	335,000	375,000	40,000	11.9%
341358 ADMIN FEE - STREET LIGHTING	155,000	155,000	175,000	20,000	12.9%
341359 ADMIN FEE - MSBU FUNDS	26,950	31,325	31,905	580	1.9%
361100 INTEREST ON INVESTMENTS	610	2,000	500	(1,500)	-75.0%
361132 INTEREST-TAX COLLECTOR	122	50	25	(25)	-50.0%
364100 FIXED ASSET SALE PROCEEDS	720	0	0	0	
381100 TRANSFER IN	77,385	8,610	5,700	(2,910)	-33.8%
386400 EXCESS FEES-TAX COLLECTOR	19,329	10,000	10,000	0	0.0%
399999 BEGINNING FUND BALANCE	0	125,000	428,140	303,140	242.5%
16000 MSBU PROGRAM Total	703,432	774,910	1,245,170	470,260	60.7%
16005 MSBU MILLS (LM/AWC)					
325210 SPECIAL ASSESSMENT-SERVICE	64,332	63,000	63,840	840	1.3%
361100 INTEREST ON INVESTMENTS	7,676	4,000	1,500	(2,500)	-62.5%
381100 TRANSFER IN	0	18,725	4,250	(14,475)	-77.3%
399999 BEGINNING FUND BALANCE	0	341,400	424,550	83,150	24.4%
16005 MSBU MILLS (LM/AWC) Total	72,009	427,125	494,140	67,015	15.7%
16007 MSBU AMORY (LM/AWC)					
325210 SPECIAL ASSESSMENT-SERVICE	6,375	6,335	6,335	0	0.0%
361100 INTEREST ON INVESTMENTS	697	400	50	(350)	-87.5%
381100 TRANSFER IN	0	0	5,500	5,500	
399999 BEGINNING FUND BALANCE	0	27,685	31,000	3,315	12.0%
16007 MSBU AMORY (LM/AWC) Total	7,072	34,420	42,885	8,465	24.6%
16010 MSBU CEDAR RIDGE (GRNDS MAINT)					

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
325210 SPECIAL ASSESSMENT-SERVICE	26,330	26,200	34,000	7,800	29.8%
361100 INTEREST ON INVESTMENTS	1,353	300	100	(200)	-66.7%
369900 MISCELLANEOUS-OTHER	0	0	0	0	
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	44,400	35,750	(8,650)	-19.5%
16010 MSBU CEDAR RIDGE (GRNDS MAINT) Total	27,683	70,900	69,850	(1,050)	-1.5%
16013 MSBU HOWELL CREEK (LM/AWC)					
325210 SPECIAL ASSESSMENT-SERVICE	1,461	1,295	1,295	0	0.0%
337900 LOCAL GRANTS & AIDS	835	0	0	0	
361100 INTEREST ON INVESTMENTS	239	150	50	(100)	-66.7%
369900 MISCELLANEOUS-OTHER	0	1,000	795	(205)	-20.5%
399999 BEGINNING FUND BALANCE	0	11,200	11,000	(200)	-1.8%
16013 MSBU HOWELL CREEK (LM/AWC) Total	2,534	13,645	13,140	(505)	-3.7%
16020 MSBU HORSESHOE (LM/AWC)					
325210 SPECIAL ASSESSMENT-SERVICE	7,941	9,600	10,560	960	10.0%
361100 INTEREST ON INVESTMENTS	260	110	55	(55)	-50.0%
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	6,650	9,800	3,150	47.4%
16020 MSBU HORSESHOE (LM/AWC) Total	8,201	16,360	20,415	4,055	24.8%
16021 MSBU MYRTLE (LM/AWC)					
325210 SPECIAL ASSESSMENT-SERVICE	7,265	7,235	7,240	5	0.1%
361100 INTEREST ON INVESTMENTS	310	150	65	(85)	-56.7%
399999 BEGINNING FUND BALANCE	0	10,050	12,500	2,450	24.4%
16021 MSBU MYRTLE (LM/AWC) Total	7,575	17,435	19,805	2,370	13.6%
16023 MSBU SPRING WOOD LAKE (LM/AWC)					
325210 SPECIAL ASSESSMENT-SERVICE	5,233	5,185	5,185	0	0.0%
361100 INTEREST ON INVESTMENTS	758	450	150	(300)	-66.7%
369900 MISCELLANEOUS-OTHER	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	31,725	29,350	(2,375)	-7.5%
16023 MSBU SPRING WOOD LAKE (LM/AWC) Total	5,992	37,360	34,685	(2,675)	-7.2%
16024 MSBU LAKE OF THE WOODS(LM/AWC)					
325210 SPECIAL ASSESSMENT-SERVICE	19,185	19,080	19,080	0	0.0%
361100 INTEREST ON INVESTMENTS	2,028	1,000	400	(600)	-60.0%
399999 BEGINNING FUND BALANCE	0	85,000	95,800	10,800	12.7%
16024 MSBU LAKE OF THE WOODS(LM/AWC) Total	21,212	105,080	115,280	10,200	9.7%
16025 MSBU MIRROR (LM/AWC)					
325210 SPECIAL ASSESSMENT-SERVICE	10,419	9,100	9,100	0	0.0%
361100 INTEREST ON INVESTMENTS	1,423	900	285	(615)	-68.3%
399999 BEGINNING FUND BALANCE	0	61,850	66,700	4,850	7.8%
16025 MSBU MIRROR (LM/AWC) Total	11,843	71,850	76,085	4,235	5.9%
16026 MSBU SPRING (LM/AWC)					
325210 SPECIAL ASSESSMENT-SERVICE	27,537	27,000	27,000	0	0.0%
361100 INTEREST ON INVESTMENTS	3,561	2,200	700	(1,500)	-68.2%
381100 TRANSFER IN	1,801	0	0	0	
399999 BEGINNING FUND BALANCE	0	135,000	118,300	(16,700)	-12.4%
16026 MSBU SPRING (LM/AWC) Total	32,899	164,200	146,000	(18,200)	-11.1%

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
16027 MSBU SPRINGWOOD WTRWY (LM/AWC)					
325210 SPECIAL ASSESSMENT-SERVICE	3,771	3,745	3,745	0	0.0%
361100 INTEREST ON INVESTMENTS	1,158	775	225	(550)	-71.0%
369900 MISCELLANEOUS-OTHER	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	50,950	53,300	2,350	4.6%
16027 MSBU SPRINGWOOD WTRWY (LM/AWC) Total	4,929	55,470	57,270	1,800	3.2%
16028 MSBU BURKETT (LM/AWC)					
325210 SPECIAL ASSESSMENT-SERVICE	6,156	4,600	4,600	0	0.0%
361100 INTEREST ON INVESTMENTS	1,308	800	200	(600)	-75.0%
399999 BEGINNING FUND BALANCE	0	55,775	63,400	7,625	13.7%
16028 MSBU BURKETT (LM/AWC) Total	7,464	61,175	68,200	7,025	11.5%
16030 MSBU SWEETWATER COVE (LM/AWC)					
325210 SPECIAL ASSESSMENT-SERVICE	33,502	33,445	33,440	(5)	0.0%
361100 INTEREST ON INVESTMENTS	1,304	700	250	(450)	-64.3%
399999 BEGINNING FUND BALANCE	0	25,900	33,000	7,100	27.4%
16030 MSBU SWEETWATER COVE (LM/AWC) Total	34,805	60,045	66,690	6,645	11.1%
16031 MSBU LAKE ASHER AWC					
325210 SPECIAL ASSESSMENT-SERVICE	5,399	5,380	5,380	0	0.0%
361100 INTEREST ON INVESTMENTS	103	5	60	55	1100.0%
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	875	5,425	4,550	520.0%
16031 MSBU LAKE ASHER AWC Total	5,502	6,260	10,865	4,605	73.6%
16032 MSBU ENGLISH ESTATES (LM/AWC)					
325210 SPECIAL ASSESSMENT-SERVICE	3,456	3,460	3,455	(5)	-0.1%
361100 INTEREST ON INVESTMENTS	80	5	20	15	300.0%
399999 BEGINNING FUND BALANCE	0	2,040	4,000	1,960	96.1%
16032 MSBU ENGLISH ESTATES (LM/AWC) Total	3,536	5,505	7,475	1,970	35.8%
16033 MSBU GRACE LAKE (LM/AWC)					
325210 SPECIAL ASSESSMENT-SERVICE	13,717	13,670	13,670	0	0.0%
361100 INTEREST ON INVESTMENTS	200	65	40	(25)	-38.5%
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	7,965	7,100	(865)	-10.9%
16033 MSBU GRACE LAKE (LM/AWC) Total	13,917	21,700	20,810	(890)	-4.1%
16035 MSBU BUTTONWOOD POND (LM/AWC)					
325210 SPECIAL ASSESSMENT-SERVICE	3,434	3,430	3,430	0	0.0%
361100 INTEREST ON INVESTMENTS	201	100	40	(60)	-60.0%
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	7,120	9,200	2,080	29.2%
16035 MSBU BUTTONWOOD POND (LM/AWC) Total	3,635	10,650	12,670	2,020	19.0%
16036 MSBU HOWELL LAKE (LM/AWC)					
325210 SPECIAL ASSESSMENT-SERVICE	133,677	121,425	130,450	9,025	7.4%
337900 LOCAL GRANTS & AIDS	0	0	0	0	
361100 INTEREST ON INVESTMENTS	5,095	1,500	1,000	(500)	-33.3%
366100 CONTRIBUTIONS & DONATIONS	0	0	0	0	
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	3,500	99,860	96,360	2753.1%
16036 MSBU HOWELL LAKE (LM/AWC) Total	138,772	126,425	231,310	104,885	83.0%

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
21200 GENERAL REVENUE DEBT					
361100 INTEREST ON INVESTMENTS	0	0	0	0	
381100 TRANSFER IN	1,542,509	1,544,013	1,547,752	3,739	0.2%
399999 BEGINNING FUND BALANCE	0	0	0	0	
21200 GENERAL REVENUE DEBT Total	1,542,509	1,544,013	1,547,752	3,739	0.2%
21235 GENERAL REVENUE DEBT - 2014					
361100 INTEREST ON INVESTMENTS	0	0	0	0	
381100 TRANSFER IN	1,641,450	1,637,200	1,637,800	600	0.0%
399999 BEGINNING FUND BALANCE	0	0	0	0	
21235 GENERAL REVENUE DEBT - 2014 Total	1,641,450	1,637,200	1,637,800	600	0.0%
21300 COUNTY SHARED REVENUE DEBT					
361100 INTEREST ON INVESTMENTS	0	0	0	0	
381100 TRANSFER IN	1,745,724	1,744,188	1,742,995	(1,193)	-0.1%
399999 BEGINNING FUND BALANCE	0	0	0	0	
21300 COUNTY SHARED REVENUE DEBT Total	1,745,724	1,744,188	1,742,995	(1,193)	-0.1%
22500 SALES TAX BONDS					
361100 INTEREST ON INVESTMENTS	0	0	0	0	
381100 TRANSFER IN	4,987,575	4,982,800	4,978,538	(4,262)	-0.1%
385100 PROCEEDS OF REFUNDING BONDS	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	0	0	
22500 SALES TAX BONDS Total	4,987,575	4,982,800	4,978,538	(4,262)	-0.1%
30600 INFRASTRUCTURE IMP OP FUND					
361100 INTEREST ON INVESTMENTS	14,905	0	0	0	
364100 FIXED ASSET SALE PROCEEDS	0	0	0	0	
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	592,000	607,000	15,000	2.5%
30600 INFRASTRUCTURE IMP OP FUND Total	14,905	592,000	607,000	15,000	2.5%
30700 SPORTS COMPLEX/SOLDIERS CREEK					
361100 INTEREST ON INVESTMENTS	91	0	0	0	
369900 MISCELLANEOUS-OTHER	0	0	0	0	
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	0	0	
30700 SPORTS COMPLEX/SOLDIERS CREEK Total	91	0	0	0	
32000 JAIL PROJECT/2005					
361100 INTEREST ON INVESTMENTS	91	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	0	0	
32000 JAIL PROJECT/2005 Total	91	0	0	0	
32100 NATURAL LANDS/TRAILS					
361100 INTEREST ON INVESTMENTS	76,985	0	0	0	
364100 FIXED ASSET SALE PROCEEDS	1,835	0	0	0	
369400 REIMBURSEMENTS	0	0	0	0	
369900 MISCELLANEOUS-OTHER	94	0	0	0	
399999 BEGINNING FUND BALANCE	0	1,033,000	1,100,000	67,000	6.5%
32100 NATURAL LANDS/TRAILS Total	78,726	1,033,000	1,100,000	67,000	6.5%
32200 COURTHOUSE PROJECTS FUND					

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
361100 INTEREST ON INVESTMENTS	6,220	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	0	0	
32200 COURTHOUSE PROJECTS FUND Total	6,220	0	0	0	

40100 WATER AND SEWER FUND

331501 TREASURY SUBSIDY	1,494,819	1,311,325	0	(1,311,325)	-100.0%
331510 DISASTER RELIEF (FEMA)	517,150	1,035,312	0	(1,035,312)	-100.0%
337900 LOCAL GRANTS & AIDS	19,386	0	0	0	
342515 INSPECTION FEE - ENVIRONMENT	68,965	85,850	85,850	0	0.0%
343310 WATER UTILITY-RESIDENTIAL	22,546,039	23,156,242	23,650,000	493,758	2.1%
343315 PRIVATE COMMERCIAL FIRE LINES	31,610	32,865	33,000	135	0.4%
343320 WATER UTILITY - BULK	158,916	153,479	153,000	(479)	-0.3%
343330 METER SET CHARGES	311,843	190,801	200,000	9,199	4.8%
343340 METER RECONNECT CHARGES	408,748	514,150	420,000	(94,150)	-18.3%
343350 CAPACITY MAINTENANCE-WTR	27,510	45,407	20,000	(25,407)	-56.0%
343360 RECYCLED WATER	2,673,574	2,659,438	2,540,000	(119,438)	-4.5%
343510 SEWER UTILITY-RESIDENTIAL	30,275,853	31,535,983	32,000,000	464,017	1.5%
343520 SEWER UTILITY - BULK	4,474,214	3,752,563	3,800,000	47,437	1.3%
343550 CAPACITY MAINTENANCE-SWR	27,727	46,743	30,000	(16,743)	-35.8%
361100 INTEREST ON INVESTMENTS	1,669,140	1,500,000	375,000	(1,125,000)	-75.0%
364100 FIXED ASSET SALE PROCEEDS	34,091	239,532	75,000	(164,532)	-68.7%
366100 CONTRIBUTIONS & DONATIONS	5,334,288	0	0	0	
366400 ENTERPRISE CONTRIBUTIONS	0	0	0	0	
369310 INSURANCE PROCEEDS	1,000	7,802	1,000	(6,802)	-87.2%
369900 MISCELLANEOUS-OTHER	114,886	96,789	100,000	3,211	3.3%
369925 CC CONVENIENCE FEES	265,958	126,250	270,000	143,750	113.9%
381100 TRANSFER IN	1,400,000	1,400,000	1,400,000	0	0.0%
399999 BEGINNING FUND BALANCE	0	26,315,637	27,028,960	713,323	2.7%
40100 WATER AND SEWER FUND Total	71,855,716	94,206,168	92,181,810	(2,024,358)	-2.1%

40102 CONNECTION FEES-WATER

361100 INTEREST ON INVESTMENTS	24,464	15,000	20,000	5,000	33.3%
366400 ENTERPRISE CONTRIBUTIONS	1,160,448	645,000	650,000	5,000	0.8%
369900 MISCELLANEOUS-OTHER	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	870,254	1,844,611	974,357	112.0%
40102 CONNECTION FEES-WATER Total	1,184,911	1,530,254	2,514,611	984,357	64.3%

40103 CONNECTION FEES-SEWER

361100 INTEREST ON INVESTMENTS	136,767	100,000	124,000	24,000	24.0%
366400 ENTERPRISE CONTRIBUTIONS	3,904,092	1,050,000	1,100,000	50,000	4.8%
369900 MISCELLANEOUS-OTHER	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	1,287,192	6,414,217	5,127,025	398.3%
40103 CONNECTION FEES-SEWER Total	4,040,859	2,437,192	7,638,217	5,201,025	213.4%

40105 WATER & SEWER BONDS, SERIES 20

361100 INTEREST ON INVESTMENTS	1,047	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	0	0	
40105 WATER & SEWER BONDS, SERIES 20 Total	1,047	0	0	0	

40106 2010 BOND SERIES

361100 INTEREST ON INVESTMENTS	336	0	0	0	
369900 MISCELLANEOUS-OTHER	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	0	0	
40106 2010 BOND SERIES Total	336	0	0	0	

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
40107 WATER & SEWER DEBT SERVICE RES					
361100 INTEREST ON INVESTMENTS	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	18,121,674	14,008,275	(4,113,399)	-22.7%
40107 WATER & SEWER DEBT SERVICE RES Total	0	18,121,674	14,008,275	(4,113,399)	-22.7%
40108 WATER & SEWER CAPITAL IMPROVEM					
361100 INTEREST ON INVESTMENTS	848,691	500,000	400,000	(100,000)	-20.0%
369400 REIMBURSEMENTS	0	0	0	0	
381100 TRANSFER IN	20,318,952	19,159,271	13,691,280	(5,467,991)	-28.5%
399999 BEGINNING FUND BALANCE	0	3,055,909	6,508,779	3,452,870	113.0%
40108 WATER & SEWER CAPITAL IMPROVEM Total	21,167,643	22,715,180	20,600,059	(2,115,121)	-9.3%
40115 WATER & SEWER BOND SER 2015A&B					
361100 INTEREST ON INVESTMENTS	13,772	0	0	0	
385100 PROCEEDS OF REFUNDING BONDS	0	0	0	0	
40115 WATER & SEWER BOND SER 2015A&B Total	13,772	0	0	0	
40201 SOLID WASTE FUND					
331510 DISASTER RELIEF (FEMA)	15,134,538	8,000,000	0	(8,000,000)	-100.0%
334340 GARBAGE/SOLID WASTE	176,960	0	0	0	
341357 ADMIN FEE - SOLID WASTE	229,184	282,000	282,000	0	0.0%
343412 TRANSFER STATION CHARGES	9,934,353	10,727,729	10,325,750	(401,979)	-3.7%
343414 OSCEOLA LANDFILL CHARGES	2,433,397	2,605,259	2,472,000	(133,259)	-5.1%
343415 WINTER PARK LANDFILL CHARGES	804,591	804,633	721,000	(83,633)	-10.4%
343417 RECYCLING FEES	79,937	100,000	0	(100,000)	-100.0%
343419 OTHER LANDFILL CHARGES	680	6,000	6,000	0	0.0%
361100 INTEREST ON INVESTMENTS	427,273	400,000	335,000	(65,000)	-16.3%
361400 INTEREST-TOURIST DEVLPMNT FUND	53,849	56,000	56,000	0	0.0%
362100 RENTS AND ROYALTIES	120	121	121	0	0.0%
364100 FIXED ASSET SALE PROCEEDS	22,741	100,000	100,000	0	0.0%
365101 METHANE GAS SALES	181,366	254,000	254,000	0	0.0%
369310 INSURANCE PROCEEDS	0	0	0	0	
369900 MISCELLANEOUS-OTHER	67,464	18,060	20,000	1,940	10.7%
381100 TRANSFER IN	0	270,833	270,833	0	0.0%
399999 BEGINNING FUND BALANCE	0	13,500,000	26,405,322	12,905,322	95.6%
40201 SOLID WASTE FUND Total	29,546,452	37,124,635	41,248,026	4,123,391	11.1%
40204 LANDFILL MANAGEMENT ESCROW					
361100 INTEREST ON INVESTMENTS	442,321	400,000	240,000	(160,000)	-40.0%
381100 TRANSFER IN	0	441,081	429,080	(12,001)	-2.7%
399999 BEGINNING FUND BALANCE	0	21,007,179	21,278,316	271,137	1.3%
40204 LANDFILL MANAGEMENT ESCROW Total	442,321	21,848,260	21,947,396	99,136	0.5%
50100 PROPERTY/CASUALTY INSURANCE FU					
341210 INTERNAL SERVICE FEES	2,036,423	2,428,213	2,579,235	151,022	6.2%
361100 INTEREST ON INVESTMENTS	96,626	80,000	20,000	(60,000)	-75.0%
369900 MISCELLANEOUS-OTHER	0	0	0	0	
369930 REIMBURSEMENTS	0	0	20,000	20,000	
399999 BEGINNING FUND BALANCE	0	5,505,000	4,500,000	(1,005,000)	-18.3%
50100 PROPERTY/CASUALTY INSURANCE FU Total	2,133,048	8,013,213	7,119,235	(893,978)	-11.2%
50200 WORKERS COMPENSATION FUND					
341210 INTERNAL SERVICE FEES	2,513,154	2,827,045	2,850,000	22,955	0.8%

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
361100 INTEREST ON INVESTMENTS	93,952	80,000	20,000	(60,000)	-75.0%
369900 MISCELLANEOUS-OTHER	0	0	0	0	
369930 REIMBURSEMENTS	0	0	100,000	100,000	
399999 BEGINNING FUND BALANCE	0	5,200,000	5,400,000	200,000	3.8%
50200 WORKERS COMPENSATION FUND Total	2,607,106	8,107,045	8,370,000	262,955	3.2%
50300 HEALTH INSURANCE FUND					
341220 BOCC INSURANCE EMPLOYER	16,051,306	23,200,000	19,500,000	(3,700,000)	-15.9%
341230 BOCC INSURANCE EMPLOYEE	3,087,911	3,200,000	3,500,000	300,000	9.4%
341240 BOCC INSURANCE RETIREE	1,100,042	1,200,000	1,300,000	100,000	8.3%
341250 BOCC INSURANCE COBRA	40,034	60,000	35,000	(25,000)	-41.7%
341260 TAX COLLECTOR INSURANCE	1,389,916	1,400,000	1,360,000	(40,000)	-2.9%
341265 PROPERTY APPRAISER INSURANCE	915,275	880,000	960,000	80,000	9.1%
341270 SUPERVISOR OF ELECTIONS INSUR	190,641	200,000	260,000	60,000	30.0%
341280 PORT AUTHORITY INSURANCE	57,151	50,000	60,000	10,000	20.0%
341285 CASSELBERRY INS EMPLOYEE PREMS	0	0	0	0	
341290 BOCC HEALTH PROGRAM	43,050	50,000	30,000	(20,000)	-40.0%
361100 INTEREST ON INVESTMENTS	241,312	200,000	50,000	(150,000)	-75.0%
366100 CONTRIBUTIONS & DONATIONS	5,000	75,000	10,000	(65,000)	-86.7%
369900 MISCELLANEOUS-OTHER	0	50,000	50,000	0	0.0%
369935 REIMBURSEMENTS - REBATES	614,354	400,000	450,000	50,000	12.5%
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	6,737,000	13,000,000	6,263,000	93.0%
50300 HEALTH INSURANCE FUND Total	23,735,993	37,702,000	40,565,000	2,863,000	7.6%
60301 BOCC AGENCY FUND					
361100 INTEREST ON INVESTMENTS	817	0	0	0	
366100 CONTRIBUTIONS & DONATIONS	2,950	0	0	0	
366270 MEMORIAL TREE DONATIONS	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	38,000	38,000	0	0.0%
60301 BOCC AGENCY FUND Total	3,767	38,000	38,000	0	0.0%
60302 PUBLIC SAFETY					
361100 INTEREST ON INVESTMENTS	0	0	0	0	
366100 CONTRIBUTIONS & DONATIONS	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	0	0	
60302 PUBLIC SAFETY Total	0	0	0	0	
60303 LIBRARIES-DESIGNATED					
361100 INTEREST ON INVESTMENTS	966	0	0	0	
366100 CONTRIBUTIONS & DONATIONS	62,992	50,000	50,000	0	0.0%
399999 BEGINNING FUND BALANCE	0	0	0	0	
60303 LIBRARIES-DESIGNATED Total	63,958	50,000	50,000	0	0.0%
60304 ANIMAL CONTROL					
361100 INTEREST ON INVESTMENTS	2,966	0	0	0	
366100 CONTRIBUTIONS & DONATIONS	20,873	20,000	20,000	0	0.0%
399999 BEGINNING FUND BALANCE	0	0	0	0	
60304 ANIMAL CONTROL Total	23,839	20,000	20,000	0	0.0%
60305 HISTORICAL COMMISSION					
361100 INTEREST ON INVESTMENTS	522	0	0	0	
366100 CONTRIBUTIONS & DONATIONS	670	0	0	0	
399999 BEGINNING FUND BALANCE	0	24,000	24,000	0	0.0%

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
60305 HISTORICAL COMMISSION Total	1,192	24,000	24,000	0	0.0%
60307 4-H COUNSEL COOP EXTENSION					
361100 INTEREST ON INVESTMENTS	0	0	0	0	
366100 CONTRIBUTIONS & DONATIONS	0	0	0	0	
60307 4-H COUNSEL COOP EXTENSION Total	0	0	0	0	
60308 ADULT DRUG COURT					
359903 ADULT DRUG COURT	88,323	0	0	0	
361100 INTEREST ON INVESTMENTS	5,002	0	0	0	
369900 MISCELLANEOUS-OTHER	0	0	0	0	
60308 ADULT DRUG COURT Total	93,325	0	0	0	
60310 EXTENSION SERVICE PROGRAMS					
361100 INTEREST ON INVESTMENTS	451	0	0	0	
366100 CONTRIBUTIONS & DONATIONS	4,000	0	0	0	
60310 EXTENSION SERVICE PROGRAMS Total	4,451	0	0	0	
60311 SEM CO EXPRESSWAY AUTHORITY					
361100 INTEREST ON INVESTMENTS	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	0	0	0	
60311 SEM CO EXPRESSWAY AUTHORITY Total	0	0	0	0	
16006 MSBU PICKETT AQUATIC (LM/AWC)					
325210 SPECIAL ASSESSMENT-SERVICE	41,375	41,215	41,200	(15)	0.0%
361100 INTEREST ON INVESTMENTS	6,883	4,000	1,375	(2,625)	-65.6%
399999 BEGINNING FUND BALANCE	0	279,535	365,400	85,865	30.7%
16006 MSBU PICKETT AQUATIC (LM/AWC) Total	48,258	324,750	407,975	83,225	25.6%
00112 MAJOR PROJECTS FUND					
334220 PUBLIC SAFETY GRANT	0	0	0	0	
361100 INTEREST ON INVESTMENTS	4,352	0	0	0	
366100 CONTRIBUTIONS & DONATIONS	0	0	0	0	
381100 TRANSFER IN	9,316,664	564,446	0	(564,446)	-100.0%
399999 BEGINNING FUND BALANCE	0	0	227,500	227,500	
00112 MAJOR PROJECTS FUND Total	9,321,016	564,446	227,500	(336,946)	-59.7%
11940 ENVIRONMENTAL SERVICES GRANTS					
334750 ENVIRONMENTAL PROTECTION GRANT	27,138	0	0	0	
11940 ENVIRONMENTAL SERVICES GRANTS Total	27,138	0	0	0	
16073 MSBU SYLVAN LAKE (AWC)					
325210 SPECIAL ASSESSMENT-SERVICE	0	41,165	41,800	635	1.5%
361100 INTEREST ON INVESTMENTS	0	100	50	(50)	-50.0%
381100 TRANSFER IN	0	2,575	2,950	375	14.6%
399999 BEGINNING FUND BALANCE	0	0	33,700	33,700	
16073 MSBU SYLVAN LAKE (AWC) Total	0	43,840	78,500	34,660	79.1%
11500 1991 INFRASTRUCTURE SALES TAX					
361100 INTEREST ON INVESTMENTS	623,059	300,000	150,000	(150,000)	-50.0%
364100 FIXED ASSET SALE PROCEEDS	0	0	0	0	
366100 CONTRIBUTIONS & DONATIONS	0	0	0	0	
369400 REIMBURSEMENTS	0	0	0	0	
369930 REIMBURSEMENTS	2,699,260	0	0	0	

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
399999 BEGINNING FUND BALANCE	0	14,000,000	10,800,000	(3,200,000)	-22.9%
11500 1991 INFRASTRUCTURE SALES TAX Total	3,322,319	14,300,000	10,950,000	(3,350,000)	-23.4%
11541 2001 INFRASTRUCTURE SALES TAX					
331490 TRANSPORTATION REVENUE GRANT	0	0	0	0	
337900 LOCAL GRANTS & AIDS	0	0	0	0	
361100 INTEREST ON INVESTMENTS	839,681	300,000	150,000	(150,000)	-50.0%
369400 REIMBURSEMENTS	0	0	0	0	
369900 MISCELLANEOUS-OTHER	10,860	0	0	0	
369930 REIMBURSEMENTS	0	0	0	0	
381100 TRANSFER IN	3,469	0	0	0	
399999 BEGINNING FUND BALANCE	0	7,000,000	13,000,000	6,000,000	85.7%
11541 2001 INFRASTRUCTURE SALES TAX Total	832,290	7,300,000	13,150,000	5,850,000	80.1%
12601 ARTERIAL IMPACT FEE (12-31-21)					
324310 IMPACT FEES RESID TRANSPORTATI	1,378,652	700,000	1,000,000	300,000	42.9%
324320 IMPACT FEES COMM TRANSPORTATI	1,692,179	1,500,000	1,500,000	0	0.0%
361100 INTEREST ON INVESTMENTS	35,243	0	0	0	
363400 TRANSPORTATION IMPACT FEE	0	0	0	0	
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	3,270,558	200,000	(3,070,558)	-93.9%
12601 ARTERIAL IMPACT FEE (12-31-21) Total	3,106,074	1,070,558	2,300,000	1,229,442	-314.8%
12602 NORTH COLLECT IMPACT FEE (EXP)					
361100 INTEREST ON INVESTMENTS	19,645	10,000	0	(10,000)	-100.0%
363400 TRANSPORTATION IMPACT FEE	705	0	0	0	
399999 BEGINNING FUND BALANCE	0	26,000	50,000	24,000	92.3%
12602 NORTH COLLECT IMPACT FEE (EXP) Total	20,350	36,000	50,000	14,000	38.9%
12603 WEST COLLECT IMPACT FEE (EXP)					
324310 IMPACT FEES RESID TRANSPORTATI	100,547	20,000	0	(20,000)	-100.0%
324320 IMPACT FEES COMM TRANSPORTATI	27,459	100,000	0	(100,000)	-100.0%
361100 INTEREST ON INVESTMENTS	2,051	0	0	0	
369900 MISCELLANEOUS-OTHER	243	0	0	0	
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	390,000	120,000	(270,000)	-69.2%
12603 WEST COLLECT IMPACT FEE (EXP) Total	129,814	510,000	120,000	(390,000)	-76.5%
12604 EAST COLLECT IMPACT FEE (EXP)					
324310 IMPACT FEES RESID TRANSPORTATI	38,505	45,000	0	(45,000)	-100.0%
324320 IMPACT FEES COMM TRANSPORTATI	111,164	100,000	0	(100,000)	-100.0%
361100 INTEREST ON INVESTMENTS	11,478	0	0	0	
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	366,000	450,000	84,000	23.0%
12604 EAST COLLECT IMPACT FEE (EXP) Total	161,147	511,000	450,000	(61,000)	-11.9%
12605 SOUTH CN IMPACT FEE (12-31-21)					
324310 IMPACT FEES RESID TRANSPORTATI	308,079	75,000	150,000	75,000	100.0%
324320 IMPACT FEES COMM TRANSPORTATI	23,895	100,000	25,000	(75,000)	-75.0%
361100 INTEREST ON INVESTMENTS	3,121	0	0	0	
381100 TRANSFER IN	0	0	0	0	
399999 BEGINNING FUND BALANCE	0	1,380,000	1,130,000	(250,000)	-18.1%
12605 SOUTH CN IMPACT FEE (12-31-21) Total	335,094	1,205,000	955,000	(250,000)	-20.7%

DETAIL OF SOURCES BY FUND

FUND NAME - OBJECT ACCOUNT	FY19 ACTUALS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	VARIANCE	%
00106 PETROLEUM CLEAN UP FUND					
361100 INTEREST ON INVESTMENTS	0	0	0	0	
00106 PETROLEUM CLEAN UP FUND Total	0	0	0	0	
12020 SHIP AFFORDABLE HOUSING 19/20					
361100 INTEREST ON INVESTMENTS	0	0	0	0	
12020 SHIP AFFORDABLE HOUSING 19/20 Total	0	0	0	0	
40119 WATER & SEWER BOND SER 2019					
361100 INTEREST ON INVESTMENTS	0	0	0	0	
385100 PROCEEDS OF REFUNDING BONDS	0	0	0	0	
40119 WATER & SEWER BOND SER 2019 Total	0	0	0	0	
12021 SHIP AFFORDABLE HOUSING 20/21					
335520 SHIP PROGRAM REVENUE	0	0	480,000	480,000	
361100 INTEREST ON INVESTMENTS	0	0	0	0	
369120 SHIP MORTGAGE PRINCIPAL	0	0	0	0	
369900 MISCELLANEOUS-OTHER	0	0	0	0	
12021 SHIP AFFORDABLE HOUSING 20/21 Total	0	0	480,000	480,000	
11935 FEDERAL CARES ACT GRANTS					
361100 INTEREST ON INVESTMENTS	0	0	0	0	
331891 CARES ACT FUNDING	0	0	61,738,150	61,738,150	
11935 FEDERAL CARES ACT GRANTS Total	0	0	61,738,150	61,738,150	
10103 SUNRAIL OPERATIONS					
361100 INTEREST ON INVESTMENTS	0	0	0	0	
381100 TRANSFER IN	0	0	0	0	
10103 SUNRAIL OPERATIONS Total	0	0	0	0	
32300 FIVE POINTS DEVELOPMENT FUND					
361100 INTEREST ON INVESTMENTS	0	0	0	0	
384100 DEBT ISSUANCE	0	0	0	0	
32300 FIVE POINTS DEVELOPMENT FUND Total	0	0	0	0	
Grand Total	630,115,529	838,057,992	904,283,970	66,225,978	7.9%

EXPENDITURES BY FUND - PROGRAM

BY FUND - PROGRAM (EXCLUDES INTERNAL CHARGES & CONTRAS)	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
00100 GENERAL FUND	248,751,151	255,613,144	311,439,027	332,541,697	21,102,670	6.8%
ANIMAL SERVICES	1,955,960	2,135,749	2,347,774	2,560,065	212,291	9.0%
BOARD COUNTY COMMISSIONERS	1,104,755	1,105,126	1,118,347	1,268,684	150,337	13.4%
COMMUNITY INFORMATION	577,230	611,025	859,709	873,790	14,081	1.6%
COUNTY ATTORNEY	1,479,617	1,726,486	1,956,509	2,379,064	422,555	21.6%
COUNTY MANAGER	1,772,102	3,651,319	1,508,568	1,520,235	11,667	0.8%
E-911	202,440	186,880	212,134	224,944	12,810	6.0%
EMERGENCY MANAGEMENT	561,466	469,580	566,850	981,710	414,860	73.2%
HUMAN RESOURCES	892,251	1,020,291	1,027,578	1,306,315	278,737	27.1%
ORGANIZATIONAL EXCELLENCE	186,991	310,282	309,440	528,327	218,887	70.7%
TELECOMMUNICATIONS	2,719,919	2,603,519	3,283,989	3,581,034	297,045	9.0%
TOURISM ADMINISTRATION	69,487	73,262	80,000	80,000	-	0.0%
CLERK OF THE COURT	3,059,906	3,738,347	3,931,244	4,392,123	460,879	11.7%
PROPERTY APPRAISER	5,064,451	5,375,720	5,371,423	5,524,188	152,764	2.8%
SHERIFF'S OFFICE	129,615,854	94,361,719	135,620,000	140,305,000	4,685,000	3.5%
SUPERVISOR OF ELECTIONS	2,843,688	4,449,045	3,343,362	3,850,587	507,225	15.2%
TAX COLLECTOR	7,380,200	8,008,457	8,430,000	8,750,000	320,000	3.8%
GUARDIAN AD LITEM	94,688	98,865	102,414	105,518	3,104	3.0%
JUDICIAL	267,689	271,862	236,036	237,761	1,725	0.7%
LAW LIBRARY	99,443	104,446	103,661	100,000	(3,661)	-3.5%
LEGAL AID	351,110	356,377	361,723	367,149	5,426	1.5%
EXTENSION SERVICE	358,287	367,700	407,310	436,723	29,414	7.2%
GREENWAYS & NATURAL LANDS	3,713,578	4,634,892	4,761,989	4,643,580	(118,410)	-2.5%
LEISURE BUSINESS OFFICE	720,995	791,994	753,656	831,687	78,031	10.4%
LIBRARY SERVICES	5,330,832	5,428,573	5,990,151	6,177,030	186,879	3.1%
PARKS & RECREATION	5,139,085	4,848,007	5,382,123	6,077,297	695,175	12.9%
EMERGENCY COMMUNICATIONS	2,636,020	2,959,528	3,353,032	3,221,543	(131,488)	-3.9%
EMS PERFORMANCE MANAGEMENT	278,447	319,285	292,956	484,859	191,903	65.5%
EMS/FIRE/RESCUE	-	117,392	-	0	-	-
COUNTY ASSISTANCE PROGRAMS	3,507,687	3,253,497	5,252,065	6,047,883	795,818	15.2%
MANDATED COMMUNITY SERVICES	7,857,656	7,901,663	8,012,592	8,127,358	114,766	1.4%
CAPITAL PROJECTS DELIVERY	10,107	-	-	0	-	-
DEVELOPMENT REVIEW ENGINEER	670,671	825,294	808,210	920,468	112,258	13.9%
FACILITIES	9,472,433	9,257,929	9,626,461	10,268,004	641,543	6.7%
FLEET MANAGEMENT	8,018,050	7,416,971	8,488,315	8,949,589	461,274	5.4%
MOSQUITO CONTROL	625,736	819,498	865,574	945,646	80,072	9.3%
WATER QUALITY	971,536	1,257,428	1,320,096	1,487,829	167,733	12.7%
BUILDING	40	18,084	60,000	60,000	-	0.0%
DEV SVCS BUSINESS OFFICE	415,148	482,486	474,270	580,788	106,518	22.5%
PLANNING AND DEVELOPMENT	1,282,954	1,590,561	1,833,206	2,233,171	399,965	21.8%
ENTERPRISE ADMINISTRATION	661,037	799,463	1,263,299	1,541,177	277,878	22.0%
ENTERPRISE SOFTWARE DEVELOP	1,318,899	1,597,168	2,012,831	2,033,836	21,006	1.0%
GEOGRAPHIC INFORMATION SYST	515,664	505,868	535,994	559,800	23,806	4.4%
IS BUSINESS OFFICE	329,612	481,666	514,626	560,270	45,644	8.9%
NETWORK & COMM SERVICES	1,539,651	1,816,091	1,950,179	2,171,889	221,709	11.4%
PORTFOLIO MANAGEMENT	631,522	536,216	835,253	1,581,267	746,015	89.3%
WORKSTATION SUPPORT & MAINT	1,339,802	1,384,969	1,952,845	1,815,264	(137,581)	-7.0%
CENTRAL CHARGES	3,075,094	2,666,873	3,277,370	3,314,370	37,000	1.1%
MAIL SERVICES	241,713	314,091	382,966	374,781	(8,186)	-2.1%
OFFICE MANAGEMENT & BUDGET	1,041,307	1,203,072	1,090,311	1,192,480	102,169	9.4%
PRINTING SERVICES	159,786	158,847	185,390	191,055	5,665	3.1%
PURCHASING AND CONTRACTS	1,123,534	1,010,225	1,253,778	1,414,014	160,236	12.8%
RECIPIENT AGENCY GRANTS	-	-	-	457,758	457,758	-
RESOURCE MGT - BUSINESS OFF	194,870	443,341	382,548	698,251	315,703	82.5%
REVENUES-RESERVES-TRANSFERS	25,270,154	59,746,114	67,348,869	74,205,535	6,856,666	10.2%
00101 POLICE EDUCATION FUND	150,000	150,000	150,000	150,000	-	0.0%

EXPENDITURES BY FUND - PROGRAM

BY FUND - PROGRAM (EXCLUDES INTERNAL CHARGES & CONTRAS)	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
SHERIFF'S OFFICE	150,000	150,000	150,000	150,000	-	0.0%
00103 NATURAL LAND ENDOWMENT FUND	228,008	132,065	519,000	302,500	(216,500)	-41.7%
GREENWAYS & NATURAL LANDS	228,008	132,065	303,734	302,500	(1,234)	-0.4%
REVENUES-RESERVES-TRANSFERS	-	-	215,266	0	(215,266)	-100.0%
00104 BOATING IMPROVEMENT FUND	29,131	79,316	400,000	410,000	10,000	2.5%
GREENWAYS & NATURAL LANDS	29,131	79,316	-	0	-	-
REVENUES-RESERVES-TRANSFERS	-	-	400,000	410,000	10,000	2.5%
00108 FACILITIES MAINTENANCE FUND	847,072	1,614,883	1,087,629	1,206,939	119,310	11.0%
SHERIFF'S OFFICE	154,403	222,420	-	387,431	387,431	-
LIBRARY SERVICES	-	116,361	-	0	-	-
FACILITIES	692,670	1,276,102	1,087,629	819,508	(268,121)	-24.7%
00109 FLEET REPLACEMENT FUND	802,042	1,997,558	1,497,084	1,757,374	260,290	17.4%
ANIMAL SERVICES	96,829	94,547	85,697	0	(85,697)	-100.0%
COMMUNITY INFORMATION	-	20,624	-	0	-	-
E-911	19,396	-	-	0	-	-
EMERGENCY MANAGEMENT	-	33,072	121,933	0	(121,933)	-100.0%
TELECOMMUNICATIONS	22,095	32,290	63,819	70,657	6,838	10.7%
EXTENSION SERVICE	28,786	-	22,571	0	(22,571)	-100.0%
GREENWAYS & NATURAL LANDS	82,541	122,767	168,681	203,534	34,853	20.7%
PARKS & RECREATION	-	88,965	241,843	27,672	(214,171)	-88.6%
DEVELOPMENT REVIEW ENGINEER	-	55,792	-	0	-	-
FACILITIES	23,013	80,015	306,893	531,269	224,376	73.1%
FLEET MANAGEMENT	483,024	1,376,763	402,487	251,262	(151,225)	-37.6%
MOSQUITO CONTROL	-	62,256	-	89,425	89,425	-
WATER QUALITY	-	30,467	-	77,146	77,146	-
NETWORK & COMM SERVICES	-	-	28,368	186,409	158,041	557.1%
WORKSTATION SUPPORT & MAINT	24,854	-	-	0	-	-
MAIL SERVICES	21,505	-	-	0	-	-
REVENUES-RESERVES-TRANSFERS	-	-	54,792	320,000	265,208	484.0%
00110 ADULT DRUG COURT GRANT FUND	285,909	261,695	270,051	399,905	129,854	48.1%
RECIPIENT AGENCY GRANTS	285,909	261,695	270,051	399,905	129,854	48.1%
00111 TECHNOLOGY REPLACEMENT FUND	624,346	889,591	2,647,115	2,352,435	(294,680)	-11.1%
COMMUNITY INFORMATION	59,233	-	45,500	0	(45,500)	-100.0%
NETWORK & COMM SERVICES	-	-	75,000	0	(75,000)	-100.0%
PORTFOLIO MANAGEMENT	-	-	-	100,000	100,000	-
WORKSTATION SUPPORT & MAINT	565,113	889,591	1,369,000	1,387,675	18,675	1.4%
REVENUES-RESERVES-TRANSFERS	-	-	1,157,615	864,760	(292,855)	-25.3%
00112 MAJOR PROJECTS FUND	8,254,271	15,599,926	227,500	1,241,478	1,013,978	445.7%
TELECOMMUNICATIONS	7,291,237	871,357	-	0	-	-
GREENWAYS & NATURAL LANDS	-	-	-	345,276	345,276	-
LIBRARY SERVICES	-	-	-	435,538	435,538	-
PARKS & RECREATION	-	-	-	160,029	160,029	-
EMERGENCY COMMUNICATIONS	622,632	44,009	-	0	-	-
FACILITIES	-	-	-	295,635	295,635	-
ENTERPRISE SOFTWARE DEVELOP	10,445	33,767	-	0	-	-
NETWORK & COMM SERVICES	329,956	72,384	27,500	0	(27,500)	-100.0%
RECIPIENT AGENCY GRANTS	-	14,578,409	-	5,000	5,000	-
REVENUES-RESERVES-TRANSFERS	-	-	200,000	0	(200,000)	-100.0%
10101 TRANSPORTATION TRUST FUND	17,766,986	21,000,926	22,017,222	23,643,182	1,625,960	7.4%

EXPENDITURES BY FUND - PROGRAM

BY FUND - PROGRAM (EXCLUDES INTERNAL CHARGES & CONTRAS)	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
PROPERTY APPRAISER	19,996	21,283	21,904	22,563	660	3.0%
TAX COLLECTOR	8,746	9,613	10,500	11,500	1,000	9.5%
CAPITAL PROJECTS DELIVERY	2,689,852	2,679,331	3,045,699	3,586,825	541,127	17.8%
ENGINEERING PROF SUPPORT	225,298	248,836	283,027	288,442	5,416	1.9%
FACILITIES	-	69,767	-	124,833	124,833	
LAND MANAGEMENT	278,577	309,671	299,833	292,895	(6,938)	-2.3%
PUBLIC WORKS BUSINESS OFFIC	483,575	500,215	510,302	851,605	341,303	66.9%
ROADS & STORMWATER	9,259,805	11,728,833	11,973,171	13,323,425	1,350,254	11.3%
TRAFFIC OPERATIONS	4,801,137	5,070,636	5,429,151	5,683,233	254,082	4.7%
REVENUES-RESERVES-TRANSFERS	-	362,743	443,636	(542,140)	(985,776)	-222.2%
10102 NINTH-CENT FUEL TAX FUND	7,234,385	8,686,362	8,686,362	9,400,000	713,638	8.2%
MASS TRANSIT FUNDING	7,234,385	8,686,362	8,686,362	9,400,000	713,638	8.2%
10400 BUILDING PROGRAM	4,814,947	4,474,967	8,817,183	12,049,392	3,232,210	36.7%
BUILDING	4,032,565	4,453,989	4,729,279	5,847,744	1,118,466	23.6%
NETWORK & COMM SERVICES	8,167	6,945	-	0	-	
REVENUES-RESERVES-TRANSFERS	774,215	14,033	4,087,904	6,201,648	2,113,744	51.7%
11000 TOURISM PARKS 1,2,3 CENT FUND	2,158,731	2,322,741	5,120,909	5,400,000	279,091	5.5%
TOURIST DEVELOPMENT	408,849	421,664	759,100	839,100	80,000	10.5%
PARKS & RECREATION	108,433	263,877	96,662	150,880	54,218	56.1%
REVENUES-RESERVES-TRANSFERS	1,641,450	1,637,200	4,265,147	4,410,020	144,873	3.4%
11001 TOURISM SPORTS 4 & 6 CENT FUND	2,176,075	2,246,711	2,050,859	2,686,262	635,403	31.0%
TOURISM ADMINISTRATION	2,030,618	2,058,260	1,495,018	1,767,185	272,167	18.2%
PARKS & RECREATION	145,457	188,451	126,413	278,458	152,045	120.3%
REVENUES-RESERVES-TRANSFERS	-	-	429,429	640,620	211,191	49.2%
11200 FIRE PROTECTION FUND	56,860,890	60,436,246	86,235,663	95,893,846	9,658,183	11.2%
PROPERTY APPRAISER	707,501	763,042	770,386	805,839	35,453	4.6%
TAX COLLECTOR	310,821	341,846	361,000	380,000	19,000	5.3%
EMS/FIRE/RESCUE	52,589,663	57,748,870	65,362,934	69,710,597	4,347,663	6.7%
FIRE PREVENTION BUREAU	890,376	872,526	847,058	1,088,125	241,067	28.5%
FACILITIES	130,170	47,298	21,500	92,518	71,018	330.3%
DEV SVCS BUSINESS OFFICE	-	14,802	-	0	-	
NETWORK & COMM SERVICES	41,329	35,146	-	0	-	
REVENUES-RESERVES-TRANSFERS	2,191,030	612,716	18,872,786	23,816,768	4,943,982	26.2%
11201 FIRE PROT FUND-REPLACE & RENEW	1,067	-	-	0	-	
EMS/FIRE/RESCUE	1,067	-	-	0	-	
11207 FIRE PROTECT FUND-CASSELBERRY	4,055,621	4,238,616	4,749,295	0	(4,749,295)	-100.0%
TELECOMMUNICATIONS	-	36,805	-	0	-	
EMS/FIRE/RESCUE	4,055,621	4,193,304	4,474,154	0	(4,474,154)	-100.0%
REVENUES-RESERVES-TRANSFERS	-	8,507	275,142	0	(275,142)	-100.0%
11400 COURT SUPP TECH FEE (ARTV)	989,420	1,136,414	1,193,924	1,219,119	25,195	2.1%
ARTICLE V COURT TECHNOLOGY	989,420	1,136,414	1,193,924	1,219,119	25,195	2.1%
11500 1991 INFRASTRUCTURE SALES TAX	5,162,152	3,106,453	10,950,000	3,700,000	(7,250,000)	-66.2%
CAPITAL PROJECTS DELIVERY	5,162,152	3,106,453	7,346,163	0	(7,346,163)	-100.0%
REVENUES-RESERVES-TRANSFERS	-	-	3,603,837	3,700,000	96,163	2.7%
11541 2001 INFRASTRUCTURE SALES TAX	5,126,959	10,098,669	13,150,000	9,900,000	(3,250,000)	-24.7%
CAPITAL PROJECTS DELIVERY	5,062,179	10,033,309	3,830,000	340,000	(3,490,000)	-91.1%
WATER QUALITY	64,780	65,360	84,000	0	(84,000)	-100.0%

EXPENDITURES BY FUND - PROGRAM

BY FUND - PROGRAM (EXCLUDES INTERNAL CHARGES & CONTRAS)	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
REVENUES-RESERVES-TRANSFERS	-	-	9,236,000	9,560,000	324,000	3.5%
11560 2014 INFRASTRUCTURE SALES TAX	23,780,425	39,964,743	61,149,605	60,616,695	(532,910)	-0.9%
SHERIFF'S OFFICE	70,867	165,356	-	0	-	
GREENWAYS & NATURAL LANDS	14,794	-	456,094	0	(456,094)	-100.0%
LEISURE BUSINESS OFFICE	37,809	65,075	-	0	-	
EMS/FIRE/RESCUE	643,843	13,799	-	0	-	
CAPITAL PROJECTS DELIVERY	18,677,783	35,052,123	50,218,828	50,959,234	740,406	1.5%
TRAFFIC OPERATIONS	4,309,106	4,463,927	850,000	3,650,000	2,800,000	329.4%
WATER QUALITY	26,224	204,464	310,396	0	(310,396)	-100.0%
REVENUES-RESERVES-TRANSFERS	-	-	9,314,287	6,007,461	(3,306,826)	-35.5%
11641 PUBLIC WORKS-INTERLOCAL AGREEM	47,186	376	-	437,500	437,500	
CAPITAL PROJECTS DELIVERY	43,717	-	-	0	-	
WATER QUALITY	-	-	-	437,500	437,500	
REVENUES-RESERVES-TRANSFERS	3,469	376	-	0	-	
11800 EMS TRUST FUND	210,236	98,430	66,745	58,188	(8,557)	-12.8%
EMS/FIRE/RESCUE	210,236	98,430	66,745	58,188	(8,557)	-12.8%
11901 COMMUNITY DEVELOPMEN BLK GRANT	1,266,033	1,951,703	1,790,990	1,965,446	174,456	9.7%
GRANT ASSISTANCE PROGRAMS	1,266,033	1,951,703	1,790,990	1,965,446	174,456	9.7%
11902 HOME PROGRAM GRANT	282,032	545,986	738,925	3,868,599	3,129,674	423.5%
GRANT ASSISTANCE PROGRAMS	282,032	545,986	738,925	3,868,599	3,129,674	423.5%
11904 EMERGENCY SHELTER GRANTS	121,551	134,332	171,666	187,372	15,706	9.1%
GRANT ASSISTANCE PROGRAMS	121,551	134,332	171,666	187,372	15,706	9.1%
11905 COMMUNITY SVC BLOCK GRANT	127,817	48,765	10,000	55,500	45,500	455.0%
GRANT ASSISTANCE PROGRAMS	127,817	48,765	10,000	55,500	45,500	455.0%
11908 DISASTER PREPAREDNESS	224,064	160,616	-	0	-	
EMERGENCY MANAGEMENT	224,064	160,616	-	0	-	
11909 MOSQUITO CONTROL GRANT	144,996	51,196	8,180	9,195	1,015	12.4%
MOSQUITO CONTROL	144,996	51,196	8,180	9,195	1,015	12.4%
11912 PUBLIC SAFETY GRANTS (STATE)	1,905,699	460,502	-	0	-	
EMERGENCY MANAGEMENT	437,053	460,502	-	0	-	
EMERGENCY COMMUNICATIONS	1,468,646	-	-	0	-	
11915 PUBLIC SAFETY GRANTS (FEDERAL)	242,440	288,120	355,325	782,727	427,402	120.3%
EMERGENCY MANAGEMENT	84,862	115,729	-	0	-	
EMS/FIRE/RESCUE	157,578	172,391	355,325	782,727	427,402	120.3%
11916 PUBLIC WORKS GRANTS	3,350,151	2,503,432	90,000	0	(90,000)	-100.0%
CAPITAL PROJECTS DELIVERY	3,350,151	2,503,432	-	0	-	
WATER QUALITY	-	-	90,000	0	(90,000)	-100.0%
11917 LEISURE SERVICES GRANTS	38,850	15,000	-	833,405	833,405	
GREENWAYS & NATURAL LANDS	35,975	15,000	-	833,405	833,405	
LIBRARY SERVICES	2,875	-	-	0	-	
11919 COMMUNITY SVC GRANTS	468,982	497,096	-	624,371	624,371	
GRANT ASSISTANCE PROGRAMS	468,982	497,096	-	624,371	624,371	

EXPENDITURES BY FUND - PROGRAM

BY FUND - PROGRAM (EXCLUDES INTERNAL CHARGES & CONTRAS)	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
11920 NEIGHBOR STABIL PROGRAM GRANT	519,565	46,390	-	0	-	
GRANT ASSISTANCE PROGRAMS	519,565	46,390	-	0	-	
11925 DCF REINVESTMENT GRANT FUND	380,785	263,335	-	1,111,994	1,111,994	
RECIPIENT AGENCY GRANTS	380,785	263,335	-	1,111,994	1,111,994	
11926 CITY OF SANFORD CDBG	250,488	1,200	-	0	-	
GRANT ASSISTANCE PROGRAMS	250,488	1,200	-	0	-	
11931 HOMELESSNESS GRANTS	22,353	13,684	-	0	-	
GRANT ASSISTANCE PROGRAMS	22,353	13,684	-	0	-	
11933 FEDERAL MITIGATION GRANTS	2,004,403	1,526,153	-	92,980	92,980	
EMERGENCY MANAGEMENT	-	456,593	-	10,467	10,467	
ENGINEERING PROF SUPPORT	-	803,185	-	82,513	82,513	
FACILITIES	-	266,376	-	0	-	
WATER QUALITY	2,004,403	-	-	0	-	
11935 FEDERAL CARES ACT GRANTS	-	67,012,217	61,738,150	109,000	(61,629,150)	-99.8%
COUNTY ASSISTANCE PROGRAMS	-	139,320	-	109,000	109,000	
RECIPIENT AGENCY GRANTS	-	66,872,897	61,738,150	0	(61,738,150)	-100.0%
11936 FEDERAL EMER RENTAL ASSISTANCE	-	-	-	4,509,229	4,509,229	
OFFICE MANAGEMENT & BUDGET	-	-	-	4,509,229	4,509,229	
11940 ENVIRONMENTAL SERVICES GRANTS	27,138	121,463	-	0	-	
WASTEWATER OPERATIONS	27,138	121,463	-	0	-	
12017 SHIP AFFORDABLE HOUSING 16/17	2,030,560	307,235	-	0	-	
GRANT ASSISTANCE PROGRAMS	2,030,560	307,235	-	0	-	
12018 SHIP AFFORDABLE HOUSING 17/18	273,063	2,259,308	-	0	-	
GRANT ASSISTANCE PROGRAMS	273,063	2,259,308	-	0	-	
12019 SHIP AFFORDABLE HOUSING 18/19	174,183	800,241	-	0	-	
GRANT ASSISTANCE PROGRAMS	174,183	800,241	-	0	-	
12101 LAW ENFORCEMENT TST-LOCAL	379,583	305,308	-	0	-	
SHERIFF'S OFFICE	379,583	305,308	-	0	-	
12102 LAW ENFORCEMENT TST-JUSTICE	43,948	-	-	0	-	
SHERIFF'S OFFICE	43,948	-	-	0	-	
12200 ARBOR VIOLATION TRUST FUND	-	-	145,900	149,193	3,293	2.3%
DEV SVCS BUSINESS OFFICE	-	-	145,900	149,193	3,293	2.3%
12300 ALCOHOL/DRUG ABUSE FUND	187,306	40,000	95,000	95,000	-	0.0%
SHERIFF'S OFFICE	187,306	40,000	95,000	95,000	-	0.0%
12302 TEEN COURT	195,154	145,146	195,000	195,000	-	0.0%
SHERIFF'S OFFICE	195,154	145,146	155,000	150,641	(4,359)	-2.8%
REVENUES-RESERVES-TRANSFERS	-	-	40,000	44,359	4,359	10.9%
12500 EMERGENCY 911 FUND	1,812,723	1,429,425	3,709,733	4,406,557	696,824	18.8%
E-911	1,803,203	1,429,425	2,037,466	2,048,120	10,653	0.5%
EMERGENCY COMMUNICATIONS	9,520	-	30,000	0	(30,000)	-100.0%
REVENUES-RESERVES-TRANSFERS	-	-	1,642,267	2,358,438	716,171	43.6%

EXPENDITURES BY FUND - PROGRAM

BY FUND - PROGRAM (EXCLUDES INTERNAL CHARGES & CONTRAS)	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
12601 ARTERIAL IMPACT FEE (12-31-21)	-	-	2,300,000	500,000	(1,800,000)	-78.3%
REVENUES-RESERVES-TRANSFERS	-	-	2,300,000	500,000	(1,800,000)	-78.3%
12602 NORTH COLLECT IMPACT FEE (EXP)	-	705	50,000	60,000	10,000	20.0%
REVENUES-RESERVES-TRANSFERS	-	705	50,000	60,000	10,000	20.0%
12603 WEST COLLECT IMPACT FEE (EXP)	-	-	120,000	5,000	(115,000)	-95.8%
REVENUES-RESERVES-TRANSFERS	-	-	120,000	5,000	(115,000)	-95.8%
12604 EAST COLLECT IMPACT FEE (EXP)	345,000	-	450,000	2,000	(448,000)	-99.6%
CAPITAL PROJECTS DELIVERY	345,000	-	-	0	-	
REVENUES-RESERVES-TRANSFERS	-	-	450,000	2,000	(448,000)	-99.6%
12605 SOUTH CN IMPACT FEE (12-31-21)	-	-	(955,000)	(706,250)	248,750	-26.0%
REVENUES-RESERVES-TRANSFERS	-	-	(955,000)	(706,250)	248,750	-26.0%
12606 MOBILITY FEE CORE DISTRICT	-	-	-	939,904	939,904	
REVENUES-RESERVES-TRANSFERS	-	-	-	939,904	939,904	
12607 MOBILITY FEE SUBURBAN DISTRICT	-	-	-	3,427,885	3,427,885	
REVENUES-RESERVES-TRANSFERS	-	-	-	3,427,885	3,427,885	
12608 MOBILITY FEE RURAL DISTRICT	-	-	-	331,731	331,731	
REVENUES-RESERVES-TRANSFERS	-	-	-	331,731	331,731	
12609 MOBILITY FEE SUBURBAN WEST	-	-	-	829,327	829,327	
REVENUES-RESERVES-TRANSFERS	-	-	-	829,327	829,327	
12801 FIRE/RESCUE-IMPACT FEE	498,497	258,249	232,000	1,252,000	1,020,000	439.7%
EMS/FIRE/RESCUE	498,497	258,249	-	0	-	
REVENUES-RESERVES-TRANSFERS	-	-	232,000	1,252,000	1,020,000	439.7%
12804 LIBRARY-IMPACT FEE	137,257	104,563	170,000	170,000	-	0.0%
LIBRARY SERVICES	137,257	104,563	170,000	170,000	-	0.0%
12805 DRAINAGE-IMPACT FEE	-	-	7,000	7,000	-	0.0%
CAPITAL PROJECTS DELIVERY	-	-	7,000	7,000	-	0.0%
13000 STORMWATER FUND	-	2,958	-	0	-	
REVENUES-RESERVES-TRANSFERS	-	2,958	-	0	-	
13100 ECONOMIC DEVELOPMENT	1,911,279	2,553,230	2,085,009	1,975,139	(109,870)	-5.3%
ECON DEV-COMMUNITY RELATION	1,911,279	2,553,230	2,085,009	1,975,139	(109,870)	-5.3%
13300 17/92 REDEVELOPMENT TI FUND	221,658	-	600,000	0	(600,000)	-100.0%
17-92 CRA	50	-	-	0	-	
GREENWAYS & NATURAL LANDS	221,608	-	-	0	-	
REVENUES-RESERVES-TRANSFERS	-	-	600,000	0	(600,000)	-100.0%
15000 MSBU STREET LIGHTING	2,263,327	2,311,563	3,240,000	2,805,000	(435,000)	-13.4%
MSBU PROGRAM	2,263,327	2,311,563	2,715,000	2,680,000	(35,000)	-1.3%
REVENUES-RESERVES-TRANSFERS	-	-	525,000	125,000	(400,000)	-76.2%
15100 MSBU RESIDENTIAL SOLID WASTE	15,055,023	15,742,746	21,203,000	21,395,000	192,000	0.9%
MSBU PROGRAM	15,055,023	15,742,746	16,321,000	17,586,000	1,265,000	7.8%
REVENUES-RESERVES-TRANSFERS	-	-	4,882,000	3,809,000	(1,073,000)	-22.0%

EXPENDITURES BY FUND - PROGRAM

BY FUND - PROGRAM (EXCLUDES INTERNAL CHARGES & CONTRAS)	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
16000 MSBU PROGRAM	1,941,795	549,856	1,187,340	1,141,577	(45,763)	-3.9%
MSBU PROGRAM	1,941,795	549,856	609,354	627,586	18,231	3.0%
REVENUES-RESERVES-TRANSFERS	-	-	577,986	513,991	(63,995)	-11.1%
16005 MSBU MILLS (LM/AWC)	4,566	12,607	494,140	519,590	25,450	5.2%
MSBU PROGRAM	4,566	12,607	494,140	519,590	25,450	5.2%
16006 MSBU PICKETT AQUATIC (LM/AWC)	2,700	2,550	407,975	407,975	-	0.0%
MSBU PROGRAM	2,700	2,550	407,975	407,975	-	0.0%
16007 MSBU AMORY (LM/AWC)	4,029	5,345	42,885	49,623	6,738	15.7%
MSBU PROGRAM	4,029	5,345	42,885	49,623	6,738	15.7%
16010 MSBU CEDAR RIDGE (GRNDS MAINT)	22,806	20,319	69,850	81,100	11,250	16.1%
MSBU PROGRAM	22,806	20,319	69,850	81,100	11,250	16.1%
16013 MSBU HOWELL CREEK (LM/AWC)	1,596	2,359	13,140	14,140	1,000	7.6%
MSBU PROGRAM	1,596	2,359	13,140	14,140	1,000	7.6%
16020 MSBU HORSESHOE (LM/AWC)	8,955	5,003	20,415	28,615	8,200	40.2%
MSBU PROGRAM	8,955	5,003	20,415	28,615	8,200	40.2%
16021 MSBU MYRTLE (LM/AWC)	6,138	3,631	19,805	23,305	3,500	17.7%
MSBU PROGRAM	6,138	3,631	19,805	23,305	3,500	17.7%
16023 MSBU SPRING WOOD LAKE (LM/AWC)	4,563	4,793	34,685	40,335	5,650	16.3%
MSBU PROGRAM	4,563	4,793	34,685	40,335	5,650	16.3%
16024 MSBU LAKE OF THE WOODS(LM/AWC)	18,524	5,725	115,280	115,280	-	0.0%
MSBU PROGRAM	18,524	5,725	115,280	115,280	-	0.0%
16025 MSBU MIRROR (LM/AWC)	7,677	3,714	76,085	76,085	-	0.0%
MSBU PROGRAM	7,677	3,714	76,085	76,085	-	0.0%
16026 MSBU SPRING (LM/AWC)	47,586	13,473	146,000	187,700	41,700	28.6%
MSBU PROGRAM	47,586	13,473	146,000	187,700	41,700	28.6%
16027 MSBU SPRINGWOOD WTRWY (LM/AWC)	2,636	4,734	57,270	57,270	-	0.0%
MSBU PROGRAM	2,636	4,734	57,270	57,270	-	0.0%
16028 MSBU BURKETT (LM/AWC)	2,126	2,161	68,200	69,800	1,600	2.3%
MSBU PROGRAM	2,126	2,161	68,200	69,800	1,600	2.3%
16030 MSBU SWEETWATER COVE (LM/AWC)	36,399	38,766	66,690	66,690	-	0.0%
MSBU PROGRAM	36,399	38,766	66,690	66,690	-	0.0%
16031 MSBU LAKE ASHER AWC	3,022	4,186	10,865	12,940	2,075	19.1%
MSBU PROGRAM	3,022	4,186	10,865	12,940	2,075	19.1%
16032 MSBU ENGLISH ESTATES (LM/AWC)	1,647	2,165	7,475	9,475	2,000	26.8%
MSBU PROGRAM	1,647	2,165	7,475	9,475	2,000	26.8%
16033 MSBU GRACE LAKE (LM/AWC)	4,194	9,935	20,810	25,710	4,900	23.5%
MSBU PROGRAM	4,194	9,935	20,810	25,710	4,900	23.5%
16035 MSBU BUTTONWOOD POND (LM/AWC)	1,620	1,798	12,670	14,470	1,800	14.2%

EXPENDITURES BY FUND - PROGRAM

BY FUND - PROGRAM (EXCLUDES INTERNAL CHARGES & CONTRAS)	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
MSBU PROGRAM	1,620	1,798	12,670	14,470	1,800	14.2%
16036 MSBU HOWELL LAKE (LM/AWC)	380,886	14,873	231,310	374,450	143,140	61.9%
MSBU PROGRAM	380,886	14,873	231,310	374,450	143,140	61.9%
16073 MSBU SYLVAN LAKE (AWC)	-	4,781	78,500	107,800	29,300	37.3%
MSBU PROGRAM	-	4,781	78,500	107,800	29,300	37.3%
16077 MSBU LITTLE LK HOWELL/TUSK	-	-	-	20,506	20,506	
MSBU PROGRAM	-	-	-	20,506	20,506	
16080 MSBU E CRYSTAL CHAIN OF LAKES	-	-	-	23,280	23,280	
MSBU PROGRAM	-	-	-	23,280	23,280	
21200 GENERAL REVENUE DEBT	1,542,509	1,544,013	1,547,752	3,181,910	1,634,158	105.6%
CENTRAL CHARGES	1,542,509	1,544,013	1,547,752	3,181,910	1,634,158	105.6%
21235 GENERAL REVENUE DEBT - 2014	1,641,450	1,637,200	1,637,800	1,637,400	(400)	0.0%
CENTRAL CHARGES	1,641,450	1,637,200	1,637,800	1,637,400	(400)	0.0%
21300 COUNTY SHARED REVENUE DEBT	1,745,724	1,744,188	1,742,995	0	(1,742,995)	-100.0%
CENTRAL CHARGES	1,745,724	1,744,188	1,742,995	0	(1,742,995)	-100.0%
22500 SALES TAX BONDS	4,987,775	4,982,800	4,978,538	4,978,188	(350)	0.0%
CENTRAL CHARGES	4,987,775	4,982,800	4,978,538	4,978,188	(350)	0.0%
30600 INFRASTRUCTURE IMP OP FUND	19,258	42,870	607,000	625,000	18,000	3.0%
TELECOMMUNICATIONS	19,258	42,870	-	0	-	
REVENUES-RESERVES-TRANSFERS	-	-	607,000	625,000	18,000	3.0%
30700 SPORTS COMPLEX/SOLDIERS CREEK	22,830	-	-	0	-	
PARKS & RECREATION	22,830	-	-	0	-	
32100 NATURAL LANDS/TRAILS	1,069,635	370,504	1,100,000	600,000	(500,000)	-45.5%
GREENWAYS & NATURAL LANDS	145,939	141,838	55,084	48,244	(6,840)	-12.4%
PARKS & RECREATION	136	-	-	0	-	
CAPITAL PROJECTS DELIVERY	923,559	228,666	-	0	-	
REVENUES-RESERVES-TRANSFERS	-	-	1,044,916	551,756	(493,160)	-47.2%
32200 COURTHOUSE PROJECTS FUND	21,695	-	-	11,000	11,000	
FACILITIES	21,695	-	-	0	-	
REVENUES-RESERVES-TRANSFERS	-	-	-	11,000	11,000	
32300 FIVE POINTS DEVELOPMENT FUND	-	-	-	1,745,500	1,745,500	
CAPITAL PROJECTS DELIVERY	-	-	-	1,745,500	1,745,500	
40100 WATER AND SEWER FUND	82,298,105	76,011,649	88,482,491	97,211,739	8,729,248	9.9%
FACILITIES	107,228	8,775	-	0	-	
ES BUSINESS OFFICE	1,486,626	1,937,584	1,769,868	2,126,030	356,162	20.1%
UTILITIES ENGINEERING	12,959,292	10,932,194	17,633,136	17,867,528	234,392	1.3%
WASTEWATER OPERATIONS	12,278,823	11,817,026	15,625,676	16,078,655	452,978	2.9%
WATER OPERATIONS	35,193,458	35,297,298	15,114,401	15,421,093	306,692	2.0%
DEV SVCS BUSINESS OFFICE	-	14,619	-	0	-	
NETWORK & COMM SERVICES	-	68,691	-	0	-	
REVENUES-RESERVES-TRANSFERS	20,272,678	15,935,463	38,339,410	45,718,433	7,379,023	19.2%
40102 CONNECTION FEES-WATER	504,348	500,000	2,514,611	3,170,000	655,389	26.1%

EXPENDITURES BY FUND - PROGRAM

BY FUND - PROGRAM (EXCLUDES INTERNAL CHARGES & CONTRAS)	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
UTILITIES ENGINEERING	504,348	500,000	505,000	505,000	-	0.0%
REVENUES-RESERVES-TRANSFERS	-	-	2,009,611	2,665,000	655,389	32.6%
40103 CONNECTION FEES-SEWER	923,586	920,347	7,638,217	8,724,000	1,085,783	14.2%
UTILITIES ENGINEERING	923,586	920,347	910,000	985,000	75,000	8.2%
REVENUES-RESERVES-TRANSFERS	-	-	6,728,217	7,739,000	1,010,783	15.0%
40105 WATER & SEWER BONDS, SERIES 20	48,664	-	-	0	-	
UTILITIES ENGINEERING	48,664	-	-	0	-	
40107 WATER & SEWER DEBT SERVICE RES	-	-	14,008,275	14,008,275	-	0.0%
REVENUES-RESERVES-TRANSFERS	-	-	14,008,275	14,008,275	-	0.0%
40108 WATER & SEWER CAPITAL IMPROVEM	13,087,484	10,669,009	20,600,059	6,250,000	(14,350,059)	-69.7%
UTILITIES ENGINEERING	13,087,484	10,669,009	14,091,280	6,250,000	(7,841,280)	-55.6%
REVENUES-RESERVES-TRANSFERS	-	-	6,508,779	0	(6,508,779)	-100.0%
40119 WATER & SEWER BOND SER 2019	-	535,926	-	0	-	
UTILITIES ENGINEERING	-	535,926	-	0	-	
40201 SOLID WASTE FUND	11,718,693	15,064,987	37,225,676	35,167,820	(2,057,856)	-5.5%
FACILITIES	51,496	37,016	233,100	62,858	(170,242)	-73.0%
LANDFILL OPERATIONS PROGRAM	4,819,597	5,139,682	4,402,456	3,864,803	(537,653)	-12.2%
SW-COMPLIANCE & PROGRAM MAN	3,857,862	7,010,836	5,715,746	6,008,563	292,816	5.1%
TRANSFER STATION	2,989,738	2,696,335	2,642,230	2,946,371	304,141	11.5%
NETWORK & COMM SERVICES	-	16,944	-	0	-	
REVENUES-RESERVES-TRANSFERS	-	164,174	24,232,143	22,285,225	(1,946,919)	-8.0%
40204 LANDFILL MANAGEMENT ESCROW	-	-	21,947,396	22,614,429	667,033	3.0%
REVENUES-RESERVES-TRANSFERS	-	-	21,947,396	22,614,429	667,033	3.0%
50100 PROPERTY/CASUALTY INSURANCE FU	2,629,168	2,558,358	7,080,903	7,264,146	183,243	2.6%
RISK MANAGEMENT	2,629,168	2,558,124	3,082,067	3,369,122	287,055	9.3%
REVENUES-RESERVES-TRANSFERS	-	234	3,998,836	3,895,024	(103,812)	-2.6%
50200 WORKERS COMPENSATION FUND	3,051,080	3,008,257	8,346,373	7,764,649	(581,724)	-7.0%
RISK MANAGEMENT	3,051,080	3,008,257	3,094,355	3,081,317	(13,038)	-0.4%
REVENUES-RESERVES-TRANSFERS	-	-	5,252,018	4,683,332	(568,686)	-10.8%
50300 HEALTH INSURANCE FUND	22,263,798	23,912,291	40,536,443	42,861,086	2,324,643	5.7%
EMPLOYEE BENEFITS	22,263,798	23,912,291	28,773,878	29,319,363	545,485	1.9%
REVENUES-RESERVES-TRANSFERS	-	-	11,762,564	13,541,723	1,779,159	15.1%
60301 BOCC AGENCY FUND	837	600	38,000	38,000	-	0.0%
GREENWAYS & NATURAL LANDS	804	600	-	0	-	
LEISURE BUSINESS OFFICE	33	-	38,000	38,000	-	0.0%
60303 LIBRARIES-DESIGNATED	35,594	28,978	50,000	50,000	-	0.0%
LIBRARY SERVICES	35,594	28,978	50,000	50,000	-	0.0%
60304 ANIMAL CONTROL	8,217	39,040	20,000	0	(20,000)	-100.0%
ANIMAL SERVICES	8,217	39,040	20,000	0	(20,000)	-100.0%
60305 HISTORICAL COMMISSION	-	-	24,000	24,000	-	0.0%
PARKS & RECREATION	-	-	24,000	24,000	-	0.0%
60307 4-H COUNSEL COOP EXTENSION	60	-	-	0	-	

EXPENDITURES BY FUND - PROGRAM

BY FUND - PROGRAM (EXCLUDES INTERNAL CHARGES & CONTRAS)	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
EXTENSION SERVICE	60	-	-	0	-	
60308 ADULT DRUG COURT	9,422	2,832	-	0	-	
JUDICIAL	9,422	2,832	-	0	-	
60310 EXTENSION SERVICE PROGRAMS	3,023	2,820	-	0	-	
EXTENSION SERVICE	3,023	2,820	-	0	-	
Grand Total	577,399,338	680,341,140	904,283,970	878,750,674	(25,533,296)	-2.8%

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
00100 GENERAL FUND						
REVENUES						
310 TAXES	168,603,949	181,298,727	191,414,300	201,035,300	9,621,000	5.0%
320 PERMITS FEES & SPECIAL ASM	112,078	128,433	106,000	97,300	(8,700)	-8.2%
330 INTERGOVERNMENTAL REVENUE	39,357,993	36,818,329	34,266,500	38,286,500	4,020,000	11.7%
340 CHARGES FOR SERVICES	14,825,785	8,184,193	9,832,006	9,891,381	59,375	0.6%
350 JUDGEMENTS FINES & FORFEIT	945,942	657,011	861,500	933,000	71,500	8.3%
360 MISCELLANEOUS REVENUES	10,220,497	3,924,868	2,911,550	1,927,550	(984,000)	-33.8%
380 OTHER SOURCES	4,298,259	9,626,273	1,206,650	798,762	(407,888)	-33.8%
REVENUES Total	238,364,503	240,637,835	240,598,506	252,969,793	12,371,287	5.1%
EXPENDITURES						
510 PERSONNEL SERVICES	34,358,045	37,172,475	40,923,306	47,033,622	6,110,315	14.9%
530 OPERATING EXPENDITURES	31,308,139	31,022,375	36,291,782	38,148,600	1,856,818	5.1%
540 INTERNAL SERVICE CHARGES	14,306,672	15,634,046	19,224,279	21,409,463	2,185,184	11.4%
550 COST ALLOCATION (CONTRA)	30,711,115	32,921,250	40,764,800	43,981,367	3,216,567	7.9%
560 CAPITAL OUTLAY	2,584,582	4,441,724	3,123,250	3,295,727	172,477	5.5%
570 DEBT SERVICE	0	200	0	0	0	
580 GRANTS & AIDS	8,969,860	9,571,336	9,585,790	10,200,296	614,506	6.4%
590 INTERFUND TRANSFERS OUT	25,270,154	58,779,473	22,511,993	24,032,537	1,520,544	6.8%
596 CONSTITUTIONAL TRANSFERS	146,260,372	114,625,560	153,691,029	159,846,898	6,155,868	4.0%
EXPENDITURES Total	232,346,708	238,325,940	244,586,630	259,985,775	15,399,145	6.3%
CHANGE IN FUND BALANCE	6,017,795	2,311,894	3,988,124	7,015,982		
FUND BALANCE	0	0	49,300,000	57,000,000	7,700,000	15.6%
RESERVES	0	0	45,311,876	49,984,018	4,672,142	10.3%

Fund balance increase by 15.6% due to FY21 Sales Tax and Utility Tax revenues coming in higher than estimates, which were made during the Covid shutdown.

00101 POLICE EDUCATION FUND

REVENUES						
340 CHARGES FOR SERVICES	151,652	140,675	150,000	135,000	(15,000)	-10.0%
360 MISCELLANEOUS REVENUES	2,364	1,992	0	0	0	
380 OTHER SOURCES	24,317	42,209	0	0	0	
REVENUES Total	178,333	184,876	150,000	135,000	(15,000)	-10.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
596 CONSTITUTIONAL TRANSFERS	150,000	150,000	150,000	150,000	0	0.0%
EXPENDITURES Total	150,000	150,000	150,000	150,000	0	0.0%
CHANGE IN FUND BALANCE	28,333	34,876	0	15,000		
FUND BALANCE	0	0	0	15,000	15,000	

00103 NATURAL LAND ENDOWMENT FUND

REVENUES						
330 INTERGOVERNMENTAL REVENUE	0	0	0	0	0	
340 CHARGES FOR SERVICES	49,641	25,558	57,000	40,000	(17,000)	-29.8%
360 MISCELLANEOUS REVENUES	26,882	23,144	12,000	12,500	500	4.2%
REVENUES Total	76,523	48,702	69,000	52,500	(16,500)	-23.9%
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	
530 OPERATING EXPENDITURES	137,333	132,065	238,791	302,500	63,709	26.7%
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
560 CAPITAL OUTLAY	90,675	0	64,943	0	(64,943)	-100.0%
EXPENDITURES Total	228,008	132,065	303,734	302,500	(1,234)	-0.4%
CHANGE IN FUND BALANCE	151,485	83,362	234,734	250,000		
FUND BALANCE	0	0	450,000	250,000	(200,000)	-44.4%
RESERVES	0	0	215,266	0	(215,266)	-100.0%

Fund balance decrease by 44.4% due to planned project expenditures

00104 BOATING IMPROVEMENT FUND

REVENUES						
330 INTERGOVERNMENTAL REVENUE	83,407	57,620	80,000	60,000	(20,000)	-25.0%

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
360 MISCELLANEOUS REVENUES	12,114	8,725	0	0	0	
REVENUES Total	95,521	66,345	80,000	60,000	(20,000)	-25.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
560 CAPITAL OUTLAY	29,131	35,762	0	0	0	
580 GRANTS & AIDS	0	43,553	0	0	0	
EXPENDITURES Total	29,131	79,316	0	0	0	
CHANGE IN FUND BALANCE	66,390	12,970	80,000	60,000		
FUND BALANCE	0	0	320,000	350,000	30,000	9.4%
RESERVES	0	0	400,000	410,000	10,000	2.5%

00106 PETROLEUM CLEAN UP FUND

REVENUES						
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0	0	

00108 FACILITIES MAINTENANCE FUND

REVENUES						
360 MISCELLANEOUS REVENUES	166,081	5,411	0	0	0	
380 OTHER SOURCES	513,851	2,071,908	927,629	1,206,939	279,310	30.1%
REVENUES Total	679,932	2,077,319	927,629	1,206,939	279,310	30.1%
EXPENDITURES						
530 OPERATING EXPENDITURES	692,670	1,276,102	1,087,629	407,427	(680,202)	-62.5%
550 COST ALLOCATION (CONTRA)	0	0	0	0	0	
560 CAPITAL OUTLAY	154,403	338,781	0	799,512	799,512	
EXPENDITURES Total	847,072	1,614,883	1,087,629	1,206,939	119,310	11.0%
CHANGE IN FUND BALANCE	167,140	462,436	160,000	0		
FUND BALANCE	0	0	160,000	0	(160,000)	-100.0%
RESERVES	0	0	0	0	0	

This is a sub-fund with minimal fund balance. Large % changes from year to year are anticipated.

00109 FLEET REPLACEMENT FUND

REVENUES						
360 MISCELLANEOUS REVENUES	4,372	158,979	100,000	100,000	0	0.0%
380 OTHER SOURCES	2,449,742	816,179	1,382,084	1,437,374	55,290	4.0%
REVENUES Total	2,454,114	975,158	1,482,084	1,537,374	55,290	3.7%
EXPENDITURES						
530 OPERATING EXPENDITURES	126,608	375,292	0	0	0	
560 CAPITAL OUTLAY	675,434	1,622,266	1,442,292	1,437,374	(4,918)	-0.3%
EXPENDITURES Total	802,042	1,997,558	1,442,292	1,437,374	(4,918)	-0.3%
CHANGE IN FUND BALANCE	1,652,072	1,022,401	39,792	100,000		
FUND BALANCE	0	0	15,000	220,000	205,000	1366.7%
RESERVES	0	0	54,792	320,000	265,208	484.0%

This is a sub-fund with minimal fund balance. Large % changes from year to year are anticipated.

00110 ADULT DRUG COURT GRANT FUND

REVENUES						
330 INTERGOVERNMENTAL REVENUE	462,697	437,240	427,435	495,244	67,809	15.9%
REVENUES Total	462,697	437,240	427,435	495,244	67,809	15.9%
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	
530 OPERATING EXPENDITURES	285,909	261,695	270,051	399,905	129,854	48.1%
540 INTERNAL SERVICE CHARGES	176,788	175,545	157,384	95,339	(62,045)	-39.4%
EXPENDITURES Total	462,697	437,240	427,435	495,244	67,809	15.9%
CHANGE IN FUND BALANCE	0	0	0	0		

00111 TECHNOLOGY REPLACEMENT FUND

REVENUES						
340 CHARGES FOR SERVICES	0	67,437	169,594	159,074	(10,520)	-6.2%

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
360 MISCELLANEOUS REVENUES	20,614	14,434	0	0	0	
380 OTHER SOURCES	309,233	224,833	365,913	344,998	(20,915)	-5.7%
REVENUES Total	329,847	306,704	535,507	504,072	(31,435)	-5.9%
EXPENDITURES						
530 OPERATING EXPENDITURES	537,453	762,725	1,249,000	1,408,675	159,675	12.8%
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
550 COST ALLOCATION (CONTRA)	501,788	650,665	911,608	948,363	36,755	4.0%
560 CAPITAL OUTLAY	86,893	126,865	240,500	79,000	(161,500)	-67.2%
EXPENDITURES Total	122,558	238,925	577,892	539,312	(38,580)	-6.7%
CHANGE IN FUND BALANCE	207,289	67,779	42,385	35,240		
FUND BALANCE	0	0	1,200,000	900,000	(300,000)	-25.0%
RESERVES	0	0	1,157,615	864,760	(292,855)	-25.3%

This is a sub-fund with minimal fund balance. Large % changes from year to year are anticipated.

00112 MAJOR PROJECTS FUND

REVENUES						
330 INTERGOVERNMENTAL REVENUE	0	0	0	0	0	
360 MISCELLANEOUS REVENUES	4,352	17,981	0	0	0	
380 OTHER SOURCES	9,316,664	38,886,453	0	0	0	
REVENUES Total	9,321,016	38,904,434	0	0	0	
EXPENDITURES						
510 PERSONNEL SERVICES	164,157	3,311,443	0	0	0	
530 OPERATING EXPENDITURES	1,545,525	2,760,052	0	160,000	160,000	
560 CAPITAL OUTLAY	2,012,605	159,387	27,500	1,081,478	1,053,978	3832.6%
580 GRANTS & AIDS	0	7,357,068	0	0	0	
590 INTERFUND TRANSFERS OUT	0	0	200,000	0	(200,000)	-100.0%
596 CONSTITUTIONAL TRANSFERS	4,531,983	2,011,977	0	0	0	
EXPENDITURES Total	8,254,271	15,599,926	227,500	1,241,478	1,013,978	445.7%
CHANGE IN FUND BALANCE	1,066,746	23,304,508	227,500	1,241,478		
FUND BALANCE	0	0	227,500	1,241,478	1,013,978	445.7%

This is a sub-fund with minimal fund balance. Large % changes from year to year are anticipated.

10101 TRANSPORTATION TRUST FUND

REVENUES						
310 TAXES	9,824,315	8,878,159	9,829,000	9,433,963	(395,037)	-4.0%
330 INTERGOVERNMENTAL REVENUE	8,609,682	5,370,559	4,975,000	5,625,000	650,000	13.1%
340 CHARGES FOR SERVICES	1,587,227	1,670,018	1,505,204	1,478,339	(26,865)	-1.8%
360 MISCELLANEOUS REVENUES	236,155	321,934	65,000	95,000	30,000	46.2%
380 OTHER SOURCES	2,070	2,842	3,000,000	4,055,225	1,055,225	35.2%
REVENUES Total	20,259,448	16,243,513	19,374,204	20,687,527	1,313,323	6.8%
EXPENDITURES						
510 PERSONNEL SERVICES	11,814,458	12,818,448	13,399,278	13,695,901	296,623	2.2%
530 OPERATING EXPENDITURES	4,749,934	5,087,951	5,818,772	5,993,955	175,182	3.0%
540 INTERNAL SERVICE CHARGES	3,537,328	3,464,435	4,407,377	4,833,650	426,273	9.7%
550 COST ALLOCATION (CONTRA)	3,443,070	4,177,957	4,750,395	5,083,305	332,910	7.0%
560 CAPITAL OUTLAY	1,173,852	3,063,632	2,583,132	3,672,209	1,089,077	42.2%
580 GRANTS & AIDS	0	0	0	247,054	247,054	
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
596 CONSTITUTIONAL TRANSFERS	28,742	30,895	32,404	34,063	1,660	5.1%
EXPENDITURES Total	17,861,244	20,287,404	21,490,568	23,393,527	1,902,959	8.9%
CHANGE IN FUND BALANCE	2,398,204	4,043,891	2,116,364	2,706,000		
FUND BALANCE	0	0	2,300,000	2,706,000	406,000	17.7%
RESERVES	0	0	183,636	0	(183,636)	-100.0%

10102 NINTH-CENT FUEL TAX FUND

REVENUES						
310 TAXES	2,274,306	1,975,555	2,000,000	2,000,000	0	0.0%
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
380 OTHER SOURCES	4,931,367	6,810,822	6,686,362	7,400,000	713,638	10.7%
REVENUES Total	7,205,673	8,786,377	8,686,362	9,400,000	713,638	8.2%
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	38,665	38,665	

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
580 GRANTS & AIDS	7,234,385	8,686,362	8,686,362	9,361,335	674,973	7.8%
EXPENDITURES Total	7,234,385	8,686,362	8,686,362	9,400,000	713,638	8.2%
CHANGE IN FUND BALANCE	28,712	100,015	0	0		
FUND BALANCE	0	0	0	0	0	

10103 SUNRAIL OPERATIONS

REVENUES						
330 INTERGOVERNMENTAL REVENUE	0	0	0	0	0	
360 MISCELLANEOUS REVENUES	0	1,318	0	0	0	
380 OTHER SOURCES	0	220,000	0	0	0	
REVENUES Total	0	221,318	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
580 GRANTS & AIDS	0	0	0	0	0	
EXPENDITURES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	0	221,318	0	0		
FUND BALANCE	0	0	0	0	0	

10104 SIDEWALK DEVELOPER FUND

REVENUES						
320 PERMITS FEES & SPECIAL ASM	0	0	0	0	0	
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0	0	

10400 BUILDING PROGRAM

REVENUES						
320 PERMITS FEES & SPECIAL ASM	4,562,183	5,828,128	4,195,000	5,535,000	1,340,000	31.9%
340 CHARGES FOR SERVICES	559,502	1,237,682	783,500	1,160,500	377,000	48.1%
360 MISCELLANEOUS REVENUES	360,144	391,366	244,000	289,000	45,000	18.4%
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	5,481,830	7,457,175	5,222,500	6,984,500	1,762,000	33.7%
EXPENDITURES						
510 PERSONNEL SERVICES	3,714,754	4,102,821	4,243,995	5,185,849	941,855	22.2%
530 OPERATING EXPENDITURES	119,440	342,545	500,284	645,455	145,171	29.0%
540 INTERNAL SERVICE CHARGES	614,922	704,193	805,317	935,108	129,790	16.1%
560 CAPITAL OUTLAY	206,538	29,601	0	27,100	27,100	
590 INTERFUND TRANSFERS OUT	774,215	0	0	0	0	
EXPENDITURES Total	5,429,869	5,179,159	5,549,596	6,793,512	1,243,916	22.4%
CHANGE IN FUND BALANCE	51,961	2,278,016	327,096	190,988		
FUND BALANCE	0	0	4,400,000	6,000,000	1,600,000	36.4%
RESERVES	0	0	4,072,904	6,190,988	2,118,084	52.0%

Fund balance increase of 36% due to higher than expected building activity and for planned future technology and capital expenditures

11000 TOURISM PARKS 1,2,3 CENT FUND

REVENUES						
310 TAXES	3,505,910	2,528,100	2,010,000	2,400,000	390,000	19.4%
360 MISCELLANEOUS REVENUES	88,024	62,559	20,000	10,000	(10,000)	-50.0%
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	3,593,934	2,590,659	2,030,000	2,410,000	380,000	18.7%
EXPENDITURES						
510 PERSONNEL SERVICES	41,039	47,103	51,469	54,950	3,481	6.8%
530 OPERATING EXPENDITURES	67,393	82,730	448,294	579,030	130,737	29.2%
540 INTERNAL SERVICE CHARGES	7,489	8,048	9,091	10,000	909	10.0%
560 CAPITAL OUTLAY	0	134,044	0	0	0	
570 DEBT SERVICE	53,849	31,164	56,000	56,000	0	0.0%
580 GRANTS & AIDS	355,000	390,500	300,000	300,000	0	0.0%
590 INTERFUND TRANSFERS OUT	1,641,450	1,637,200	1,908,633	1,908,233	(400)	0.0%
EXPENDITURES Total	2,166,220	2,330,789	2,773,486	2,908,213	134,727	4.9%
CHANGE IN FUND BALANCE	1,427,714	259,870	743,486	498,213		
FUND BALANCE	0	0	3,100,000	3,000,000	(100,000)	-3.2%

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
RESERVES	0	0	2,356,514	2,501,787	145,273	6.2%
11001 TOURISM SPORTS 4 & 6 CENT FUND						
REVENUES						
310 TAXES	2,337,274	1,685,400	1,340,000	1,600,000	260,000	19.4%
360 MISCELLANEOUS REVENUES	45,812	30,220	22,500	4,500	(18,000)	-80.0%
REVENUES Total	2,383,086	1,715,620	1,362,500	1,604,500	242,000	17.8%
EXPENDITURES						
510 PERSONNEL SERVICES	509,282	654,348	720,912	717,079	(3,833)	-0.5%
530 OPERATING EXPENDITURES	1,628,893	1,592,363	850,519	1,278,564	428,045	50.3%
540 INTERNAL SERVICE CHARGES	83,744	91,021	111,641	118,238	6,597	5.9%
560 CAPITAL OUTLAY	37,900	0	0	0	0	
580 GRANTS & AIDS	0	0	50,000	50,000	0	0.0%
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
EXPENDITURES Total	2,259,819	2,337,732	1,733,071	2,163,880	430,809	24.9%
CHANGE IN FUND BALANCE	123,268	622,113	370,571	559,380		
FUND BALANCE	0	0	800,000	1,200,000	400,000	50.0%
RESERVES	0	0	429,429	640,620	211,191	49.2%

Fund balance increase by 50% due to Toursim revenues coming in higher than estimates, which were made during the Covid shutdown.

11200 FIRE PROTECTION FUND

REVENUES						
310 TAXES	59,025,764	63,525,258	67,583,000	75,696,615	8,113,615	12.0%
320 PERMITS FEES & SPECIAL ASM	143,249	90,101	0	300,000	300,000	
330 INTERGOVERNMENTAL REVENUE	1,182,215	144,543	120,000	135,000	15,000	12.5%
340 CHARGES FOR SERVICES	6,545,567	7,943,003	6,935,000	9,247,657	2,312,657	33.3%
350 JUDGEMENTS FINES & FORFEIT	0	0	0	0	0	
360 MISCELLANEOUS REVENUES	1,168,084	940,297	355,000	245,000	(110,000)	-31.0%
380 OTHER SOURCES	74,579	101,283	60,000	19,784	(40,216)	-67.0%
REVENUES Total	68,139,458	72,744,485	75,053,000	85,644,056	10,591,056	14.1%
EXPENDITURES						
510 PERSONNEL SERVICES	46,554,527	48,775,676	50,792,135	56,483,578	5,691,443	11.2%
530 OPERATING EXPENDITURES	4,655,695	4,721,301	5,122,359	5,989,759	867,399	16.9%
540 INTERNAL SERVICE CHARGES	6,189,693	6,019,546	7,517,337	7,750,210	232,873	3.1%
560 CAPITAL OUTLAY	2,393,888	5,335,420	10,611,997	8,385,041	(2,226,956)	-21.0%
580 GRANTS & AIDS	47,428	274,128	305,000	469,922	164,922	54.1%
590 INTERFUND TRANSFERS OUT	2,191,030	224,833	365,913	344,998	(20,915)	-5.7%
596 CONSTITUTIONAL TRANSFERS	1,018,322	1,104,887	1,131,386	1,185,839	54,453	4.8%
EXPENDITURES Total	63,050,583	66,455,792	75,846,127	80,609,346	4,763,219	6.3%
CHANGE IN FUND BALANCE	5,088,875	6,288,693	793,127	5,034,710		
FUND BALANCE	0	0	18,700,000	18,000,000	(700,000)	-3.7%
RESERVES	0	0	17,906,873	23,034,710	5,127,837	28.6%

11201 FIRE PROT FUND-REPLACE & RENEW

REVENUES						
360 MISCELLANEOUS REVENUES	1,645	1,082	0	0	0	
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	1,645	1,082	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
560 CAPITAL OUTLAY	0	0	0	0	0	
590 INTERFUND TRANSFERS OUT	1,067	0	0	0	0	
EXPENDITURES Total	1,067	0	0	0	0	
CHANGE IN FUND BALANCE	578	1,082	0	0	0	
FUND BALANCE	0	0	0	0	0	

11207 FIRE PROTECT FUND-CASSELBERRY

REVENUES						
310 TAXES	4,090,157	4,344,842	4,617,000	0	(4,617,000)	-100.0%
320 PERMITS FEES & SPECIAL ASM	148,870	19,586	0	0	0	
330 INTERGOVERNMENTAL REVENUE	19,800	9,900	15,000	0	(15,000)	-100.0%

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
340 CHARGES FOR SERVICES	664,819	767,912	600,001	0	(600,001)	-100.0%
360 MISCELLANEOUS REVENUES	27,288	29,681	1,000	0	(1,000)	-100.0%
REVENUES Total	4,950,934	5,171,921	5,233,001	0	(5,233,001)	-100.0%
EXPENDITURES						
510 PERSONNEL SERVICES	3,820,308	3,973,894	4,205,554	0	(4,205,554)	-100.0%
530 OPERATING EXPENDITURES	178,029	264,722	257,600	0	(257,600)	-100.0%
540 INTERNAL SERVICE CHARGES	459,934	417,689	483,706	0	(483,706)	-100.0%
560 CAPITAL OUTLAY	57,284	0	20,000	0	(20,000)	-100.0%
EXPENDITURES Total	4,515,555	4,656,304	4,966,859	0	(4,966,859)	-100.0%
CHANGE IN FUND BALANCE	435,378	515,617	266,142	0		
FUND BALANCE	0	0	0	0	0	
RESERVES	0	0	266,142	0	(266,142)	-100.0%

11400 COURT SUPP TECH FEE (ARTV)

REVENUES						
340 CHARGES FOR SERVICES	754,820	976,466	825,000	1,050,000	225,000	27.3%
360 MISCELLANEOUS REVENUES	4,445	2,773	0	0	0	
380 OTHER SOURCES	204,086	0	368,924	169,119	(199,805)	-54.2%
REVENUES Total	963,351	979,239	1,193,924	1,219,119	25,195	2.1%
EXPENDITURES						
510 PERSONNEL SERVICES	340,100	405,004	392,560	417,755	25,195	6.4%
530 OPERATING EXPENDITURES	474,592	542,214	619,986	635,360	15,374	2.5%
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
560 CAPITAL OUTLAY	110,949	125,416	117,598	102,224	(15,374)	-13.1%
580 GRANTS & AIDS	63,780	63,780	63,780	63,780	0	0.0%
EXPENDITURES Total	989,420	1,136,414	1,193,924	1,219,119	25,195	2.1%
CHANGE IN FUND BALANCE	26,070	157,175	0	0		
FUND BALANCE	0	0	0	0	0	
RESERVES	0	0	0	0	0	

11500 1991 INFRASTRUCTURE SALES TAX

REVENUES						
360 MISCELLANEOUS REVENUES	3,322,319	439,733	150,000	100,000	(50,000)	-33.3%
REVENUES Total	3,322,319	439,733	150,000	100,000	(50,000)	-33.3%
EXPENDITURES						
530 OPERATING EXPENDITURES	1,421	133,573	0	0	0	
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
560 CAPITAL OUTLAY	5,027,415	2,849,790	7,346,163	0	(7,346,163)	-100.0%
580 GRANTS & AIDS	133,316	123,090	0	0	0	
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
EXPENDITURES Total	5,162,152	3,106,453	7,346,163	0	(7,346,163)	-100.0%
CHANGE IN FUND BALANCE	1,839,833	2,666,720	7,196,163	100,000		
FUND BALANCE	0	0	10,800,000	3,600,000	(7,200,000)	-66.7%
RESERVES	0	0	3,603,837	3,700,000	96,163	2.7%

Fund balance decreased by 66.7% due to planned capital expenditures. This fund is no longer collecting revenues.

11541 2001 INFRASTRUCTURE SALES TAX

REVENUES						
330 INTERGOVERNMENTAL REVENUE	0	0	0	0	0	
360 MISCELLANEOUS REVENUES	828,821	901,333	150,000	100,000	(50,000)	-33.3%
380 OTHER SOURCES	3,469	376	0	0	0	
REVENUES Total	832,290	901,709	150,000	100,000	(50,000)	-33.3%
EXPENDITURES						
530 OPERATING EXPENDITURES	98,650	111,434	84,000	250,000	166,000	197.6%
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
560 CAPITAL OUTLAY	2,783,034	6,822,726	3,830,000	90,000	(3,740,000)	-97.7%
580 GRANTS & AIDS	2,245,276	3,164,509	0	0	0	
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
EXPENDITURES Total	5,126,959	10,098,669	3,914,000	340,000	(3,574,000)	-91.3%
CHANGE IN FUND BALANCE	4,294,669	9,196,960	3,764,000	240,000		
FUND BALANCE	0	0	13,000,000	9,800,000	(3,200,000)	-24.6%
RESERVES	0	0	9,236,000	9,560,000	324,000	3.5%

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
Fund balance decreased by 24.6% due to planned capital expenditures. This fund is no longer collecting revenues.						
11560 2014 INFRASTRUCTURE SALES TAX						
REVENUES						
310 TAXES	43,136,792	42,295,728	41,500,000	45,000,000	3,500,000	8.4%
330 INTERGOVERNMENTAL REVENUE	1,161,654	0	0	0	0	
360 MISCELLANEOUS REVENUES	6,994,367	7,793,403	400,000	400,000	0	0.0%
380 OTHER SOURCES	59,475	0	0	0	0	
REVENUES Total	51,352,289	50,089,131	41,900,000	45,400,000	3,500,000	8.4%
EXPENDITURES						
530 OPERATING EXPENDITURES	863,891	856,860	380,396	6,719,750	6,339,354	1666.5%
540 INTERNAL SERVICE CHARGES	0	0	4,750,395	5,083,305	332,910	7.0%
560 CAPITAL OUTLAY	22,395,897	38,827,204	47,504,922	47,889,484	384,562	0.8%
580 GRANTS & AIDS	520,638	280,679	3,950,000	0	(3,950,000)	-100.0%
EXPENDITURES Total	23,780,425	39,964,743	56,585,713	59,692,539	3,106,826	5.5%
CHANGE IN FUND BALANCE	27,571,864	10,124,388	14,685,713	14,292,539		
FUND BALANCE	0	0	24,000,000	20,300,000	(3,700,000)	-15.4%
RESERVES	0	0	9,314,287	6,007,461	(3,306,826)	-35.5%
11641 PUBLIC WORKS-INTERLOCAL AGREEM						
REVENUES						
330 INTERGOVERNMENTAL REVENUE	23,717	0	0	437,500	437,500	
360 MISCELLANEOUS REVENUES	20,376	6,362	0	0	0	
REVENUES Total	44,093	6,362	0	437,500	437,500	
EXPENDITURES						
530 OPERATING EXPENDITURES	23,449	0	0	0	0	
560 CAPITAL OUTLAY	20,268	0	0	437,500	437,500	
590 INTERFUND TRANSFERS OUT	3,469	376	0	0	0	
EXPENDITURES Total	47,186	376	0	437,500	437,500	
CHANGE IN FUND BALANCE	3,093	5,986	0	0		
FUND BALANCE	0	0	0	0	0	
11800 EMS TRUST FUND						
REVENUES						
330 INTERGOVERNMENTAL REVENUE	210,236	98,430	66,745	58,188	(8,557)	-12.8%
360 MISCELLANEOUS REVENUES	6,768	0	0	0	0	
REVENUES Total	217,004	98,430	66,745	58,188	(8,557)	-12.8%
EXPENDITURES						
530 OPERATING EXPENDITURES	131,009	20,709	66,745	58,188	(8,557)	-12.8%
560 CAPITAL OUTLAY	79,227	0	0	0	0	
580 GRANTS & AIDS	0	69,396	0	0	0	
590 INTERFUND TRANSFERS OUT	0	8,325	0	0	0	
EXPENDITURES Total	210,236	98,430	66,745	58,188	(8,557)	-12.8%
CHANGE IN FUND BALANCE	6,768	0	0	0		
FUND BALANCE	0	0	0	0	0	
11901 COMMUNITY DEVELOPMEN BLK GRANT						
REVENUES						
330 INTERGOVERNMENTAL REVENUE	1,549,995	2,290,875	2,104,990	2,390,446	285,456	13.6%
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	1,549,995	2,290,875	2,104,990	2,390,446	285,456	13.6%
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	
530 OPERATING EXPENDITURES	46,054	69,599	83,668	114,543	30,875	36.9%
540 INTERNAL SERVICE CHARGES	283,962	339,173	314,000	425,000	111,000	35.4%
560 CAPITAL OUTLAY	0	21,118	23,330	0	(23,330)	-100.0%
580 GRANTS & AIDS	1,219,979	1,820,215	1,683,992	1,850,903	166,911	9.9%
590 INTERFUND TRANSFERS OUT	0	40,772	0	0	0	
EXPENDITURES Total	1,549,995	2,290,875	2,104,990	2,390,446	285,456	13.6%
CHANGE IN FUND BALANCE	0	0	0	0		
FUND BALANCE	0	0	0	0	0	

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
11902 HOME PROGRAM GRANT						
REVENUES						
330 INTERGOVERNMENTAL REVENUE	326,093	582,735	798,925	3,928,599	3,129,674	391.7%
360 MISCELLANEOUS REVENUES	3,510	14,947	0	0	0	
REVENUES Total	329,603	597,682	798,925	3,928,599	3,129,674	391.7%
EXPENDITURES						
530 OPERATING EXPENDITURES	12,763	16,458	19,892	481,018	461,126	2318.1%
540 INTERNAL SERVICE CHARGES	47,570	51,696	60,000	60,000	0	0.0%
580 GRANTS & AIDS	269,269	529,528	719,033	3,387,581	2,668,548	371.1%
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
EXPENDITURES Total	329,603	597,682	798,925	3,928,599	3,129,674	391.7%
CHANGE IN FUND BALANCE	0	0	0	0		
FUND BALANCE	0	0	0	0	0	
11904 EMERGENCY SHELTER GRANTS						
REVENUES						
330 INTERGOVERNMENTAL REVENUE	132,500	134,332	171,666	223,372	51,706	30.1%
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	132,500	134,332	171,666	223,372	51,706	30.1%
EXPENDITURES						
530 OPERATING EXPENDITURES	171	6,098	12,874	13,463	589	4.6%
540 INTERNAL SERVICE CHARGES	10,949	0	0	36,000	36,000	
580 GRANTS & AIDS	121,380	128,234	158,792	173,909	15,117	9.5%
EXPENDITURES Total	132,500	134,332	171,666	223,372	51,706	30.1%
CHANGE IN FUND BALANCE	0	0	0	0		
11905 COMMUNITY SVC BLOCK GRANT						
REVENUES						
330 INTERGOVERNMENTAL REVENUE	218,384	154,117	75,000	233,500	158,500	211.3%
REVENUES Total	218,384	154,117	75,000	233,500	158,500	211.3%
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	
530 OPERATING EXPENDITURES	55,389	39,306	0	0	0	
540 INTERNAL SERVICE CHARGES	90,567	105,352	65,000	178,000	113,000	173.8%
560 CAPITAL OUTLAY	0	0	10,000	55,500	45,500	455.0%
580 GRANTS & AIDS	72,428	9,459	0	0	0	
EXPENDITURES Total	218,384	154,117	75,000	233,500	158,500	211.3%
CHANGE IN FUND BALANCE	0	0	0	0		
11908 DISASTER PREPAREDNESS						
REVENUES						
330 INTERGOVERNMENTAL REVENUE	224,064	160,616	47,529	0	(47,529)	-100.0%
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	224,064	160,616	47,529	0	(47,529)	-100.0%
EXPENDITURES						
510 PERSONNEL SERVICES	49,227	26,167	0	0	0	
530 OPERATING EXPENDITURES	157,448	126,179	0	0	0	
540 INTERNAL SERVICE CHARGES	0	0	47,529	0	(47,529)	-100.0%
560 CAPITAL OUTLAY	17,390	8,270	0	0	0	
580 GRANTS & AIDS	0	0	0	0	0	
EXPENDITURES Total	224,064	160,616	47,529	0	(47,529)	-100.0%
CHANGE IN FUND BALANCE	0	0	0	0		
11909 MOSQUITO CONTROL GRANT						
REVENUES						
330 INTERGOVERNMENTAL REVENUE	186,559	79,273	41,645	50,688	9,043	21.7%
360 MISCELLANEOUS REVENUES	82	1,549	0	0	0	
REVENUES Total	186,641	80,822	41,645	50,688	9,043	21.7%
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
530 OPERATING EXPENDITURES	125,496	51,196	8,180	9,195	1,015	12.4%
540 INTERNAL SERVICE CHARGES	41,645	39,930	33,465	41,493	8,028	24.0%
560 CAPITAL OUTLAY	19,500	0	0	0	0	
EXPENDITURES Total	186,641	91,126	41,645	50,688	9,043	21.7%
CHANGE IN FUND BALANCE	0	10,304	0	0		

11912 PUBLIC SAFETY GRANTS (STATE)

REVENUES						
330 INTERGOVERNMENTAL REVENUE	1,905,699	460,502	0	0	0	
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	1,905,699	460,502	0	0	0	
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	
530 OPERATING EXPENDITURES	683,523	3,400	0	0	0	
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
560 CAPITAL OUTLAY	723,884	0	0	0	0	
580 GRANTS & AIDS	498,292	457,103	0	0	0	
EXPENDITURES Total	1,905,699	460,502	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0		

11913 PUBLIC SAFETY GRANTS (OTHER)

REVENUES						
360 MISCELLANEOUS REVENUES	0	2	0	0	0	
REVENUES Total	0	2	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
EXPENDITURES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	0	2	0	0		

11915 PUBLIC SAFETY GRANTS (FEDERAL)

REVENUES						
330 INTERGOVERNMENTAL REVENUE	242,440	288,120	355,325	782,727	427,402	120.3%
REVENUES Total	242,440	288,120	355,325	782,727	427,402	120.3%
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	
530 OPERATING EXPENDITURES	126,598	223,143	355,325	0	(355,325)	-100.0%
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
560 CAPITAL OUTLAY	115,842	64,977	0	782,727	782,727	
EXPENDITURES Total	242,440	288,120	355,325	782,727	427,402	120.3%
CHANGE IN FUND BALANCE	0	0	0	0		

11916 PUBLIC WORKS GRANTS

REVENUES						
330 INTERGOVERNMENTAL REVENUE	3,349,362	2,503,432	90,000	0	(90,000)	-100.0%
360 MISCELLANEOUS REVENUES	789	0	0	0	0	
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	3,350,151	2,503,432	90,000	0	(90,000)	-100.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	275,717	109,651	90,000	0	(90,000)	-100.0%
560 CAPITAL OUTLAY	3,074,434	2,393,782	0	0	0	
580 GRANTS & AIDS	0	0	0	0	0	
EXPENDITURES Total	3,350,151	2,503,432	90,000	0	(90,000)	-100.0%
CHANGE IN FUND BALANCE	0	0	0	0		
FUND BALANCE	0	0	0	0	0	

11917 LEISURE SERVICES GRANTS

REVENUES						
330 INTERGOVERNMENTAL REVENUE	38,850	15,000	0	833,405	833,405	
360 MISCELLANEOUS REVENUES	0	153	0	0	0	
REVENUES Total	38,850	15,153	0	833,405	833,405	
EXPENDITURES						

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
530 OPERATING EXPENDITURES	38,850	15,000	0	0	0	
560 CAPITAL OUTLAY	0	0	0	833,405	833,405	
EXPENDITURES Total	38,850	15,000	0	833,405	833,405	
CHANGE IN FUND BALANCE	0	153	0	0		

11918 GROWTH MANAGEMENT GRANTS

REVENUES						
330 INTERGOVERNMENTAL REVENUE	0	0	0	0	0	
REVENUES Total	0	0	0	0	0	
EXPENDITURES						
580 GRANTS & AIDS	0	0	0	0	0	
EXPENDITURES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0		

11919 COMMUNITY SVC GRANTS

REVENUES						
330 INTERGOVERNMENTAL REVENUE	473,804	504,216	0	624,371	624,371	
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	473,804	504,216	0	624,371	624,371	
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	
530 OPERATING EXPENDITURES	12,855	12,735	0	19,855	19,855	
540 INTERNAL SERVICE CHARGES	4,823	7,120	0	0	0	
580 GRANTS & AIDS	456,127	484,361	0	604,516	604,516	
EXPENDITURES Total	473,804	504,216	0	624,371	624,371	
CHANGE IN FUND BALANCE	0	0	0	0		
FUND BALANCE	0	0	0	0	0	

11920 NEIGHBOR STABIL PROGRAM GRANT

REVENUES						
330 INTERGOVERNMENTAL REVENUE	151,552	8,486	0	0	0	
360 MISCELLANEOUS REVENUES	286,179	58,355	0	0	0	
380 OTHER SOURCES	141,935	0	0	0	0	
REVENUES Total	579,666	49,869	0	0	0	
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	
530 OPERATING EXPENDITURES	7,462	24,554	0	0	0	
540 INTERNAL SERVICE CHARGES	60,102	3,480	0	0	0	
580 GRANTS & AIDS	370,168	21,835	0	0	0	
590 INTERFUND TRANSFERS OUT	141,935	0	0	0	0	
EXPENDITURES Total	579,666	49,869	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0		

11925 DCF REINVESTMENT GRANT FUND

REVENUES						
330 INTERGOVERNMENTAL REVENUE	454,844	308,249	0	1,200,000	1,200,000	
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	454,844	308,249	0	1,200,000	1,200,000	
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	
530 OPERATING EXPENDITURES	380,785	263,335	0	1,111,994	1,111,994	
540 INTERNAL SERVICE CHARGES	74,059	44,914	0	88,006	88,006	
EXPENDITURES Total	454,844	308,249	0	1,200,000	1,200,000	
CHANGE IN FUND BALANCE	0	0	0	0		

11926 CITY OF SANFORD CDBG

REVENUES						
330 INTERGOVERNMENTAL REVENUE	321,124	0	0	0	0	
360 MISCELLANEOUS REVENUES	0	13	0	0	0	
380 OTHER SOURCES	0	0	0	0	0	

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
REVENUES Total	321,124	13	0	0	0	
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	
530 OPERATING EXPENDITURES	19,014	0	0	0	0	
540 INTERNAL SERVICE CHARGES	70,636	0	0	0	0	
580 GRANTS & AIDS	231,475	0	0	0	0	
590 INTERFUND TRANSFERS OUT	0	1,200	0	0	0	
EXPENDITURES Total	321,124	1,200	0	0	0	
CHANGE IN FUND BALANCE	0	1,187	0	0		
FUND BALANCE	0	0	0	0	0	

11930 RESOURCE MANAGEMENT GRANTS

REVENUES						
330 INTERGOVERNMENTAL REVENUE	0	0	0	0	0	
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	0	0	0	0	0	
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	
530 OPERATING EXPENDITURES	0	0	0	0	0	
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
EXPENDITURES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0		

11931 HOMELESSNESS GRANTS

REVENUES						
330 INTERGOVERNMENTAL REVENUE	6,243	0	0	0	0	
360 MISCELLANEOUS REVENUES	16,160	13,634	0	0	0	
REVENUES Total	22,403	13,634	0	0	0	
EXPENDITURES						
580 GRANTS & AIDS	22,353	13,684	0	0	0	
EXPENDITURES Total	22,353	13,684	0	0	0	
CHANGE IN FUND BALANCE	50	50	0	0		

11932 MISCELLANEOUS GRANTS

REVENUES						
330 INTERGOVERNMENTAL REVENUE	0	0	0	0	0	
REVENUES Total	0	0	0	0	0	
EXPENDITURES						
560 CAPITAL OUTLAY	0	0	0	0	0	
EXPENDITURES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0		

11933 FEDERAL MITIGATION GRANTS

REVENUES						
330 INTERGOVERNMENTAL REVENUE	2,072,236	1,526,153	0	92,980	92,980	
REVENUES Total	2,072,236	1,526,153	0	92,980	92,980	
EXPENDITURES						
510 PERSONNEL SERVICES	94,109	0	0	0	0	
530 OPERATING EXPENDITURES	1,910,294	0	0	92,980	92,980	
540 INTERNAL SERVICE CHARGES	67,833	0	0	0	0	
560 CAPITAL OUTLAY	0	1,526,153	0	0	0	
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
EXPENDITURES Total	2,072,236	1,526,153	0	92,980	92,980	
CHANGE IN FUND BALANCE	0	0	0	0		

11935 FEDERAL CARES ACT GRANTS

REVENUES						
330 INTERGOVERNMENTAL REVENUE	0	66,912,901	61,738,150	109,000	(61,629,150)	-99.8%
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	0	66,912,901	61,738,150	109,000	(61,629,150)	-99.8%

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
EXPENDITURES						
530 OPERATING EXPENDITURES	0	2,269,828	61,738,150	109,000	(61,629,150)	-99.8%
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
560 CAPITAL OUTLAY	0	0	0	0	0	
580 GRANTS & AIDS	0	29,466,587	0	0	0	
596 CONSTITUTIONAL TRANSFERS	0	35,275,802	0	0	0	
EXPENDITURES Total	0	67,012,217	61,738,150	109,000	(61,629,150)	-99.8%
CHANGE IN FUND BALANCE	0	99,315	0	0		

11936 FEDERAL EMER RENTAL ASSISTANCE

REVENUES						
330 INTERGOVERNMENTAL REVENUE	0	0	0	4,509,229	4,509,229	
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	0	0	0	4,509,229	4,509,229	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	450,922	450,922	
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
580 GRANTS & AIDS	0	0	0	4,058,307	4,058,307	
EXPENDITURES Total	0	0	0	4,509,229	4,509,229	
CHANGE IN FUND BALANCE	0	0	0	0		

11937 FEDERAL AMERICAN RESCUE PLAN

REVENUES						
330 INTERGOVERNMENTAL REVENUE	0	0	0	0	0	
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	0	0	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
560 CAPITAL OUTLAY	0	0	0	0	0	
580 GRANTS & AIDS	0	0	0	0	0	
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
596 CONSTITUTIONAL TRANSFERS	0	0	0	0	0	
EXPENDITURES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0		

11940 ENVIRONMENTAL SERVICES GRANTS

REVENUES						
330 INTERGOVERNMENTAL REVENUE	27,138	121,463	0	0	0	
REVENUES Total	27,138	121,463	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	27,138	121,463	0	0	0	
EXPENDITURES Total	27,138	121,463	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0		

12012 AFFORDABLE HOUSING 11/12

REVENUES						
330 INTERGOVERNMENTAL REVENUE	0	0	0	0	0	
REVENUES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0		

12013 SHIP AFFORDABLE HOUSING 12/13

REVENUES						
330 INTERGOVERNMENTAL REVENUE	0	0	0	0	0	
REVENUES Total	0	0	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
580 GRANTS & AIDS	0	0	0	0	0	
EXPENDITURES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0		

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
12014 SHIP AFFORDABLE HOUSING 13/14						
REVENUES						
330 INTERGOVERNMENTAL REVENUE	0	0	0	0	0	
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	0	0	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
580 GRANTS & AIDS	0	0	0	0	0	
EXPENDITURES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0		

12015 SHIP AFFORDABLE HOUSING 14/15						
REVENUES						
330 INTERGOVERNMENTAL REVENUE	0	0	0	0	0	
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	0	0	0	0	0	
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	
530 OPERATING EXPENDITURES	0	0	0	0	0	
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
580 GRANTS & AIDS	0	0	0	0	0	
EXPENDITURES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0		

12016 SHIP AFFORDABLE HOUSING 15/16						
REVENUES						
330 INTERGOVERNMENTAL REVENUE	0	0	0	0	0	
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	0	0	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
580 GRANTS & AIDS	0	0	0	0	0	
EXPENDITURES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0		

12017 SHIP AFFORDABLE HOUSING 16/17						
REVENUES						
330 INTERGOVERNMENTAL REVENUE	2,030,560	50,638	0	0	0	
360 MISCELLANEOUS REVENUES	0	256,597	0	0	0	
REVENUES Total	2,030,560	307,235	0	0	0	
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	
530 OPERATING EXPENDITURES	1,815	0	0	0	0	
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
580 GRANTS & AIDS	2,028,745	307,235	0	0	0	
EXPENDITURES Total	2,030,560	307,235	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0		

12018 SHIP AFFORDABLE HOUSING 17/18						
REVENUES						
330 INTERGOVERNMENTAL REVENUE	305,889	1,935,446	0	0	0	
360 MISCELLANEOUS REVENUES	25	400,263	0	0	0	
REVENUES Total	305,914	2,335,708	0	0	0	
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	
530 OPERATING EXPENDITURES	55,663	34,044	0	0	0	
540 INTERNAL SERVICE CHARGES	32,851	76,400	0	0	0	
580 GRANTS & AIDS	217,400	2,225,265	0	0	0	
EXPENDITURES Total	305,914	2,335,708	0	0	0	

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
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12019 SHIP AFFORDABLE HOUSING 18/19

REVENUES						
330 INTERGOVERNMENTAL REVENUE	207,423	535,013	0	0	0	
360 MISCELLANEOUS REVENUES	0	235,311	0	0	0	
380 OTHER SOURCES	0	40,772	0	0	0	
REVENUES Total	207,423	811,096	0	0	0	
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	
530 OPERATING EXPENDITURES	11,159	806	0	0	0	
540 INTERNAL SERVICE CHARGES	33,240	10,855	0	0	0	
580 GRANTS & AIDS	163,024	799,435	0	0	0	
EXPENDITURES Total	207,423	811,096	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0		

12020 SHIP AFFORDABLE HOUSING 19/20

REVENUES						
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0		

12021 SHIP AFFORDABLE HOUSING 20/21

REVENUES						
330 INTERGOVERNMENTAL REVENUE	0	0	480,000	0	(480,000)	-100.0%
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	0	0	480,000	0	(480,000)	-100.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
540 INTERNAL SERVICE CHARGES	0	0	480,000	0	(480,000)	-100.0%
580 GRANTS & AIDS	0	0	0	0	0	
EXPENDITURES Total	0	0	480,000	0	(480,000)	-100.0%
CHANGE IN FUND BALANCE	0	0	0	0		

12022 SHIP AFFORDABLE HOUSING 21/22

REVENUES						
330 INTERGOVERNMENTAL REVENUE	0	0	0	270,000	270,000	
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	0	0	0	270,000	270,000	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
540 INTERNAL SERVICE CHARGES	0	0	0	270,000	270,000	
580 GRANTS & AIDS	0	0	0	0	0	
EXPENDITURES Total	0	0	0	270,000	270,000	
CHANGE IN FUND BALANCE	0	0	0	0		

12101 LAW ENFORCEMENT TST-LOCAL

REVENUES						
350 JUDGEMENTS FINES & FORFEIT	129,121	43,999	0	0	0	
360 MISCELLANEOUS REVENUES	23,519	13,592	0	0	0	
REVENUES Total	152,640	57,591	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	379,583	305,308	0	0	0	
560 CAPITAL OUTLAY	0	0	0	0	0	
EXPENDITURES Total	379,583	305,308	0	0	0	
CHANGE IN FUND BALANCE	226,943	247,717	0	0		

12102 LAW ENFORCEMENT TST-JUSTICE

REVENUES						
350 JUDGEMENTS FINES & FORFEIT	30,902	20,148	0	0	0	
360 MISCELLANEOUS REVENUES	2,586	1,951	0	0	0	

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
REVENUES Total	33,488	22,100	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	43,948	0	0	0	0	
EXPENDITURES Total	43,948	0	0	0	0	
CHANGE IN FUND BALANCE	10,460	22,100	0	0		

12103 LAW ENFORCEMENT TST-FEDERAL

REVENUES						
350 JUDGEMENTS FINES & FORFEIT	10,745	0	0	0	0	
360 MISCELLANEOUS REVENUES	1,217	865	0	0	0	
REVENUES Total	11,962	865	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
EXPENDITURES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	11,962	865	0	0		

12200 ARBOR VIOLATION TRUST FUND

REVENUES						
350 JUDGEMENTS FINES & FORFEIT	0	0	0	0	0	
360 MISCELLANEOUS REVENUES	3,179	2,115	0	0	0	
REVENUES Total	3,179	2,115	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	145,900	149,193	3,293	2.3%
EXPENDITURES Total	0	0	145,900	149,193	3,293	2.3%
CHANGE IN FUND BALANCE	3,179	2,115	145,900	149,193		
FUND BALANCE	0	0	145,900	149,193	3,293	2.3%

12300 ALCOHOL/DRUG ABUSE FUND

REVENUES						
340 CHARGES FOR SERVICES	50,174	24,474	50,000	35,000	(15,000)	-30.0%
360 MISCELLANEOUS REVENUES	2,310	3,323	0	0	0	
380 OTHER SOURCES	148,482	7,516	0	0	0	
REVENUES Total	200,965	35,313	50,000	35,000	(15,000)	-30.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	55,000	55,000	0	0.0%
580 GRANTS & AIDS	0	0	0	0	0	
596 CONSTITUTIONAL TRANSFERS	187,306	40,000	40,000	40,000	0	0.0%
EXPENDITURES Total	187,306	40,000	95,000	95,000	0	0.0%
CHANGE IN FUND BALANCE	13,659	4,687	45,000	60,000		
FUND BALANCE	0	0	45,000	60,000	15,000	33.3%

12302 TEEN COURT

REVENUES						
340 CHARGES FOR SERVICES	125,654	105,055	125,000	125,000	0	0.0%
360 MISCELLANEOUS REVENUES	595	812	0	0	0	
380 OTHER SOURCES	61,467	48,813	0	0	0	
REVENUES Total	187,716	154,680	125,000	125,000	0	0.0%
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	
530 OPERATING EXPENDITURES	0	0	0	0	0	
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
580 GRANTS & AIDS	0	0	0	0	0	
596 CONSTITUTIONAL TRANSFERS	195,154	145,146	155,000	150,641	(4,359)	-2.8%
EXPENDITURES Total	195,154	145,146	155,000	150,641	(4,359)	-2.8%
CHANGE IN FUND BALANCE	7,438	9,534	30,000	25,641		
FUND BALANCE	0	0	70,000	70,000	0	0.0%
RESERVES	0	0	40,000	44,359	4,359	10.9%

12500 EMERGENCY 911 FUND

REVENUES						
330 INTERGOVERNMENTAL REVENUE	2,320,189	2,376,822	2,100,000	2,100,000	0	0.0%

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
340 CHARGES FOR SERVICES	0	0	0	0	0	
360 MISCELLANEOUS REVENUES	106,343	76,792	0	0	0	
REVENUES Total	2,426,533	2,453,614	2,100,000	2,100,000	0	0.0%
EXPENDITURES						
510 PERSONNEL SERVICES	337,696	273,770	350,425	379,783	29,357	8.4%
530 OPERATING EXPENDITURES	931,017	730,212	1,104,541	1,113,337	8,796	0.8%
540 INTERNAL SERVICE CHARGES	72,027	86,362	90,267	93,443	3,176	3.5%
560 CAPITAL OUTLAY	0	0	57,500	0	(57,500)	-100.0%
580 GRANTS & AIDS	119,010	443	130,000	130,000	0	0.0%
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
596 CONSTITUTIONAL TRANSFERS	425,000	425,000	425,000	425,000	0	0.0%
EXPENDITURES Total	1,884,750	1,515,788	2,157,733	2,141,562	(16,171)	-0.7%
CHANGE IN FUND BALANCE	541,783	937,826	57,733	41,562		
FUND BALANCE	0	0	1,700,000	2,400,000	700,000	41.2%
RESERVES	0	0	1,642,267	2,358,438	716,171	43.6%

Fund Balance increase of 41.2% for planned future capital and technology projects.

12601 ARTERIAL IMPACT FEE (12-31-21)

REVENUES						
320 PERMITS FEES & SPECIAL ASM	3,070,831	2,579,316	2,500,000	500,000	(2,000,000)	-80.0%
360 MISCELLANEOUS REVENUES	35,243	16,899	0	0	0	
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	3,106,074	2,596,214	2,500,000	500,000	(2,000,000)	-80.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
560 CAPITAL OUTLAY	0	0	0	0	0	
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
EXPENDITURES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	3,106,074	2,596,214	2,500,000	500,000		
FUND BALANCE	0	0	200,000	0	(200,000)	-100.0%
RESERVES	0	0	2,300,000	500,000	(1,800,000)	-78.3%

Fund balance decreased by 24.6% due fund revenues expiring after 1st quarter of fiscal year.

12602 NORTH COLLECT IMPACT FEE (EXP)

REVENUES						
360 MISCELLANEOUS REVENUES	20,350	13,074	0	0	0	
REVENUES Total	20,350	13,074	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
560 CAPITAL OUTLAY	0	0	0	0	0	
590 INTERFUND TRANSFERS OUT	0	705	0	0	0	
EXPENDITURES Total	0	705	0	0	0	
CHANGE IN FUND BALANCE	20,350	12,369	0	0		
FUND BALANCE	0	0	50,000	60,000	10,000	20.0%
RESERVES	0	0	50,000	60,000	10,000	20.0%

12603 WEST COLLECT IMPACT FEE (EXP)

REVENUES						
320 PERMITS FEES & SPECIAL ASM	128,006	566	0	0	0	
360 MISCELLANEOUS REVENUES	1,808	2,460	0	0	0	
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	129,814	3,026	0	0	0	
EXPENDITURES						
560 CAPITAL OUTLAY	0	0	0	0	0	
EXPENDITURES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	129,814	3,026	0	0		
FUND BALANCE	0	0	120,000	5,000	(115,000)	-95.8%
RESERVES	0	0	120,000	5,000	(115,000)	-95.8%

Fund balance decreased by 95.8% due planned capital expenditures. Fund is no longer collecting revenues.

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
12604 EAST COLLECT IMPACT FEE (EXP)						
REVENUES						
320 PERMITS FEES & SPECIAL ASM	149,670	10,578	0	0	0	
360 MISCELLANEOUS REVENUES	11,478	4,995	0	0	0	
380 OTHER SOURCES	0	705	0	0	0	
REVENUES Total	161,147	16,278	0	0	0	
EXPENDITURES						
560 CAPITAL OUTLAY	345,000	0	0	0	0	
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
EXPENDITURES Total	345,000	0	0	0	0	
CHANGE IN FUND BALANCE	183,853	16,278	0	0		
FUND BALANCE	0	0	450,000	2,000	(448,000)	-99.6%
RESERVES	0	0	450,000	2,000	(448,000)	-99.6%

Fund balance decreased by 99.6% due planned capital expenditures. Fund is no longer collecting revenues.

12605 SOUTH CN IMPACT FEE (12-31-21)

REVENUES						
320 PERMITS FEES & SPECIAL ASM	331,973	265,438	175,000	43,750	(131,250)	-75.0%
360 MISCELLANEOUS REVENUES	3,121	1,892	0	0	0	
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	335,094	267,329	175,000	43,750	(131,250)	-75.0%
CHANGE IN FUND BALANCE	335,094	267,329	175,000	43,750		
FUND BALANCE	0	0	1,130,000	750,000	(380,000)	-33.6%
RESERVES	0	0	955,000	706,250	(248,750)	-26.0%

Fund balance decreased by 33.6% due fund revenues expiring after 1st quarter of fiscal year.

12606 MOBILITY FEE CORE DISTRICT

REVENUES						
320 PERMITS FEES & SPECIAL ASM	0	0	0	939,904	939,904	
REVENUES Total	0	0	0	939,904	939,904	
CHANGE IN FUND BALANCE	0	0	0	939,904		
RESERVES	0	0	0	939,904	939,904	

12607 MOBILITY FEE SUBURBAN DISTRICT

REVENUES						
320 PERMITS FEES & SPECIAL ASM	0	0	0	3,427,885	3,427,885	
REVENUES Total	0	0	0	3,427,885	3,427,885	
CHANGE IN FUND BALANCE	0	0	0	3,427,885		
RESERVES	0	0	0	3,427,885	3,427,885	

12608 MOBILITY FEE RURAL DISTRICT

REVENUES						
320 PERMITS FEES & SPECIAL ASM	0	0	0	331,731	331,731	
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	0	0	0	331,731	331,731	
CHANGE IN FUND BALANCE	0	0	0	331,731		
RESERVES	0	0	0	331,731	331,731	

12609 MOBILITY FEE SUBURBAN WEST

REVENUES						
320 PERMITS FEES & SPECIAL ASM	0	0	0	829,327	829,327	
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	0	0	0	829,327	829,327	
CHANGE IN FUND BALANCE	0	0	0	829,327		
RESERVES	0	0	0	829,327	829,327	

12801 FIRE/RESCUE-IMPACT FEE

REVENUES						
320 PERMITS FEES & SPECIAL ASM	284,277	292,297	230,000	500,000	270,000	117.4%
360 MISCELLANEOUS REVENUES	17,030	7,781	2,000	2,000	0	0.0%
REVENUES Total	301,307	300,079	232,000	502,000	270,000	116.4%

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
EXPENDITURES						
530 OPERATING EXPENDITURES	6,298	0	0	0	0	
560 CAPITAL OUTLAY	492,199	258,249	0	0	0	
EXPENDITURES Total	498,497	258,249	0	0	0	
CHANGE IN FUND BALANCE	197,190	41,830	232,000	502,000		
FUND BALANCE	0	0	0	750,000	750,000	
RESERVES	0	0	232,000	1,252,000	1,020,000	439.7%

12802 LAW ENFORCEMENT-IMPACT FEE

REVENUES						
360 MISCELLANEOUS REVENUES	52	34	0	0	0	
REVENUES Total	52	34	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
EXPENDITURES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	52	34	0	0	0	
FUND BALANCE	0	0	0	0	0	
RESERVES	0	0	0	0	0	

12804 LIBRARY-IMPACT FEE

REVENUES						
320 PERMITS FEES & SPECIAL ASM	146,438	119,708	120,000	101,000	(19,000)	-15.8%
360 MISCELLANEOUS REVENUES	1,814	1,410	0	0	0	
REVENUES Total	148,252	121,118	120,000	101,000	(19,000)	-15.8%
EXPENDITURES						
560 CAPITAL OUTLAY	137,257	104,563	170,000	170,000	0	0.0%
EXPENDITURES Total	137,257	104,563	170,000	170,000	0	0.0%
CHANGE IN FUND BALANCE	10,995	16,555	50,000	69,000		
FUND BALANCE	0	0	50,000	69,000	19,000	38.0%
RESERVES	0	0	0	0	0	

12805 DRAINAGE-IMPACT FEE

REVENUES						
360 MISCELLANEOUS REVENUES	154	102	0	0	0	
REVENUES Total	154	102	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	7,000	7,000	0	0.0%
EXPENDITURES Total	0	0	7,000	7,000	0	0.0%
CHANGE IN FUND BALANCE	154	102	7,000	7,000		
FUND BALANCE	0	0	7,000	7,000	0	0.0%

13000 STORMWATER FUND

REVENUES						
340 CHARGES FOR SERVICES	0	0	0	0	0	
360 MISCELLANEOUS REVENUES	2,958	16,297	0	0	0	
REVENUES Total	2,958	16,297	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
560 CAPITAL OUTLAY	0	0	0	0	0	
590 INTERFUND TRANSFERS OUT	0	2,958	0	0	0	
EXPENDITURES Total	0	2,958	0	0	0	
CHANGE IN FUND BALANCE	2,958	13,339	0	0		
FUND BALANCE	0	0	0	0	0	
RESERVES	0	0	0	0	0	

13100 ECONOMIC DEVELOPMENT

REVENUES						
330 INTERGOVERNMENTAL REVENUE	381,048	565,311	214,500	218,000	3,500	1.6%
360 MISCELLANEOUS REVENUES	6,693	1,932	0	0	0	
380 OTHER SOURCES	1,428,883	1,701,377	1,870,509	1,597,139	(273,370)	-14.6%

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
REVENUES Total	1,816,624	2,268,620	2,085,009	1,815,139	(269,870)	-12.9%
EXPENDITURES						
510 PERSONNEL SERVICES	195,771	435,437	482,184	405,841	(76,343)	-15.8%
530 OPERATING EXPENDITURES	897,660	520,321	601,720	607,990	6,270	1.0%
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
580 GRANTS & AIDS	817,848	1,597,472	1,001,105	961,308	(39,797)	-4.0%
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
EXPENDITURES Total	1,911,279	2,553,230	2,085,009	1,975,139	(109,870)	-5.3%
CHANGE IN FUND BALANCE	94,655	284,610	0	160,000		
FUND BALANCE	0	0	0	160,000	160,000	
RESERVES	0	0	0	0	0	

13300 17/92 REDEVELOPMENT TI FUND

REVENUES						
330 INTERGOVERNMENTAL REVENUE	0	0	0	0	0	
360 MISCELLANEOUS REVENUES	74,518	46,462	0	0	0	
REVENUES Total	74,518	46,462	0	0	0	
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	
530 OPERATING EXPENDITURES	24,349	0	0	0	0	
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
560 CAPITAL OUTLAY	197,259	0	0	0	0	
580 GRANTS & AIDS	50	0	0	0	0	
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
EXPENDITURES Total	221,658	0	0	0	0	
CHANGE IN FUND BALANCE	147,139	46,462	0	0		
FUND BALANCE	0	0	600,000	0	(600,000)	-100.0%
RESERVES	0	0	600,000	0	(600,000)	-100.0%

Fund balance decreased by 100% due to refund to CRA participants. This fund has been closed to new projects.

15000 MSBU STREET LIGHTING

REVENUES						
320 PERMITS FEES & SPECIAL ASM	2,289,760	2,341,634	2,280,000	2,300,000	20,000	0.9%
340 CHARGES FOR SERVICES	0	0	0	0	0	
360 MISCELLANEOUS REVENUES	37,102	25,753	5,000	5,000	0	0.0%
REVENUES Total	2,326,861	2,367,387	2,285,000	2,305,000	20,000	0.9%
EXPENDITURES						
530 OPERATING EXPENDITURES	2,263,327	2,311,563	2,715,000	2,680,000	(35,000)	-1.3%
EXPENDITURES Total	2,263,327	2,311,563	2,715,000	2,680,000	(35,000)	-1.3%
CHANGE IN FUND BALANCE	63,534	55,825	430,000	375,000		
FUND BALANCE	0	0	955,000	500,000	(455,000)	-47.6%
RESERVES	0	0	525,000	125,000	(400,000)	-76.2%

Fund balance decreased by 47.6% due to planned expenditures.

15100 MSBU RESIDENTIAL SOLID WASTE

REVENUES						
320 PERMITS FEES & SPECIAL ASM	14,959,846	15,729,764	15,567,000	16,260,000	693,000	4.5%
360 MISCELLANEOUS REVENUES	234,418	153,282	46,000	35,000	(11,000)	-23.9%
REVENUES Total	15,194,263	15,883,046	15,613,000	16,295,000	682,000	4.4%
EXPENDITURES						
530 OPERATING EXPENDITURES	15,055,023	15,742,746	16,321,000	17,586,000	1,265,000	7.8%
EXPENDITURES Total	15,055,023	15,742,746	16,321,000	17,586,000	1,265,000	7.8%
CHANGE IN FUND BALANCE	139,241	140,300	708,000	1,291,000		
FUND BALANCE	0	0	5,590,000	5,100,000	(490,000)	-8.8%
RESERVES	0	0	4,882,000	3,809,000	(1,073,000)	-22.0%

16000 MSBU PROGRAM

REVENUES						
320 PERMITS FEES & SPECIAL ASM	86,266	291,617	217,700	217,700	0	0.0%
340 CHARGES FOR SERVICES	519,000	520,880	583,105	586,854	3,749	0.6%
360 MISCELLANEOUS REVENUES	1,452	47,470	525	525	0	0.0%

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
380 OTHER SOURCES	96,714	21,985	15,700	5,354	(10,346)	-65.9%
REVENUES Total	703,432	881,951	817,030	810,433	(6,597)	-0.8%
EXPENDITURES						
510 PERSONNEL SERVICES	332,299	369,035	373,304	363,536	(9,769)	-2.6%
530 OPERATING EXPENDITURES	222,697	132,785	230,550	229,050	(1,500)	-0.7%
540 INTERNAL SERVICE CHARGES	47,797	54,582	57,830	68,856	11,026	19.1%
550 COST ALLOCATION (CONTRA)	0	0	0	0	0	
560 CAPITAL OUTLAY	1,386,799	48,036	0	25,000	25,000	
580 GRANTS & AIDS	0	0	0	0	0	
590 INTERFUND TRANSFERS OUT	0	0	5,500	10,000	4,500	81.8%
EXPENDITURES Total	1,989,592	604,437	667,184	696,442	29,258	4.4%
CHANGE IN FUND BALANCE	1,286,160	277,514	149,846	113,991		
FUND BALANCE	0	0	428,140	400,000	(28,140)	-6.6%
RESERVES	0	0	577,986	513,991	(63,995)	-11.1%

16005 MSBU MILLS (LM/AWC)

REVENUES						
320 PERMITS FEES & SPECIAL ASM	64,332	64,292	63,840	63,840	0	0.0%
360 MISCELLANEOUS REVENUES	7,676	5,893	1,500	1,500	0	0.0%
380 OTHER SOURCES	0	1,088	4,250	4,250	0	0.0%
REVENUES Total	72,009	71,273	69,590	69,590	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	4,566	12,607	494,140	519,590	25,450	5.2%
EXPENDITURES Total	4,566	12,607	494,140	519,590	25,450	5.2%
CHANGE IN FUND BALANCE	67,443	58,665	424,550	450,000		
FUND BALANCE	0	0	424,550	450,000	25,450	6.0%

16006 MSBU PICKETT AQUATIC (LM/AWC)

REVENUES						
320 PERMITS FEES & SPECIAL ASM	41,375	41,364	41,200	41,200	0	0.0%
360 MISCELLANEOUS REVENUES	6,883	5,070	1,375	1,375	0	0.0%
REVENUES Total	48,258	46,434	42,575	42,575	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	2,700	2,550	407,975	407,975	0	0.0%
EXPENDITURES Total	2,700	2,550	407,975	407,975	0	0.0%
CHANGE IN FUND BALANCE	45,558	43,884	365,400	365,400		
FUND BALANCE	0	0	365,400	365,400	0	0.0%

16007 MSBU AMORY (LM/AWC)

REVENUES						
320 PERMITS FEES & SPECIAL ASM	6,375	6,390	6,335	8,498	2,163	34.1%
360 MISCELLANEOUS REVENUES	697	831	50	50	0	0.0%
380 OTHER SOURCES	0	0	5,500	10,000	4,500	81.8%
REVENUES Total	7,072	7,221	11,885	18,548	6,663	56.1%
EXPENDITURES						
530 OPERATING EXPENDITURES	4,029	5,345	42,885	49,623	6,738	15.7%
EXPENDITURES Total	4,029	5,345	42,885	49,623	6,738	15.7%
CHANGE IN FUND BALANCE	3,044	1,876	31,000	31,075		
FUND BALANCE	0	0	31,000	31,075	75	0.2%

16010 MSBU CEDAR RIDGE (GRNDS MAINT)

REVENUES						
320 PERMITS FEES & SPECIAL ASM	26,330	26,311	34,000	34,000	0	0.0%
360 MISCELLANEOUS REVENUES	1,353	962	100	100	0	0.0%
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	27,683	27,273	34,100	34,100	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	22,806	17,669	67,200	78,450	11,250	16.7%
590 INTERFUND TRANSFERS OUT	0	2,650	2,650	2,650	0	0.0%
EXPENDITURES Total	22,806	20,319	69,850	81,100	11,250	16.1%
CHANGE IN FUND BALANCE	4,877	6,954	35,750	47,000		

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
FUND BALANCE	0	0	35,750	47,000	11,250	31.5%

16013 MSBU HOWELL CREEK (LM/AWC)

REVENUES						
320 PERMITS FEES & SPECIAL ASM	1,461	1,296	1,295	1,295	0	0.0%
330 INTERGOVERNMENTAL REVENUE	835	1,000	0	0	0	
360 MISCELLANEOUS REVENUES	239	166	845	845	0	0.0%
REVENUES Total	2,534	2,463	2,140	2,140	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	1,596	2,359	13,140	14,140	1,000	7.6%
EXPENDITURES Total	1,596	2,359	13,140	14,140	1,000	7.6%
CHANGE IN FUND BALANCE	938	104	11,000	12,000		
FUND BALANCE	0	0	11,000	12,000	1,000	9.1%

16020 MSBU HORSESHOE (LM/AWC)

REVENUES						
320 PERMITS FEES & SPECIAL ASM	7,941	9,634	10,560	10,560	0	0.0%
360 MISCELLANEOUS REVENUES	260	186	55	55	0	0.0%
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	8,201	9,820	10,615	10,615	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	5,865	5,003	14,715	28,615	13,900	94.5%
590 INTERFUND TRANSFERS OUT	3,090	0	5,700	0	(5,700)	-100.0%
EXPENDITURES Total	8,955	5,003	20,415	28,615	8,200	40.2%
CHANGE IN FUND BALANCE	753	4,817	9,800	18,000		
FUND BALANCE	0	0	9,800	18,000	8,200	83.7%

16021 MSBU MYRTLE (LM/AWC)

REVENUES						
320 PERMITS FEES & SPECIAL ASM	7,265	7,247	7,240	7,240	0	0.0%
360 MISCELLANEOUS REVENUES	310	227	65	65	0	0.0%
REVENUES Total	7,575	7,474	7,305	7,305	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	6,138	3,631	19,805	23,305	3,500	17.7%
EXPENDITURES Total	6,138	3,631	19,805	23,305	3,500	17.7%
CHANGE IN FUND BALANCE	1,436	3,843	12,500	16,000		
FUND BALANCE	0	0	12,500	16,000	3,500	28.0%

16023 MSBU SPRING WOOD LAKE (LM/AWC)

REVENUES						
320 PERMITS FEES & SPECIAL ASM	5,233	5,225	5,185	5,185	0	0.0%
360 MISCELLANEOUS REVENUES	758	658	150	150	0	0.0%
REVENUES Total	5,992	5,884	5,335	5,335	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	2,762	4,793	34,685	40,335	5,650	16.3%
590 INTERFUND TRANSFERS OUT	1,801	0	0	0	0	
EXPENDITURES Total	4,563	4,793	34,685	40,335	5,650	16.3%
CHANGE IN FUND BALANCE	1,429	1,091	29,350	35,000		
FUND BALANCE	0	0	29,350	35,000	5,650	19.3%

16024 MSBU LAKE OF THE WOODS(LM/AWC)

REVENUES						
320 PERMITS FEES & SPECIAL ASM	19,185	19,197	19,080	19,080	0	0.0%
360 MISCELLANEOUS REVENUES	2,028	1,377	400	400	0	0.0%
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	21,212	20,574	19,480	19,480	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	18,524	5,725	115,280	115,280	0	0.0%
EXPENDITURES Total	18,524	5,725	115,280	115,280	0	0.0%
CHANGE IN FUND BALANCE	2,689	14,850	95,800	95,800		
FUND BALANCE	0	0	95,800	95,800	0	0.0%

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
16025 MSBU MIRROR (LM/AWC)						
REVENUES						
320 PERMITS FEES & SPECIAL ASM	10,419	9,102	9,100	9,100	0	0.0%
360 MISCELLANEOUS REVENUES	1,423	1,003	285	285	0	0.0%
REVENUES Total	11,843	10,105	9,385	9,385	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	7,677	3,714	76,085	76,085	0	0.0%
EXPENDITURES Total	7,677	3,714	76,085	76,085	0	0.0%
CHANGE IN FUND BALANCE	4,166	6,391	66,700	66,700		
FUND BALANCE	0	0	66,700	66,700	0	0.0%

16026 MSBU SPRING (LM/AWC)						
REVENUES						
320 PERMITS FEES & SPECIAL ASM	27,537	27,560	27,000	27,000	0	0.0%
360 MISCELLANEOUS REVENUES	3,561	2,280	700	700	0	0.0%
380 OTHER SOURCES	1,801	0	0	0	0	
REVENUES Total	32,899	29,840	27,700	27,700	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	47,586	13,473	146,000	187,700	41,700	28.6%
EXPENDITURES Total	47,586	13,473	146,000	187,700	41,700	28.6%
CHANGE IN FUND BALANCE	14,687	16,367	118,300	160,000		
FUND BALANCE	0	0	118,300	160,000	41,700	35.2%

16027 MSBU SPRINGWOOD WTRWY (LM/AWC)						
REVENUES						
320 PERMITS FEES & SPECIAL ASM	3,771	3,775	3,745	3,745	0	0.0%
360 MISCELLANEOUS REVENUES	1,158	931	225	225	0	0.0%
REVENUES Total	4,929	4,706	3,970	3,970	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	2,636	4,734	57,270	57,270	0	0.0%
EXPENDITURES Total	2,636	4,734	57,270	57,270	0	0.0%
CHANGE IN FUND BALANCE	2,293	29	53,300	53,300		
FUND BALANCE	0	0	53,300	53,300	0	0.0%

16028 MSBU BURKETT (LM/AWC)						
REVENUES						
320 PERMITS FEES & SPECIAL ASM	6,156	4,637	4,600	4,600	0	0.0%
360 MISCELLANEOUS REVENUES	1,308	905	200	200	0	0.0%
REVENUES Total	7,464	5,542	4,800	4,800	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	2,126	2,161	68,200	69,800	1,600	2.3%
EXPENDITURES Total	2,126	2,161	68,200	69,800	1,600	2.3%
CHANGE IN FUND BALANCE	5,338	3,381	63,400	65,000		
FUND BALANCE	0	0	63,400	65,000	1,600	2.5%

16030 MSBU SWEETWATER COVE (LM/AWC)						
REVENUES						
320 PERMITS FEES & SPECIAL ASM	33,502	33,365	33,440	33,440	0	0.0%
360 MISCELLANEOUS REVENUES	1,304	836	250	250	0	0.0%
REVENUES Total	34,805	34,201	33,690	33,690	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	36,399	38,766	66,690	66,690	0	0.0%
EXPENDITURES Total	36,399	38,766	66,690	66,690	0	0.0%
CHANGE IN FUND BALANCE	1,594	4,565	33,000	33,000		
FUND BALANCE	0	0	33,000	33,000	0	0.0%

16031 MSBU LAKE ASHER AWC						
REVENUES						
320 PERMITS FEES & SPECIAL ASM	5,399	5,423	5,380	5,380	0	0.0%
360 MISCELLANEOUS REVENUES	103	99	60	60	0	0.0%

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	5,502	5,522	5,440	5,440	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	3,022	4,186	10,865	12,940	2,075	19.1%
EXPENDITURES Total	3,022	4,186	10,865	12,940	2,075	19.1%
CHANGE IN FUND BALANCE	2,480	1,336	5,425	7,500		
FUND BALANCE	0	0	5,425	7,500	2,075	38.2%

16032 MSBU ENGLISH ESTATES (LM/AWC)

REVENUES						
320 PERMITS FEES & SPECIAL ASM	3,456	3,456	3,455	3,455	0	0.0%
360 MISCELLANEOUS REVENUES	80	78	20	20	0	0.0%
REVENUES Total	3,536	3,534	3,475	3,475	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	1,647	2,165	7,475	9,475	2,000	26.8%
EXPENDITURES Total	1,647	2,165	7,475	9,475	2,000	26.8%
CHANGE IN FUND BALANCE	1,889	1,369	4,000	6,000		
FUND BALANCE	0	0	4,000	6,000	2,000	50.0%

16033 MSBU GRACE LAKE (LM/AWC)

REVENUES						
320 PERMITS FEES & SPECIAL ASM	13,717	13,719	13,670	13,670	0	0.0%
360 MISCELLANEOUS REVENUES	200	221	40	40	0	0.0%
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	13,917	13,940	13,710	13,710	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	2,649	7,283	20,810	25,710	4,900	23.5%
590 INTERFUND TRANSFERS OUT	1,545	2,652	0	0	0	
EXPENDITURES Total	4,194	9,935	20,810	25,710	4,900	23.5%
CHANGE IN FUND BALANCE	9,723	4,005	7,100	12,000		
FUND BALANCE	0	0	7,100	12,000	4,900	69.0%

16035 MSBU BUTTONWOOD POND (LM/AWC)

REVENUES						
320 PERMITS FEES & SPECIAL ASM	3,434	3,436	3,430	3,430	0	0.0%
360 MISCELLANEOUS REVENUES	201	159	40	40	0	0.0%
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	3,635	3,596	3,470	3,470	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	1,620	1,798	12,670	14,470	1,800	14.2%
EXPENDITURES Total	1,620	1,798	12,670	14,470	1,800	14.2%
CHANGE IN FUND BALANCE	2,015	1,798	9,200	11,000		
FUND BALANCE	0	0	9,200	11,000	1,800	19.6%

16036 MSBU HOWELL LAKE (LM/AWC)

REVENUES						
320 PERMITS FEES & SPECIAL ASM	133,677	120,426	130,450	130,450	0	0.0%
330 INTERGOVERNMENTAL REVENUE	0	0	0	0	0	
360 MISCELLANEOUS REVENUES	5,095	1,437	1,000	1,000	0	0.0%
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	138,772	121,863	131,450	131,450	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	339,686	14,873	231,310	374,450	143,140	61.9%
590 INTERFUND TRANSFERS OUT	41,200	0	0	0	0	
EXPENDITURES Total	380,886	14,873	231,310	374,450	143,140	61.9%
CHANGE IN FUND BALANCE	242,114	106,990	99,860	243,000		
FUND BALANCE	0	0	99,860	243,000	143,140	143.3%

16073 MSBU SYLVAN LAKE (AWC)

REVENUES						
320 PERMITS FEES & SPECIAL ASM	0	40,317	41,800	41,800	0	0.0%

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
360 MISCELLANEOUS REVENUES	0	67	50	50	0	0.0%
380 OTHER SOURCES	0	445	2,950	2,950	0	0.0%
REVENUES Total	0	40,829	44,800	44,800	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	0	4,781	78,500	107,800	29,300	37.3%
EXPENDITURES Total	0	4,781	78,500	107,800	29,300	37.3%
CHANGE IN FUND BALANCE	0	36,048	33,700	63,000		
FUND BALANCE	0	0	33,700	63,000	29,300	86.9%

16077 MSBU LITTLE LK HOWELL/TUSK

REVENUES						
320 PERMITS FEES & SPECIAL ASM	0	0	0	20,506	20,506	
REVENUES Total	0	0	0	20,506	20,506	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	20,506	20,506	
EXPENDITURES Total	0	0	0	20,506	20,506	
CHANGE IN FUND BALANCE	0	0	0	0		

16080 MSBU E CRYSTAL CHAIN OF LAKES

REVENUES						
320 PERMITS FEES & SPECIAL ASM	0	0	0	23,280	23,280	
REVENUES Total	0	0	0	23,280	23,280	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	23,280	23,280	
EXPENDITURES Total	0	0	0	23,280	23,280	
CHANGE IN FUND BALANCE	0	0	0	0		

21200 GENERAL REVENUE DEBT

REVENUES						
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
380 OTHER SOURCES	1,542,509	1,544,013	1,547,752	3,181,910	1,634,158	105.6%
REVENUES Total	1,542,509	1,544,013	1,547,752	3,181,910	1,634,158	105.6%
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
570 DEBT SERVICE	1,542,509	1,544,013	1,547,752	3,181,910	1,634,158	105.6%
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
EXPENDITURES Total	1,542,509	1,544,013	1,547,752	3,181,910	1,634,158	105.6%
CHANGE IN FUND BALANCE	0	0	0	0		
FUND BALANCE	0	0	0	0	0	

21235 GENERAL REVENUE DEBT - 2014

REVENUES						
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
380 OTHER SOURCES	1,641,450	1,637,200	1,637,800	1,637,400	(400)	0.0%
REVENUES Total	1,641,450	1,637,200	1,637,800	1,637,400	(400)	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
570 DEBT SERVICE	1,641,450	1,637,200	1,637,800	1,637,400	(400)	0.0%
EXPENDITURES Total	1,641,450	1,637,200	1,637,800	1,637,400	(400)	0.0%
CHANGE IN FUND BALANCE	0	0	0	0		
FUND BALANCE	0	0	0	0	0	

21300 COUNTY SHARED REVENUE DEBT

REVENUES						
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
380 OTHER SOURCES	1,745,724	1,744,188	1,742,995	0	(1,742,995)	-100.0%
REVENUES Total	1,745,724	1,744,188	1,742,995	0	(1,742,995)	-100.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
570 DEBT SERVICE	1,745,724	1,744,188	1,742,995	0	(1,742,995)	-100.0%
EXPENDITURES Total	1,745,724	1,744,188	1,742,995	0	(1,742,995)	-100.0%

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
CHANGE IN FUND BALANCE	0	0	0	0		
FUND BALANCE	0	0	0	0	0	

22500 SALES TAX BONDS

REVENUES						
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
380 OTHER SOURCES	4,987,575	4,983,000	4,978,538	4,978,188	(350)	0.0%
REVENUES Total	4,987,575	4,983,000	4,978,538	4,978,188	(350)	0.0%
EXPENDITURES						
570 DEBT SERVICE	4,987,775	4,982,800	4,978,538	4,978,188	(350)	0.0%
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
EXPENDITURES Total	4,987,775	4,982,800	4,978,538	4,978,188	(350)	0.0%
CHANGE IN FUND BALANCE	200	200	0	0		
FUND BALANCE	0	0	0	0	0	
RESERVES	0	0	0	0	0	

30600 INFRASTRUCTURE IMP OP FUND

REVENUES						
360 MISCELLANEOUS REVENUES	14,905	9,039	0	0	0	
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	14,905	9,039	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	19,117	42,870	0	0	0	
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
560 CAPITAL OUTLAY	141	0	0	0	0	
EXPENDITURES Total	19,258	42,870	0	0	0	
CHANGE IN FUND BALANCE	4,353	33,831	0	0		
FUND BALANCE	0	0	607,000	625,000	18,000	3.0%
RESERVES	0	0	607,000	625,000	18,000	3.0%

30700 SPORTS COMPLEX/SOLDIERS CREEK

REVENUES						
360 MISCELLANEOUS REVENUES	91	1	0	0	0	
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	91	1	0	0	0	
EXPENDITURES						
510 PERSONNEL SERVICES	0	0	0	0	0	
530 OPERATING EXPENDITURES	0	0	0	0	0	
560 CAPITAL OUTLAY	22,830	0	0	0	0	
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
EXPENDITURES Total	22,830	0	0	0	0	
CHANGE IN FUND BALANCE	22,739	1	0	0		
FUND BALANCE	0	0	0	0	0	
RESERVES	0	0	0	0	0	

32000 JAIL PROJECT/2005

REVENUES						
360 MISCELLANEOUS REVENUES	91	61	0	0	0	
REVENUES Total	91	61	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	0	0	0	
560 CAPITAL OUTLAY	0	0	0	0	0	
EXPENDITURES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	91	61	0	0		
FUND BALANCE	0	0	0	0	0	

32100 NATURAL LANDS/TRAILS

REVENUES						
360 MISCELLANEOUS REVENUES	78,726	44,557	0	0	0	
REVENUES Total	78,726	44,557	0	0	0	
EXPENDITURES						

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
510 PERSONNEL SERVICES	32,198	46,103	45,084	48,244	3,160	7.0%
530 OPERATING EXPENDITURES	15,804	2,057	10,000	0	(10,000)	-100.0%
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
560 CAPITAL OUTLAY	1,021,633	322,344	0	0	0	
EXPENDITURES Total	1,069,635	370,504	55,084	48,244	(6,840)	-12.4%
CHANGE IN FUND BALANCE	990,909	325,947	55,084	48,244		
FUND BALANCE	0	0	1,100,000	600,000	(500,000)	-45.5%
RESERVES	0	0	1,044,916	551,756	(493,160)	-47.2%

Fund balance decreased by 47.6% due to planned capital expenditures.

32200 COURTHOUSE PROJECTS FUND

REVENUES						
360 MISCELLANEOUS REVENUES	6,220	3,842	0	0	0	
REVENUES Total	6,220	3,842	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	21,695	0	0	0	0	
560 CAPITAL OUTLAY	0	0	0	0	0	
EXPENDITURES Total	21,695	0	0	0	0	
CHANGE IN FUND BALANCE	15,475	3,842	0	0		
FUND BALANCE	0	0	0	11,000	11,000	
RESERVES	0	0	0	11,000	11,000	

32300 FIVE POINTS DEVELOPMENT FUND

REVENUES						
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	0	0	0	0	0	
EXPENDITURES						
560 CAPITAL OUTLAY	0	0	0	0	0	
570 DEBT SERVICE	0	0	0	1,745,500	1,745,500	
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
EXPENDITURES Total	0	0	0	1,745,500	1,745,500	
CHANGE IN FUND BALANCE	0	0	0	1,745,500		
FUND BALANCE	0	0	0	1,745,500	1,745,500	

40100 WATER AND SEWER FUND

REVENUES						
330 INTERGOVERNMENTAL REVENUE	2,031,355	3,369	0	0	0	
340 CHARGES FOR SERVICES	61,004,999	62,875,988	62,931,850	66,058,177	3,126,327	5.0%
360 MISCELLANEOUS REVENUES	7,419,362	4,340,012	821,000	745,415	(75,585)	-9.2%
380 OTHER SOURCES	1,400,000	1,400,000	1,400,000	1,400,000	0	0.0%
REVENUES Total	71,855,716	68,619,368	65,152,850	68,203,592	3,050,742	4.7%
EXPENDITURES						
510 PERSONNEL SERVICES	8,109,512	9,074,117	10,324,980	11,479,024	1,154,045	11.2%
530 OPERATING EXPENDITURES	40,317,962	39,813,210	21,730,201	23,154,300	1,424,099	6.6%
540 INTERNAL SERVICE CHARGES	5,754,578	5,981,886	3,699,319	3,991,853	292,534	7.9%
560 CAPITAL OUTLAY	2,391,978	3,027,061	2,583,076	1,295,567	(1,287,509)	-49.8%
570 DEBT SERVICE	11,205,974	8,527,126	15,894,825	15,896,575	1,750	0.0%
580 GRANTS & AIDS	0	0	10,000	10,000	0	0.0%
590 INTERFUND TRANSFERS OUT	20,272,678	15,570,135	13,691,280	6,250,000	(7,441,280)	-54.4%
596 CONSTITUTIONAL TRANSFERS	0	0	0	0	0	
EXPENDITURES Total	88,052,683	81,993,535	67,933,680	62,077,319	(5,856,361)	-8.6%
CHANGE IN FUND BALANCE	16,196,967	13,374,166	2,780,830	6,126,273		
FUND BALANCE	0	0	27,028,960	33,000,000	5,971,040	22.1%
RESERVES	0	0	24,248,130	39,126,273	14,878,143	61.4%

Fund balance increase by 22.1% due to FY21 utility revenues coming in higher than estimates, which were made during the Covid shutdown.

40102 CONNECTION FEES-WATER

REVENUES						
360 MISCELLANEOUS REVENUES	1,184,911	1,298,213	670,000	670,000	0	0.0%
REVENUES Total	1,184,911	1,298,213	670,000	670,000	0	0.0%

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
EXPENDITURES						
530 OPERATING EXPENDITURES	4,348	0	5,000	5,000	0	0.0%
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
560 CAPITAL OUTLAY	0	0	0	0	0	
570 DEBT SERVICE	0	0	0	0	0	
590 INTERFUND TRANSFERS OUT	500,000	500,000	500,000	500,000	0	0.0%
EXPENDITURES Total	504,348	500,000	505,000	505,000	0	0.0%
CHANGE IN FUND BALANCE	680,563	798,213	165,000	165,000		
FUND BALANCE	0	0	1,844,611	2,500,000	655,389	35.5%
RESERVES	0	0	2,009,611	2,665,000	655,389	32.6%

Fund balance increase of 35.5% for planned future technology and capital expenditures

40103 CONNECTION FEES-SEWER

REVENUES						
360 MISCELLANEOUS REVENUES	4,040,859	3,353,219	1,224,000	1,224,000	0	0.0%
REVENUES Total	4,040,859	3,353,219	1,224,000	1,224,000	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	8,916	0	10,000	10,000	0	0.0%
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
560 CAPITAL OUTLAY	14,670	20,347	0	75,000	75,000	
570 DEBT SERVICE	0	0	0	0	0	
590 INTERFUND TRANSFERS OUT	900,000	900,000	900,000	900,000	0	0.0%
EXPENDITURES Total	923,586	920,347	910,000	985,000	75,000	8.2%
CHANGE IN FUND BALANCE	3,117,273	2,432,872	314,000	239,000		
FUND BALANCE	0	0	6,414,217	7,500,000	1,085,783	16.9%
RESERVES	0	0	6,728,217	7,739,000	1,010,783	15.0%

40105 WATER & SEWER BONDS, SERIES 20

REVENUES						
360 MISCELLANEOUS REVENUES	1,047	142	0	0	0	
REVENUES Total	1,047	142	0	0	0	
EXPENDITURES						
560 CAPITAL OUTLAY	2,389	0	0	0	0	
590 INTERFUND TRANSFERS OUT	46,274	0	0	0	0	
EXPENDITURES Total	48,664	0	0	0	0	
CHANGE IN FUND BALANCE	47,616	142	0	0		
FUND BALANCE	0	0	0	0	0	
RESERVES	0	0	0	0	0	

40106 2010 BOND SERIES

REVENUES						
360 MISCELLANEOUS REVENUES	336	155	0	0	0	
REVENUES Total	336	155	0	0	0	
EXPENDITURES						
560 CAPITAL OUTLAY	0	0	0	0	0	
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
EXPENDITURES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	336	155	0	0		
FUND BALANCE	0	0	0	0	0	
RESERVES	0	0	0	0	0	

40107 WATER & SEWER DEBT SERVICE RES

REVENUES						
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0		
FUND BALANCE	0	0	14,008,275	14,008,275	0	0.0%
RESERVES	0	0	14,008,275	14,008,275	0	0.0%

40108 WATER & SEWER CAPITAL IMPROVEM

REVENUES						
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BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
360 MISCELLANEOUS REVENUES	848,691	768,411	400,000	0	(400,000)	-100.0%
380 OTHER SOURCES	20,318,952	15,570,135	13,691,280	6,250,000	(7,441,280)	-54.4%
REVENUES Total	21,167,643	16,338,546	14,091,280	6,250,000	(7,841,280)	-55.6%
EXPENDITURES						
530 OPERATING EXPENDITURES	968,016	3,783,874	3,846,280	150,000	(3,696,280)	-96.1%
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
560 CAPITAL OUTLAY	12,059,994	6,885,136	10,245,000	6,100,000	(4,145,000)	-40.5%
580 GRANTS & AIDS	0	0	0	0	0	
590 INTERFUND TRANSFERS OUT	59,475	0	0	0	0	
EXPENDITURES Total	13,087,484	10,669,009	14,091,280	6,250,000	(7,841,280)	-55.6%
CHANGE IN FUND BALANCE	8,080,159	5,669,537	0	0		
FUND BALANCE	0	0	6,508,779	0	(6,508,779)	-100.0%
RESERVES	0	0	6,508,779	0	(6,508,779)	-100.0%

Fund balance decreased by 100% due to planned capital expenditures. This is a subfund of 40100 Fund and does not maintain consistent fund balance.

40115 WATER & SEWER BOND SER 2015A&B

REVENUES						
360 MISCELLANEOUS REVENUES	13,772	13,505	0	0	0	
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	13,772	13,505	0	0	0	
EXPENDITURES						
540 INTERNAL SERVICE CHARGES	1,474,282	1,299,559	0	0	0	
570 DEBT SERVICE	0	0	0	0	0	
EXPENDITURES Total	1,474,282	1,299,559	0	0	0	
CHANGE IN FUND BALANCE	1,488,054	1,313,064	0	0		

40119 WATER & SEWER BOND SER 2019

REVENUES						
360 MISCELLANEOUS REVENUES	0	73,998	0	0	0	
380 OTHER SOURCES	0	0	0	0	0	
REVENUES Total	0	73,998	0	0	0	
EXPENDITURES						
540 INTERNAL SERVICE CHARGES	0	436,585	0	0	0	
570 DEBT SERVICE	0	535,926	0	0	0	
EXPENDITURES Total	0	99,341	0	0	0	
CHANGE IN FUND BALANCE	0	25,343	0	0		

40201 SOLID WASTE FUND

REVENUES						
330 INTERGOVERNMENTAL REVENUE	15,311,498	191	0	0	0	
340 CHARGES FOR SERVICES	13,482,142	13,834,165	13,806,750	15,167,008	1,360,258	9.9%
360 MISCELLANEOUS REVENUES	752,813	577,478	765,121	680,121	(85,000)	-11.1%
380 OTHER SOURCES	0	0	270,833	270,833	0	0.0%
REVENUES Total	29,546,452	14,411,834	14,842,704	16,117,962	1,275,258	8.6%
EXPENDITURES						
510 PERSONNEL SERVICES	4,285,049	4,926,900	5,093,362	5,554,547	461,185	9.1%
530 OPERATING EXPENDITURES	5,573,315	5,565,574	4,586,700	4,256,638	(330,062)	-7.2%
540 INTERNAL SERVICE CHARGES	3,891,310	4,649,807	4,022,350	4,435,717	413,367	10.3%
560 CAPITAL OUTLAY	1,860,329	4,572,514	3,551,096	3,234,170	(316,926)	-8.9%
580 GRANTS & AIDS	0	0	0	0	0	
590 INTERFUND TRANSFERS OUT	0	0	429,080	610,460	181,380	42.3%
EXPENDITURES Total	15,610,003	19,714,794	17,682,588	18,091,532	408,945	2.3%
CHANGE IN FUND BALANCE	13,936,449	5,302,960	2,839,884	1,973,570		
FUND BALANCE	0	0	26,405,322	23,485,575	(2,919,747)	-11.1%
RESERVES	0	0	23,565,438	21,512,005	(2,053,434)	-8.7%

Fund balance decreased by 47.6% due to planned capital expenditures.

40204 LANDFILL MANAGEMENT ESCROW

REVENUES						
360 MISCELLANEOUS REVENUES	442,321	296,183	240,000	85,000	(155,000)	-64.6%
380 OTHER SOURCES	0	0	429,080	610,460	181,380	42.3%

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
REVENUES Total	442,321	296,183	669,080	695,460	26,380	3.9%
CHANGE IN FUND BALANCE	442,321	296,183	669,080	695,460		
FUND BALANCE	0	0	21,278,316	21,918,969	640,653	3.0%
RESERVES	0	0	21,947,396	22,614,429	667,033	3.0%

50100 PROPERTY/CASUALTY INSURANCE FU

REVENUES						
340 CHARGES FOR SERVICES	2,036,423	2,322,857	2,579,235	2,579,235	0	0.0%
360 MISCELLANEOUS REVENUES	96,626	74,568	40,000	40,000	0	0.0%
REVENUES Total	2,133,048	2,397,425	2,619,235	2,619,235	0	0.0%
EXPENDITURES						
510 PERSONNEL SERVICES	142,255	147,529	214,605	286,847	72,242	33.7%
530 OPERATING EXPENDITURES	2,486,913	2,410,829	2,844,984	3,082,301	237,317	8.3%
540 INTERNAL SERVICE CHARGES	31,856	33,395	38,332	30,089	(8,243)	-21.5%
560 CAPITAL OUTLAY	0	0	22,712	0	(22,712)	-100.0%
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
EXPENDITURES Total	2,661,024	2,591,753	3,120,633	3,399,237	278,604	8.9%
CHANGE IN FUND BALANCE	527,976	194,328	501,398	780,002		
FUND BALANCE	0	0	4,500,000	4,675,000	175,000	3.9%
RESERVES	0	0	3,998,602	3,894,998	(103,604)	-2.6%

50200 WORKERS COMPENSATION FUND

REVENUES						
340 CHARGES FOR SERVICES	2,513,154	2,174,615	2,850,000	2,675,000	(175,000)	-6.1%
360 MISCELLANEOUS REVENUES	93,952	70,236	120,000	120,000	0	0.0%
REVENUES Total	2,607,106	2,244,850	2,970,000	2,795,000	(175,000)	-5.9%
EXPENDITURES						
510 PERSONNEL SERVICES	146,875	149,050	214,605	196,567	(18,038)	-8.4%
530 OPERATING EXPENDITURES	2,904,205	2,859,208	2,879,750	2,884,750	5,000	0.2%
540 INTERNAL SERVICE CHARGES	18,168	23,196	23,627	30,351	6,724	28.5%
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
EXPENDITURES Total	3,069,248	3,031,453	3,117,982	3,111,668	(6,314)	-0.2%
CHANGE IN FUND BALANCE	462,142	786,603	147,982	316,668		
FUND BALANCE	0	0	5,400,000	5,000,000	(400,000)	-7.4%
RESERVES	0	0	5,252,018	4,683,332	(568,686)	-10.8%

50300 HEALTH INSURANCE FUND

REVENUES						
340 CHARGES FOR SERVICES	22,875,328	27,665,356	27,005,000	27,185,000	180,000	0.7%
360 MISCELLANEOUS REVENUES	860,666	944,024	560,000	705,000	145,000	25.9%
380 OTHER SOURCES	0	1,200	0	0	0	
REVENUES Total	23,735,993	28,610,581	27,565,000	27,890,000	325,000	1.2%
EXPENDITURES						
510 PERSONNEL SERVICES	281,427	379,717	337,733	383,729	45,996	13.6%
530 OPERATING EXPENDITURES	21,982,371	23,532,574	28,436,145	28,935,634	499,489	1.8%
540 INTERNAL SERVICE CHARGES	28,499	33,814	28,557	28,914	357	1.2%
560 CAPITAL OUTLAY	0	0	0	0	0	
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
EXPENDITURES Total	22,292,297	23,946,105	28,802,436	29,348,277	545,841	1.9%
CHANGE IN FUND BALANCE	1,443,697	4,664,476	1,237,436	1,458,277		
FUND BALANCE	0	0	13,000,000	15,000,000	2,000,000	15.4%
RESERVES	0	0	11,762,564	13,541,723	1,779,159	15.1%

60301 BOCC AGENCY FUND

REVENUES						
360 MISCELLANEOUS REVENUES	3,767	2,441	0	0	0	
REVENUES Total	3,767	2,441	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	837	600	38,000	38,000	0	0.0%
EXPENDITURES Total	837	600	38,000	38,000	0	0.0%
CHANGE IN FUND BALANCE	2,930	1,841	38,000	38,000		

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
FUND BALANCE	0	0	38,000	38,000	0	0.0%
60302 PUBLIC SAFETY						
REVENUES						
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	0	0	0	0	0	
EXPENDITURES						
580 GRANTS & AIDS	0	0	0	0	0	
EXPENDITURES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0		
FUND BALANCE	0	0	0	0	0	
60303 LIBRARIES-DESIGNATED						
REVENUES						
360 MISCELLANEOUS REVENUES	63,958	36,126	50,000	50,000	0	0.0%
REVENUES Total	63,958	36,126	50,000	50,000	0	0.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	35,566	28,877	50,000	50,000	0	0.0%
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
560 CAPITAL OUTLAY	28	101	0	0	0	
EXPENDITURES Total	35,594	28,978	50,000	50,000	0	0.0%
CHANGE IN FUND BALANCE	28,365	7,148	0	0		
FUND BALANCE	0	0	0	0	0	
60304 ANIMAL CONTROL						
REVENUES						
360 MISCELLANEOUS REVENUES	23,839	24,236	20,000	0	(20,000)	-100.0%
REVENUES Total	23,839	24,236	20,000	0	(20,000)	-100.0%
EXPENDITURES						
530 OPERATING EXPENDITURES	8,217	8,195	20,000	0	(20,000)	-100.0%
560 CAPITAL OUTLAY	0	30,845	0	0	0	
EXPENDITURES Total	8,217	39,040	20,000	0	(20,000)	-100.0%
CHANGE IN FUND BALANCE	15,622	14,804	0	0		
FUND BALANCE	0	0	0	0	0	
60305 HISTORICAL COMMISSION						
REVENUES						
360 MISCELLANEOUS REVENUES	1,192	1,219	0	0	0	
REVENUES Total	1,192	1,219	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	0	0	24,000	24,000	0	0.0%
EXPENDITURES Total	0	0	24,000	24,000	0	0.0%
CHANGE IN FUND BALANCE	1,192	1,219	24,000	24,000		
FUND BALANCE	0	0	24,000	24,000	0	0.0%
60307 4-H COUNSEL COOP EXTENSION						
REVENUES						
360 MISCELLANEOUS REVENUES	0	7	0	0	0	
REVENUES Total	0	7	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	60	0	0	0	0	
560 CAPITAL OUTLAY	0	0	0	0	0	
580 GRANTS & AIDS	0	0	0	0	0	
EXPENDITURES Total	60	0	0	0	0	
CHANGE IN FUND BALANCE	60	7	0	0		
60308 ADULT DRUG COURT						
REVENUES						
350 JUDGEMENTS FINES & FORFEIT	88,323	64,644	0	0	0	
360 MISCELLANEOUS REVENUES	5,002	4,385	0	0	0	
REVENUES Total	93,325	69,029	0	0	0	

BUDGET COMPARISON BY FUND

FUND NAME - ACCOUNT TYPE	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
EXPENDITURES						
530 OPERATING EXPENDITURES	9,422	2,832	0	0	0	
EXPENDITURES Total	9,422	2,832	0	0	0	
CHANGE IN FUND BALANCE	83,903	66,197	0	0		

60310 EXTENSION SERVICE PROGRAMS

REVENUES						
360 MISCELLANEOUS REVENUES	4,451	282	0	0	0	
REVENUES Total	4,451	282	0	0	0	
EXPENDITURES						
530 OPERATING EXPENDITURES	3,023	2,820	0	0	0	
540 INTERNAL SERVICE CHARGES	0	0	0	0	0	
560 CAPITAL OUTLAY	0	0	0	0	0	
EXPENDITURES Total	3,023	2,820	0	0	0	
CHANGE IN FUND BALANCE	1,428	2,538	0	0		

60311 SEM CO EXPRESSWAY AUTHORITY

REVENUES						
360 MISCELLANEOUS REVENUES	0	0	0	0	0	
REVENUES Total	0	0	0	0	0	
EXPENDITURES						
590 INTERFUND TRANSFERS OUT	0	0	0	0	0	
EXPENDITURES Total	0	0	0	0	0	
CHANGE IN FUND BALANCE	0	0	0	0		
FUND BALANCE	0	0	0	0	0	



GENERAL FUND VARIANCE SUMMARY STRUCTURAL ANALYSIS

BY ACCOUNT MINOR	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
REVENUES				
AD VALOREM	178,664,000	187,575,000	8,911,000	5.0%
UTILITY TAX	7,175,300	7,760,300	585,000	8.2%
COMMUNICATION SERVICE TAX	5,200,000	5,300,000	100,000	1.9%
LOCAL BUSINESS TAX	375,000	400,000	25,000	6.7%
OTHER PERMITS	106,000	97,300	(8,700)	-8.2%
FEDERAL GRANTS	-	-	-	
FEMA REIMBURSMENTS	-	-	-	
STATE GRANTS	150,000	140,000	(10,000)	-6.7%
STATE SHARED REVENUES	9,500,000	10,200,000	700,000	7.4%
OTHER STATE SHARED	776,500	816,500	40,000	5.2%
LOCAL GRANTS & REVENUES	40,000	130,000	90,000	225.0%
HALF CENT SALES TAX	23,800,000	27,000,000	3,200,000	13.4%
GENERAL GOV'T FEES	1,223,950	1,674,808	450,858	36.8%
SHERIFF REVENUES	4,829,256	4,560,000	(269,256)	-5.6%
PUBLIC SAFETY FEES	971,000	944,500	(26,500)	-2.7%
PARKS & REC FEES	2,082,800	2,163,405	80,605	3.9%
COURT FEES	1,720,000	1,430,668	(289,332)	-16.8%
JUDGEMENTS & FINES	616,500	653,000	36,500	5.9%
INTEREST	1,000,000	300,000	(700,000)	-70.0%
FIXED ASSET SALES	40,000	35,000	(5,000)	-12.5%
DONATIONS	-	-	-	
PORT AUTHORITY	500,000	400,000	(100,000)	-20.0%
MISCELLANEOUS REVENUES	621,550	590,550	(31,000)	-5.0%
INTERFUND TRANSFER IN	202,650	2,650	(200,000)	-98.7%
CONSTITUTIONAL EXCESS FEES	1,004,000	796,112	(207,888)	-20.7%
REVENUES Total	240,598,506	252,969,793	12,371,287	5.1%

EXPENDITURES				
SALARIES & WAGES	27,499,513	31,682,683	4,183,170	15.2%
OVERTIME	689,719	715,789	26,070	3.8%
SPECIAL PAY	117,933	81,135	(36,798)	-31.2%
SOCIAL SECURITY	2,265,402	2,551,540	286,137	12.6%
FRS CONTRIBUTIONS	3,466,645	4,137,047	670,401	19.3%
HEALTH INSURANCE -EMPLOYER	6,554,015	7,519,255	965,240	14.7%
WORKERS COMP	330,078	346,174	16,095	4.9%
UNEMPLOYMENT COMPENSATION	-	-	-	
CONTRA PERSONAL SERVICES	-	-	-	
OPERATING EXPENDITURES	36,291,782	38,148,600	1,856,818	5.1%
INTERNAL SERVICE CHARGES	19,224,279	21,409,463	2,185,184	11.4%
COST ALLOCATION (CONTRA)	40,764,800	43,981,367	3,216,567	7.9%
CAPITAL	1,718,250	3,030,720	1,312,470	76.4%
RIGHT OF WAY	-	-	-	
CONSTRUCTION	1,285,000	265,007	(1,019,994)	-79.4%
DESIGN	120,000	-	(120,000)	-100.0%
AID TO GOVT AGENCIES	9,585,790	10,200,296	614,506	6.4%
INTERFUND TRANSFERS OUT	22,511,993	24,032,537	1,520,544	6.8%
EXPENDITURES Total	90,895,601	100,138,877	9,243,277	10.2%

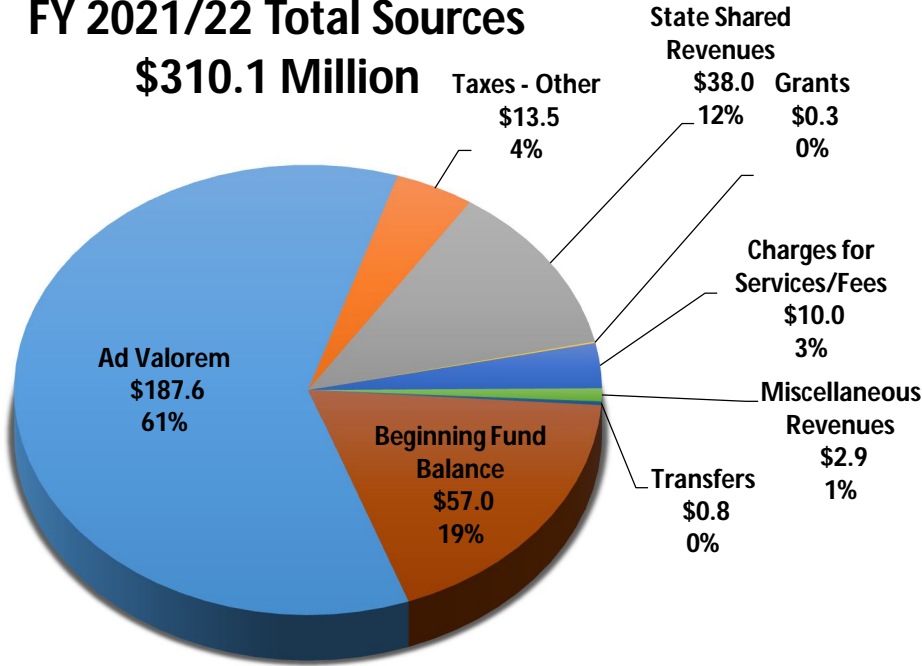
GENERAL FUND VARIANCE SUMMARY STRUCTURAL ANALYSIS

BY ACCOUNT MINOR	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
CONSTITUTIONAL OFFICERS				
CONSTITUTIONAL TRANSFERS				
TRANSFER CLERK OF COURT	3,901,244	4,392,123	490,879	12.6%
TRANSFER SHERIFF	132,645,000	137,330,000	4,685,000	3.5%
TRANSFER TAX COLLECTOR	8,430,000	8,750,000	320,000	3.8%
TRANSFER PROPERTY APPRAISER	5,371,423	5,524,188	152,764	2.8%
TRANSFER SUPERVISOR ELECTIONS	3,343,362	3,850,587	507,225	15.2%
CONSTITUTIONAL OFFICERS Total	153,691,029	159,846,898	6,155,868	4.0%
STRUCTURAL BALANCE	(3,988,124)	(7,015,982)		

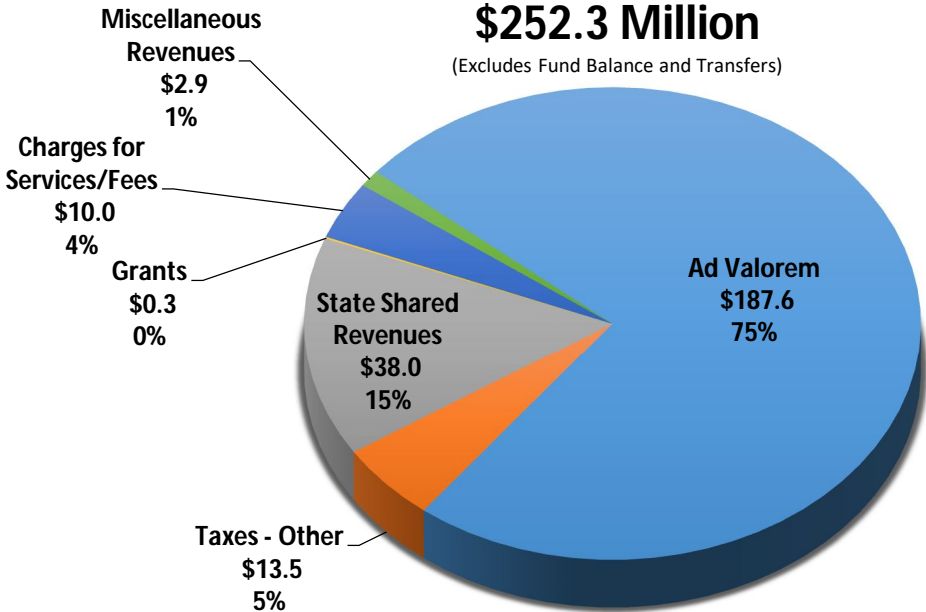
SOURCES OF FUNDS

The General Fund budget for Seminole County is supported by a variety of revenue sources. Detailed descriptions for each types of source are reflected on the next page. The first chart below identifies all funding sources in the General Fund, including Beginning Fund Balance. The second chart excludes Beginning Fund Balance, so the actual percentage of total revenues can be identified.

FY 2021/22 Total Sources \$310.1 Million



FY 2021/22 Total Revenues \$252.3 Million



Any variance in totals is due to rounding

SOURCES OF FUNDS

Recurring sources of funding:

Ad Valorem – A tax levied on the assessed value (net of any exemptions) of real and personal property. This is commonly referred to as a “property tax”.

Taxes - Other – Other locally levied taxes include utility taxes, communication service tax, and the local business tax.

State Shared Revenue - Revenues assessed and collected by the State of Florida, then allocated and returned to the Counties and Municipalities. The largest portion of State Shared Revenues is sales tax which funds the State Revenue Sharing Program.

The state shared Local Government Half-Cent Sales Tax Program is the largest shared revenue program approved by the Legislature. Ordinary distributions to local governments are funded by 8.814 percent of net sales tax proceeds derived from the State 6 cents sales tax. In addition to funding local programs, the primary purpose of the half-cent sales tax program is to provide relief from ad valorem and utility taxes.

Grants - A contribution of assets (usually cash) by one governmental unit or other organization to the County for a specified purpose.

Charges for Services/Fees –Charges for Services are charges for specific governmental services provided to both private individuals and governmental units (i.e., housing of federal prisoners, sheriff contracts, parks and recreation, court charges, etc.). Fees are charges set by the County to pay the cost of providing a service or facility or regulating an activity (i.e., zoning, addressing, etc.).

Miscellaneous Revenues – Other current year revenues not included in the categories listed above. These revenues include fines and forfeitures, interest received on investments held by the County, inmate telephone commissions, and other miscellaneous sources.

Other Sources:

Transfers – Transfers between individual funds, which are not repayable and are not considered charges for goods or services.

Beginning Fund Balance – Estimated funds remaining from the previous fiscal year. These remaining funds are both unexpended appropriations and the previous year’s Reserves.

SUMMARY OF SOURCES

ACCOUNT MAJOR - MINOR - OBJECT	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
TAXES						
AD VALOREM	155,050,038	167,442,584	178,664,000	187,575,000	8,911,000	5.0%
311100 AD VALOREM-CURRENT	154,918,631	167,294,498	178,539,000	187,450,000	8,911,000	5.0%
311200 AD VALOREM-DELINQUENT	131,407	148,085	125,000	125,000	-	0.0%
UTILITY TAX	7,457,478	7,782,774	7,175,300	7,760,300	585,000	8.2%
314100 UTILITY TAX-ELECTRICITY	5,731,986	5,993,807	5,465,000	6,000,000	535,000	9.8%
314300 UTILITY TAX-WATER	1,456,224	1,518,848	1,440,000	1,500,000	60,000	4.2%
314400 UTILITY TAX-GAS	5,968	2,814	10,000	10,000	-	0.0%
314700 UTILITY TAX-FUEL OIL	875	337	300	300	-	0.0%
314800 UTILITY TAX-PROPANE	262,425	266,968	260,000	250,000	(10,000)	-3.8%
COMMUNICATION SERVICE TAX	5,641,340	5,660,917	5,200,000	5,300,000	100,000	1.9%
315100 COMMUNICATION SERVICE TAX	5,641,340	5,660,917	5,200,000	5,300,000	100,000	1.9%
LOCAL BUSINESS TAX	455,094	412,453	375,000	400,000	25,000	6.7%
316100 PROF/OCCUPATION/LOCAL BUS TAX	455,094	412,453	375,000	400,000	25,000	6.7%
TAXES Total	168,603,949	181,298,727	191,414,300	201,035,300	9,621,000	5.0%
PERMITS FEES & SPECIAL ASM						
OTHER PERMITS	112,078	128,433	106,000	97,300	(8,700)	-8.2%
329115 URBAN CHICKENS PERMIT	300	825	-	300	300	-
329170 ARBOR PERMIT	5,728	33,258	6,000	6,000	-	0.0%
329180 DREDGE/FILL PERMIT	2,750	2,250	-	1,000	1,000	-
329190 ABANDONED PROPERTY REGISTRATIC	103,300	92,100	100,000	90,000	(10,000)	-10.0%
329191 VACATION RENTAL REGISTRY	-	-	-	0	-	-
PERMITS FEES & SPECIAL ASM Total	112,078	128,433	106,000	97,300	(8,700)	-8.2%
INTERGOVERNMENTAL REVENUE						
FEDERAL GRANTS	41,625	493,464	-	0	-	-
331100 ELECTION GRANTS	41,625	50,641	-	0	-	-
331891 CARES ACT FUNDING	-	442,823	-	0	-	-
FEMA REIMBURSMENTS	1,080,746	-	-	0	-	-
331510 DISASTER RELIEF (FEMA)	1,080,746	-	-	0	-	-
STATE GRANTS	148,756	142,535	150,000	140,000	(10,000)	-6.7%
334510 DISASTER RELIEF (STATE)	-	-	-	0	-	-
334691 HRS/CDD CONTRACT	-	-	-	0	-	-
334710 AID TO LIBRARIES	148,756	142,535	150,000	140,000	(10,000)	-6.7%
STATE SHARED REVENUES	10,906,562	10,204,000	9,500,000	10,200,000	700,000	7.4%
335120 STATE REVENUE SHARING	10,906,562	10,204,000	9,500,000	10,200,000	700,000	7.4%
OTHER STATE SHARED	821,730	828,043	776,500	816,500	40,000	5.2%
335130 INSURANCE AGENTS LICENSE	152,051	214,020	125,000	175,000	50,000	40.0%
335140 MOBILE HOME LICENSES	30,391	32,454	30,000	30,000	-	0.0%
335150 ALCOHOLIC BEVERAGE	167,044	134,295	150,000	140,000	(10,000)	-6.7%
335160 PARI-MUTUAL DISTRIBUTION	446,500	446,500	446,500	446,500	-	0.0%
335493 MOTOR FUEL TAX (REBATE)	25,744	774	25,000	25,000	-	0.0%
LOCAL GRANTS & REVENUES	97,000	93,000	40,000	130,000	90,000	225.0%
337300 NPDES CITIES	-	-	40,000	40,000	-	0.0%
337900 LOCAL GRANTS & AIDS	97,000	93,000	-	90,000	90,000	-
HALF CENT SALES TAX	26,261,574	25,057,287	23,800,000	27,000,000	3,200,000	13.4%
335180 HALF-CENT STATE SALES TAX	26,261,574	25,057,287	23,800,000	27,000,000	3,200,000	13.4%
INTERGOVERNMENTAL REVENUE Total	39,357,993	36,818,329	34,266,500	38,286,500	4,020,000	11.7%
CHARGES FOR SERVICES						
GENERAL GOV'T FEES	1,288,643	1,331,395	1,223,950	1,674,808	450,858	36.8%
341200 ZONING FEES	515,057	471,725	400,000	375,000	(25,000)	-6.3%
341320 SCHOOL ADMIN FEE	232,780	298,412	200,000	300,000	100,000	50.0%
341359 ADMIN FEE - MSBU FUNDS	1,650	-	3,450	3,450	-	0.0%
341363 ADMIN FEE - GRANTS	-	46,931	-	457,758	457,758	-
341910 ADDRESSING FEES	46,135	29,490	30,000	30,000	-	0.0%
342530 SHERIFF - IRON BRIDGE	222,600	232,800	223,000	241,600	18,600	8.3%
343901 TOWER COMM FEES	116,985	110,138	120,000	125,000	5,000	4.2%

SUMMARY OF SOURCES

ACCOUNT MAJOR - MINOR - OBJECT	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
343902 FIBER WAN FEES	13,100	9,000	15,000	9,000	(6,000)	-40.0%
343904 SVC CHGS-OTH PHYSICAL ENVIRON	31,099	34,340	93,000	35,000	(58,000)	-62.4%
349100 SERVICE CHARGE-AGENCIES	80,577	76,539	80,000	70,000	(10,000)	-12.5%
349200 CONCURRENCY REVIEW	28,660	17,170	25,000	15,000	(10,000)	-40.0%
349240 PRE-APPLICATION FEE PLANNING	-	4,850	4,500	3,000	(1,500)	-33.3%
349250 ZONING PERMIT PROCESSING FEE	-	-	30,000	10,000	(20,000)	-66.7%
SHERIFF REVENUES	8,625,313	2,787,996	3,834,256	3,678,000	(156,256)	-4.1%
341520 SHERIFFS FEES	498,919	389,743	476,256	470,000	(6,256)	-1.3%
342100 REIMBURSEMENT - SHERIFF	4,606,128	2,000	-	0	-	-
342320 HOUSING OF PRISONERS-FED	2,586,689	1,642,805	2,415,000	2,380,000	(35,000)	-1.4%
342330 INMATE FEES	412,361	278,511	430,000	205,000	(225,000)	-52.3%
342910 INMPOUND/IMMOBILIZATION	9,350	7,550	8,000	8,000	-	0.0%
342920 SUPERVISOR - PAY	24,550	8,700	25,000	15,000	(10,000)	-40.0%
348880 SUPERVISION - PROBATION	487,314	458,687	480,000	600,000	120,000	25.0%
PUBLIC SAFETY FEES	1,035,108	1,065,670	971,000	944,500	(26,500)	-2.7%
342390 HOUSING OF PRISONER-OTHER	30,672	45,756	28,000	50,000	22,000	78.6%
342430 EMERGENCY MGMT REVIEW FEE	2,971	4,183	3,000	2,500	(500)	-16.7%
342516 AFTER HOURS INSPECTIONS	1,840	2,180	-	2,000	2,000	-
342560 ENGINEERING	731,782	767,931	700,000	650,000	(50,000)	-7.1%
346400 ANIMAL CONTROL	229,123	204,970	200,000	200,000	-	0.0%
348993 CRIME PREVENTION	38,720	40,650	40,000	40,000	-	0.0%
PARKS & REC FEES	1,990,746	1,436,086	2,082,800	2,163,405	80,605	3.9%
347200 PARKS AND RECREATION	1,956,696	1,399,803	2,050,800	2,131,405	80,605	3.9%
347201 PASSIVE PARKS AND TRAILS	31,849	35,070	30,000	30,000	-	0.0%
347301 MUSEUM FEES	2,202	1,213	2,000	2,000	-	0.0%
COURT FEES	1,885,975	1,563,045	1,720,000	1,430,668	(289,332)	-16.8%
348921 COURT INNOVATIONS	113,211	100,409	105,000	101,417	(3,583)	-3.4%
348922 LEGAL AID	113,211	100,409	105,000	101,417	(3,583)	-3.4%
348923 LAW LIBRARY	113,211	100,409	105,000	101,417	(3,583)	-3.4%
348924 JUVENILE ALTERNATIVE PROGRAMS	113,211	100,409	105,000	101,417	(3,583)	-3.4%
348930 STATE COURT FACILITY SURCHARGE	1,433,130	1,161,410	1,300,000	1,025,000	(275,000)	-21.2%
CHARGES FOR SERVICES Total	14,825,785	8,184,193	9,832,006	9,891,381	59,375	0.6%

JUDGEMENTS FINES & FORFEIT

SHERIFF REVENUES	237,154	170,281	245,000	280,000	35,000	14.3%
359901 ADULT DIVERSION	230,425	166,840	240,000	275,000	35,000	14.6%
359902 COMMUNITY SVC INSURANCE	6,729	3,441	5,000	5,000	-	0.0%
JUDGEMENTS & FINES	708,788	486,730	616,500	653,000	36,500	5.9%
348933 ANIMAL CONTROL CITATIONS	10,465	6,820	-	2,000	2,000	-
351500 TRAFFIC CT PARKING FINES	7,265	2,699	2,500	2,000	(500)	-20.0%
351700 INTERGOVT RADIO PROGRAM	418,285	335,775	420,000	400,000	(20,000)	-4.8%
352100 LIBRARY	142,517	56,297	144,000	144,000	-	0.0%
354200 CODE ENFORCEMENT	130,256	55,292	50,000	75,000	25,000	50.0%
354201 CODE ENFORCEMENT LIEN AM	-	29,848	-	30,000	30,000	-
JUDGEMENTS FINES & FORFEIT Total	945,942	657,011	861,500	933,000	71,500	8.3%

MISCELLANEOUS REVENUES

SHERIFF REVENUES	705,364	568,398	750,000	602,000	(148,000)	-19.7%
361133 INTEREST-SHERIFF	29,075	12,645	10,000	2,000	(8,000)	-80.0%
369912 MISCELLANEOUS - SHERIFF	676,289	555,752	740,000	600,000	(140,000)	-18.9%
INTEREST	3,463,474	2,147,619	1,000,000	300,000	(700,000)	-70.0%
361100 INTEREST ON INVESTMENTS	3,425,696	2,105,614	1,000,000	300,000	(700,000)	-70.0%
361132 INTEREST-TAX COLLECTOR	37,777	42,006	-	0	-	-
FIXED ASSET SALES	54,470	11,776	40,000	35,000	(5,000)	-12.5%
364100 FIXED ASSET SALE PROCEEDS	54,470	11,776	40,000	35,000	(5,000)	-12.5%
DONATIONS	300	-	-	0	-	-
366175 SEMINOLE COUNTY HEROES MEMOR	300	-	-	0	-	-
PORT AUTHORITY	700,000	500,000	500,000	400,000	(100,000)	-20.0%
366101 CONTRIBUTIONS PORT AUTHORITY	700,000	500,000	500,000	400,000	(100,000)	-20.0%

SUMMARY OF SOURCES

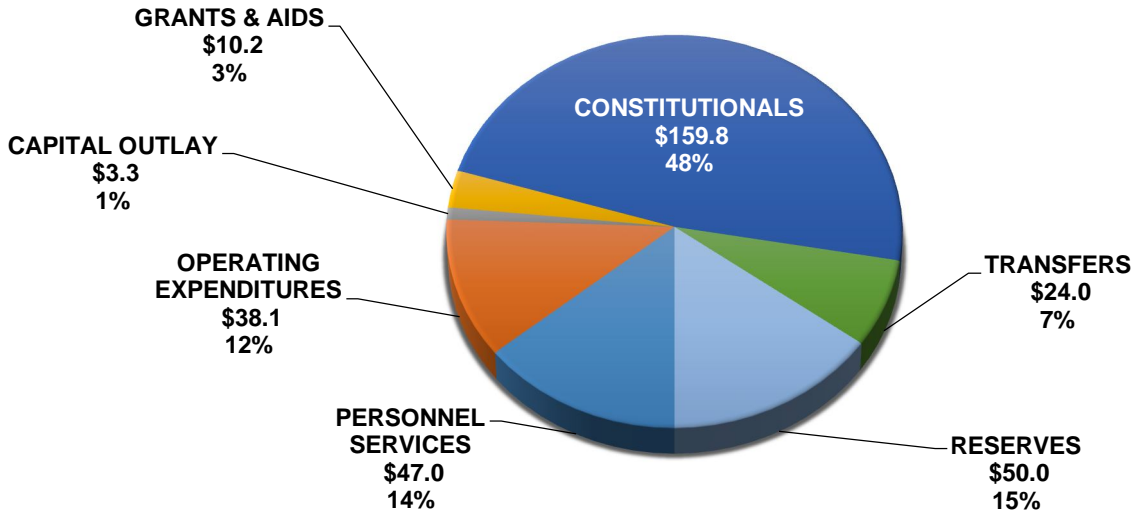
ACCOUNT MAJOR - MINOR - OBJECT	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
MISCELLANEOUS REVENUES	5,296,890	697,076	621,550	590,550	(31,000)	-5.0%
362100 RENTS AND ROYALTIES	44,641	46,825	40,000	50,000	10,000	25.0%
367150 PAIN MANAGEMENT CLINIC LICENSE	1,500	1,500	-	0	-	-
369100 TAX DEED SURPLUS	-	4,617	-	0	-	-
369310 INSURANCE PROCEEDS	-	90	-	0	-	-
369400 REIMBURSEMENTS	-	-	-	0	-	-
369900 MISCELLANEOUS-OTHER	331,150	289,332	300,000	275,000	(25,000)	-8.3%
369910 COPYING FEES	75,858	46,448	55,300	55,300	-	0.0%
369911 MAPS AND PUBLICATIONS	46	-	50	50	-	0.0%
369920 MISCELLANEOUS-ELECTION	1,209	-	200	200	-	0.0%
369925 CC CONVENIENCE FEES	24,325	7,411	11,000	10,000	(1,000)	-9.1%
369930 REIMBURSEMENTS	4,592,757	227,940	100,000	100,000	-	0.0%
369940 REIMBURSEMENTS - RADIOS	225,404	72,912	115,000	100,000	(15,000)	-13.0%
MISCELLANEOUS REVENUES Total	10,220,497	3,924,868	2,911,550	1,927,550	(984,000)	-33.8%
OTHER SOURCES						
INTERFUND TRANSFER IN	774,215	13,933	202,650	2,650	(200,000)	-98.7%
381100 TRANSFER IN	774,215	13,933	202,650	2,650	(200,000)	-98.7%
CONSTITUTIONAL EXCESS FEES	3,524,044	9,612,340	1,004,000	796,112	(207,888)	-20.7%
386200 EXCESS FEES-CLERK	2,735	257,266	1,000	1,000	-	0.0%
386300 EXCESS FEES-SHERIFF	477,335	5,798,955	1,000	1,000	-	0.0%
386400 EXCESS FEES-TAX COLLECTOR	2,859,947	2,896,551	1,000,000	792,112	(207,888)	-20.8%
386500 EXCESS FEES-PROP APPRAISER	14,862	193,780	1,000	1,000	-	0.0%
386700 EXCESS FEES SUPERVISOR OF ELEC	169,165	465,788	1,000	1,000	-	0.0%
OTHER SOURCES Total	4,298,259	9,626,273	1,206,650	798,762	(407,888)	-33.8%
FUND BALANCE						
FUND BALANCE	-	-	49,300,000	57,000,000	7,700,000	15.6%
399999 BEGINNING FUND BALANCE	-	-	49,300,000	57,000,000	7,700,000	15.6%
FUND BALANCE Total	-	-	49,300,000	57,000,000	7,700,000	15.6%
Grand Total	238,364,503	240,637,835	289,898,506	309,969,793	20,071,287	6.9%

BUDGETARY USES

Revenues collected in the General Fund are used to provide a variety of services to the citizens of Seminole County. Over half of the expenditure budget is allocated to protecting the citizens and businesses of Seminole County. The FY 2021/22 General Fund budget totals \$332.5M, with \$50M in reserves and \$237M appropriated for services to be provided.

The following chart reflects the County's plan on usage of General Fund resources by the type of services to be provided to citizens, excluding cost allocations, internal charges and contra budgets:

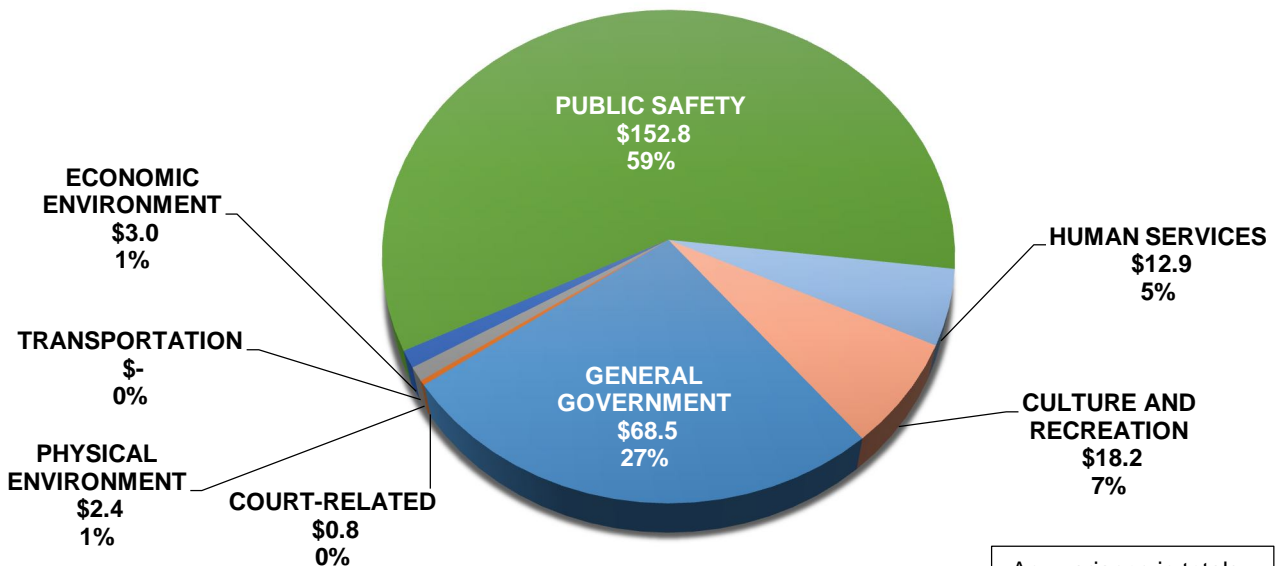
FY 2021/22 Total General Fund Budget by Type \$ 332.5 Million



The following chart identifies the General Fund budget by State-designated use or appropriation category:

FY 2021/22 General Fund Budget by Function \$ 258.5 Million

(Excludes Transfers and Reserves)



Any variance in totals is due to rounding.

SUMMARY OF USE BY FUNCTION - PROGRAM

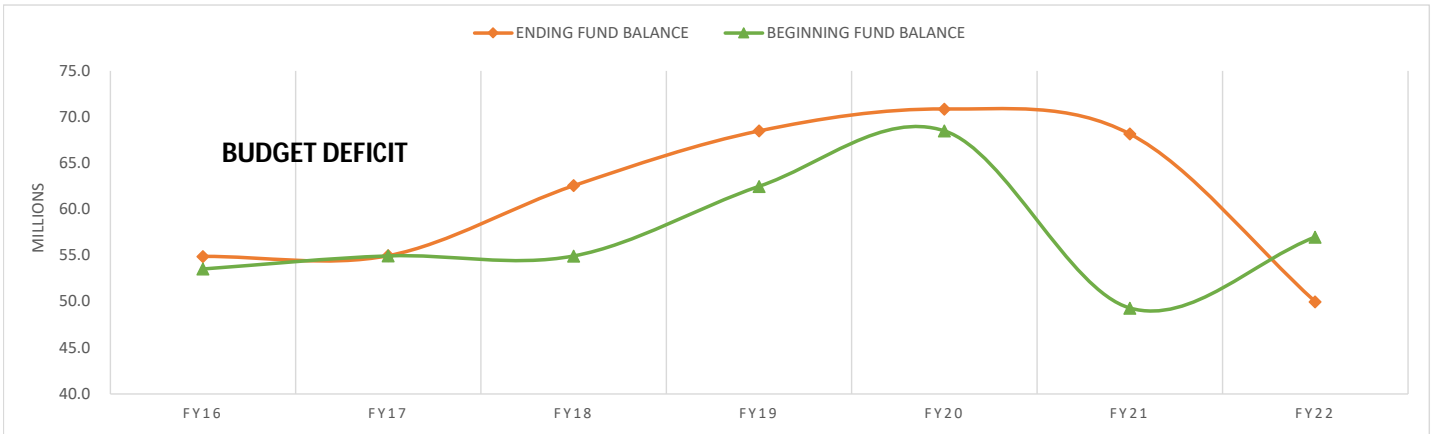
BY FUNCTION - PROGRAM (EXCLUDES INTERNAL CHARGES & CONTRAS)	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
GENERAL GOVERNMENT	54,115,394	60,749,271	61,637,822	68,476,056	6,838,234	11.1%
BOARD COUNTY COMMISSIONERS	1,104,755	1,105,126	1,118,347	1,268,684	150,337	13.4%
COMMUNITY INFORMATION	577,230	611,025	859,709	873,790	14,081	1.6%
COUNTY ATTORNEY	1,479,617	1,726,486	1,956,509	2,379,064	422,555	21.6%
COUNTY MANAGER	1,772,102	3,651,319	1,508,568	1,520,235	11,667	0.8%
HUMAN RESOURCES	892,251	1,020,291	1,027,578	1,306,315	278,737	27.1%
ORGANIZATIONAL EXCELLENCE	186,991	310,282	309,440	528,327	218,887	70.7%
TELECOMMUNICATIONS	-	-	50,000	0	(50,000)	-100.0%
CLERK OF THE COURT	3,059,906	3,738,347	3,931,244	4,392,123	460,879	11.7%
PROPERTY APPRAISER	5,064,451	5,375,720	5,371,423	5,524,188	152,764	2.8%
SUPERVISOR OF ELECTIONS	2,843,688	4,449,045	3,343,362	3,850,587	507,225	15.2%
TAX COLLECTOR	7,380,200	8,008,457	8,430,000	8,750,000	320,000	3.8%
CAPITAL PROJECTS DELIVERY	116	-	-	0	-	-
FACILITIES	9,429,233	9,257,929	9,626,461	10,268,004	641,543	6.7%
FLEET MANAGEMENT	8,018,050	7,416,971	8,488,315	8,949,589	461,274	5.4%
BUILDING	40	18,084	60,000	60,000	-	0.0%
DEV SVCS BUSINESS OFFICE	415,148	482,486	474,270	580,788	106,518	22.5%
PLANNING AND DEVELOPMENT	1,282,954	1,590,561	1,833,206	2,233,171	399,965	21.8%
ENTERPRISE ADMINISTRATION	661,037	799,463	1,263,299	1,541,177	277,878	22.0%
ENTERPRISE SOFTWARE DEVELOP	1,318,899	1,597,168	2,012,831	2,033,836	21,006	1.0%
GEOGRAPHIC INFORMATION SYST	515,664	505,868	535,994	559,800	23,806	4.4%
IS BUSINESS OFFICE	329,612	481,666	514,626	560,270	45,644	8.9%
NETWORK & COMM SERVICES	1,539,651	1,816,091	1,950,179	2,171,889	221,709	11.4%
PORTFOLIO MANAGEMENT	631,522	536,216	835,253	1,581,267	746,015	89.3%
WORKSTATION SUPPORT & MAINT	1,339,802	1,384,969	1,952,845	1,815,264	(137,581)	-7.0%
CENTRAL CHARGES	1,511,265	841,924	1,364,370	1,364,370	-	0.0%
MAIL SERVICES	241,713	314,091	382,966	374,781	(8,186)	-2.1%
OFFICE MANAGEMENT & BUDGET	1,041,307	1,203,072	1,090,311	1,192,480	102,169	9.4%
PRINTING SERVICES	159,786	158,847	185,390	191,055	5,665	3.1%
PURCHASING AND CONTRACTS	1,123,534	1,010,225	1,253,778	1,414,014	160,236	12.8%
RECIPIENT AGENCY GRANTS	-	-	-	457,758	457,758	
RESOURCE MGT - BUSINESS OFF	194,870	370,900	382,548	544,251	161,703	42.3%
REVENUES-RESERVES-TRANSFERS	-	966,641	(475,000)	188,980	663,980	-139.8%
PUBLIC SAFETY	139,292,452	104,436,825	146,868,397	152,795,351	5,926,953	4.0%
ANIMAL SERVICES	1,955,960	2,135,749	2,347,774	2,560,065	212,291	9.0%
E-911	202,440	186,880	212,134	224,944	12,810	6.0%
EMERGENCY MANAGEMENT	561,466	469,580	566,850	981,710	414,860	73.2%
TELECOMMUNICATIONS	2,719,919	2,603,519	3,233,989	3,581,034	347,045	10.7%
SHERIFF'S OFFICE	129,615,854	94,361,719	135,620,000	140,305,000	4,685,000	3.5%
EMERGENCY COMMUNICATIONS	2,636,020	2,959,528	3,353,032	3,221,543	(131,488)	-3.9%
EMS PERFORMANCE MANAGEMENT	278,447	319,285	292,956	484,859	191,903	65.5%
EMS/FIRE/RESCUE	-	117,392	-	0	-	-
MANDATED COMMUNITY SERVICES	1,322,347	1,210,732	1,241,662	1,282,195	40,533	3.3%
RESOURCE MGT - BUSINESS OFF	-	72,441	-	154,000	154,000	
PHYSICAL ENVIRONMENT	1,597,272	2,076,926	2,185,670	2,433,475	247,805	11.3%
MOSQUITO CONTROL	625,736	819,498	865,574	945,646	80,072	9.3%
WATER QUALITY	971,536	1,257,428	1,320,096	1,487,829	167,733	12.7%
TRANSPORTATION	9,991	-	-	0	-	-
CAPITAL PROJECTS DELIVERY	9,991	-	-	0	-	-
ECONOMIC ENVIRONMENT	2,303,986	2,723,505	2,801,210	2,950,468	149,258	5.3%
TOURISM ADMINISTRATION	69,487	73,262	80,000	80,000	-	0.0%
DEVELOPMENT REVIEW ENGINEER	670,671	825,294	808,210	920,468	112,258	13.9%
CENTRAL CHARGES	1,563,829	1,824,949	1,913,000	1,950,000	37,000	1.9%

SUMMARY OF USE BY FUNCTION - PROGRAM

BY FUNCTION - PROGRAM (EXCLUDES INTERNAL CHARGES & CONTRAS)	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
HUMAN SERVICES	10,086,196	9,944,428	12,022,995	12,893,046	870,051	7.2%
COUNTY ASSISTANCE PROGRAMS	3,507,687	3,253,497	5,252,065	6,047,883	795,818	15.2%
MANDATED COMMUNITY SERVICES	6,535,309	6,690,931	6,770,930	6,845,163	74,233	1.1%
FACILITIES	43,200	-	-	0	-	
CULTURE/RECREATION	15,262,777	16,071,166	17,295,229	18,166,318	871,089	5.0%
EXTENSION SERVICE	358,287	367,700	407,310	436,723	29,414	7.2%
GREENWAYS & NATURAL LANDS	3,713,578	4,634,892	4,761,989	4,643,580	(118,410)	-2.5%
LEISURE BUSINESS OFFICE	720,995	791,994	753,656	831,687	78,031	10.4%
LIBRARY SERVICES	5,330,832	5,428,573	5,990,151	6,177,030	186,879	3.1%
PARKS & RECREATION	5,139,085	4,848,007	5,382,123	6,077,297	695,175	12.9%
TRANSFERS	25,270,154	58,779,473	22,511,993	24,032,537	1,520,544	6.8%
REVENUES-RESERVES-TRANSFERS	25,270,154	58,779,473	22,511,993	24,032,537	1,520,544	6.8%
RESERVES	-	-	45,311,876	49,984,018	4,672,142	10.3%
REVENUES-RESERVES-TRANSFERS	-	-	45,311,876	49,984,018	4,672,142	10.3%
COURT ADMINISTRATION	812,930	831,549	803,834	810,428	6,594	0.8%
GUARDIAN AD LITEM	94,688	98,865	102,414	105,518	3,104	3.0%
JUDICIAL	267,689	271,862	236,036	237,761	1,725	0.7%
LAW LIBRARY	99,443	104,446	103,661	100,000	(3,661)	-3.5%
LEGAL AID	351,110	356,377	361,723	367,149	5,426	1.5%
Grand Total	248,751,151	255,613,144	311,439,027	332,541,697	21,102,670	6.8%

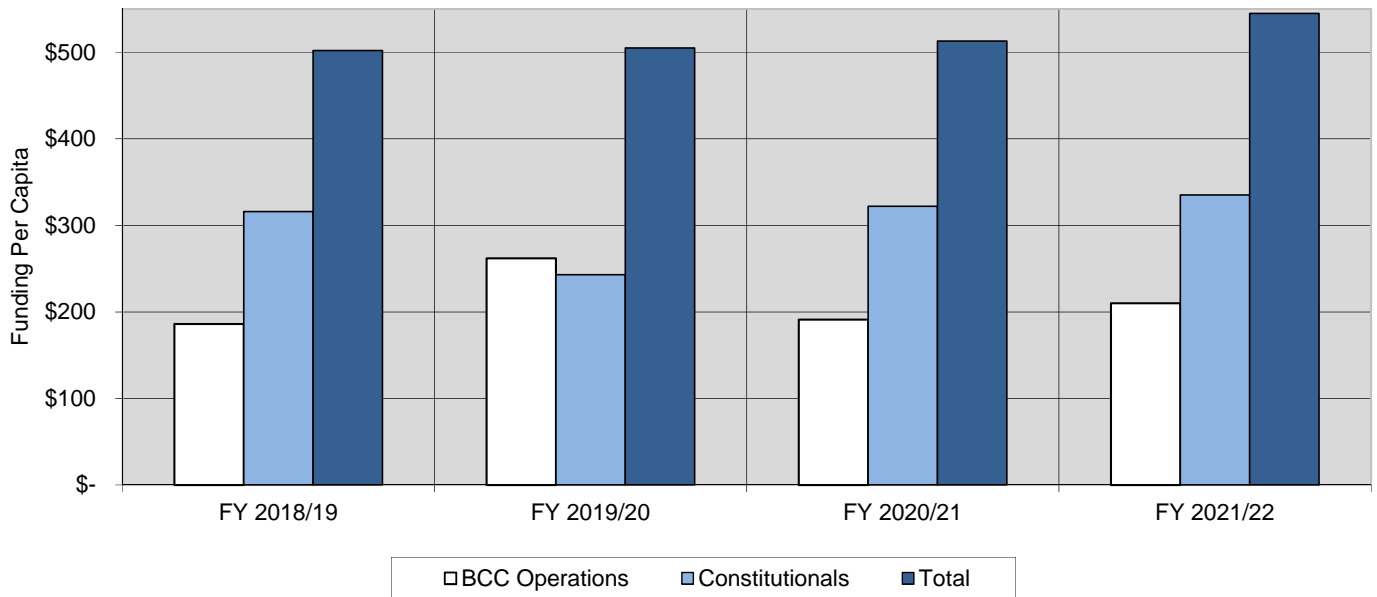
HISTORY OF FUND BALANCES

	AUDITED FIVE YEAR HISTORY					PROJECTED	ADOPTED
	FY16	FY17	FY18	FY19	FY20	FY21	FY22
BEGINNING FUND BALANCE 10/01	53,532,662	54,958,864	54,943,471	62,486,918	68,504,713	49,300,000	57,000,000
REVENUE	199,368,344	204,460,688	223,936,837	238,364,503	240,637,835	246,864,561	252,969,793
EXPENDITURES	198,013,418	204,442,435	216,310,188	232,346,708	238,325,940	227,993,712	259,985,775
CHANGE IN NET ASSETS	1,354,926	18,253	7,626,649	6,017,795	2,311,895	18,870,849	(7,015,982)
ENDING FUND BALANCE 9/30	\$ 54,887,588	\$ 54,977,117	\$ 62,570,120	\$ 68,504,713	\$ 70,860,858	\$ 68,170,849	\$ 49,984,018
LESS PROJECT/GRANT CARRYFORWARDS/ ADJUSTMENTS	1,598,644	1,475,157	3,381,065	7,319,051	5,582,632	8,181,438	
UNASSIGNED ENDING RESERVES	\$ 53,288,944	\$ 53,501,960	\$ 59,189,055	\$ 54,211,262	\$ 65,278,226	\$ 59,989,411	\$ 49,984,018
ENDING RESERVES AS % OF OPERATING REVENUE	27%	26%	26%	23%	27%	24%	20%



FY 2020/21 Reserves represent 20% of General Fund budgeted operating revenue covering approximately 2.5 months of operations. Seminole County policy requires a minimum of 20% reserves for contingencies and economic stabilization. Historical and projected operating expenditures include reserve use and carryforwards from prior year budgets.

FUNDING PER CAPITA - BCC OPERATIONS & CONSTITUTIONAL OFFICERS



	FY 2018/19		FY 2019/20		FY 2020/21		FY 2021/22	
	Actuals	Funding Per Capita	Actuals	Funding Per Capita	Adopted	Funding Per Capita	Adopted	Funding Per Capita
BCC Operations	\$ 86,086,336	\$ 186	\$ 123,700,380	\$ 262	\$ 90,895,601	\$ 191	\$ 100,138,877	\$ 210
Constitutionals	146,260,372	316	114,625,560	243	153,691,029	322	159,846,898	335
Total	\$ 232,346,708	\$ 502	\$ 238,325,940	\$ 505	244,586,630	\$ 513	259,985,775	\$ 545
Reserves*					45,311,876		49,984,018	
					<u>\$ 289,898,506</u>		<u>\$ 309,969,793</u>	
	Actuals		Actuals		Adopted		Adopted	
Population	<u>463,560</u>		<u>471,735</u>		<u>476,727</u>		<u>477,455</u>	

*Reserves are budgeted only and do not have any actual expenditures.

General Fund is Fund 00100 only.

PERSONNEL SERVICES OVERVIEW

The FY 2021/22 adopted budget for Personnel Services includes a 3% COLA for FY22, raising the County's minimum pay to \$14.00 per hour, 71.82 new FTEs, the refunding of Countywide positions, and increases in health insurance costs.

BY PERSONNEL OBJECT ACCOUNT	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 TENTATIVE BUDGET	VARIANCE	%
EXECUTIVE SALARIES	332,146	406,611	426,630	443,248	16,618	3.9%
REGULAR SALARIES & WAGES	71,288,383	77,058,739	81,723,913	89,565,037	7,841,124	9.6%
PART-TIME PERSONNEL	984,273	849,544	-	-	-	
OTHER PERSONAL SERVICES	4,078	5,984	-	-	-	
OVERTIME	6,918,634	7,154,014	6,718,843	6,024,747	(694,096)	-10.3%
SPECIAL PAY	130,649	157,638	193,248	152,700	(40,548)	-21.0%
HOLIDAY PAY	-	-	1,189,235	515,000	(674,235)	-56.7%
SOCIAL SECURITY MATCHING	5,773,084	6,203,738	6,451,154	6,984,141	532,987	8.3%
RETIREMENT CONTRIBUTIONS	11,674,358	12,951,484	13,409,448	14,472,806	1,063,358	7.9%
HEALTH INSURANCE - EMPLOYER	16,594,460	21,342,225	19,824,668	22,471,079	2,646,412	13.3%
WORKERS COMPENSATION	2,513,154	2,174,615	2,878,352	2,708,092	(170,261)	-5.9%
UNEMPLOYMENT COMPENSATION	9,196	23,323	-	-	-	
CONTRA PERSONAL SERVICES	(899,327)	(1,238,879)	(650,000)	(650,000)	-	0.0%
Grand Total	115,323,088	127,089,037	132,165,490	142,686,850	10,521,360	8.0%

The following shows the Full-Time Employee (FTE) Count by Department:

DEPARTMENT	FY21 ADOPTED FTE	FY22 ADOPTED FTE
ADMINISTRATION DEPT	119.50	123.50
COMMUNITY SERVICES DEPT	38.00	45.00
COURT SUPPORT DEPT	7.00	7.00
DEVELOPMENT SERVICES DEPT	76.00	85.00
ES SOLID WASTE DEPT	77.10	77.10
ES UTILITIES	147.90	151.90
FIRE DEPT	486.00	509.00
INFORMATION SERVICES DEPT	48.00	57.00
LEISURE SERVICES DEPT	161.00	169.32
PUBLIC WORKS DEPT	277.30	283.30
RESOURCE MANAGEMENT DEPT	41.00	42.50
Grand Total	1,478.80	1,550.62

Commissioners are eligible for a salary increase up to the Consumer Price Index (CPI) Urban Wage Earners and Clerical Workers Index, pursuant to the Seminole County Home Rule Charter. Any increases in salaries shall not exceed the percentage change in the CPI Index during the preceding calendar year ending in December 31. As of the printing of this document, the CPI percentage for the prior 12 months is approximately 5%. The total Commissioner salary cannot exceed the amount allowed by Chapter 145 of the Florida Statutes, as calculated annually by the Florida Office of Economic and Demographic Research. The amounts included in the FY 2021/22 budget are estimates and do not affect the Home Rule Charter and Florida Statutory policies.

FULL-TIME EQUIVALENTS (FTEs) BY FUND

BOARD OF COUNTY COMMISSIONERS

FUND	FY21 FTE	FY22 FTE	VARIANCE
00100 GENERAL FUND	538.90	576.22	37.32
10101 TRANSPORTATION TRUST FUND	177.00	177.00	-
10400 BUILDING PROGRAM	53.60	61.35	7.75
11000 TOURISM PARKS 1,2,3 CENT FUND	1.00	1.00	-
11001 TOURISM SPORTS 4 & 6 CENT FUND	7.00	7.50	0.50
11200 FIRE PROTECTION FUND	413.00	474.00	61.00
11207 FIRE PROTECT FUND-CASSELBERRY	38.00		(38.00)
11400 COURT SUPP TECH FEE (ARTV)	4.00	4.00	-
12500 EMERGENCY 911 FUND	4.50	4.50	-
13100 ECONOMIC DEVELOPMENT	4.00	3.00	(1.00)
16000 MSBU PROGRAM	4.00	4.00	-
32100 NATURAL LANDS/TRAILS	0.50	0.50	-
40100 WATER AND SEWER FUND	147.90	151.90	4.00
40201 SOLID WASTE FUND	77.10	77.10	-
50100 PROPERTY/CASUALTY INSURANCE FU	2.50	2.50	-
50200 WORKERS COMPENSATION FUND	2.50	2.50	-
50300 HEALTH INSURANCE FUND	3.30	3.55	0.25
Grand Total	1,478.80	1,550.62	71.82

FULL-TIME EQUIVALENTS (FTEs) BY DEPT

BCC DEPARTMENTS	FY18 FTE	FY19 FTE	FY20 FTE	FY21 FTE	FY22 FTE
ADMINISTRATION DEPT	111.70	112.50	116.50	119.50	123.50
COMMUNITY SERVICES DEPT	37.00	38.00	37.00	38.00	45.00
COURT SUPPORT DEPT	7.00	7.00	7.00	7.00	7.00
DEVELOPMENT SERVICES DEPT	64.80	73.00	74.00	76.00	85.00
ES SOLID WASTE DEPT	74.10	75.10	75.10	77.10	77.10
ES UTILITIES	138.90	140.90	147.90	147.90	151.90
FIRE DEPT	476.50	478.50	479.00	486.00	509.00
INFORMATION SERVICES DEPT	31.00	33.00	43.00	48.00	57.00
LEISURE SERVICES DEPT	159.12	159.50	161.00	161.00	169.32
PUBLIC WORKS DEPT	279.30	271.30	275.30	277.30	283.30
RESOURCE MANAGEMENT DEPT	40.25	42.50	43.00	41.00	42.50
TOTAL BCC	1,419.67	1,431.30	1,458.80	1,478.80	1,550.62

CONSTITUTIONAL OFFICERS	FY18 FTE	FY19 FTE	FY20 FTE	FY21 FTE	FY22 FTE
CLERK OF COURT	30.70	31.94	30.63	30.63	32.25
PROPERTY APPRAISER	51.00	51.00	51.00	49.00	48.00
SHERIFF	1,302.00	1,302.00	1,348.00	1,344.00	1,344.00
SUPERVISOR OF ELECTIONS	16.00	16.00	17.00	18.00	21.00
TAX COLLECTOR	119.00	123.00	122.00	122.00	122.00
TOTAL CONSTITUTIONAL OFFICERS	1,518.70	1,523.94	1,568.63	1,563.63	1,568.25

GRAND TOTAL	2,938.37	2,955.24	3,027.43	3,042.43	3,118.87
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FULL-TIME EQUIVALENTS (FTEs) BY PROGRAM

BOARD OF COUNTY COMMISSIONERS

DEPARTMENT-PROGRAM	FY21 ADOPTED	FY22 ADOPTED	VARIANCE
ADMINISTRATION DEPT	119.50	123.50	4.00
ANIMAL SERVICES	33.00	33.00	-
BOARD COUNTY COMMISSIONERS	10.00	10.00	-
COMMUNITY INFORMATION	9.00	9.00	-
COUNTY ATTORNEY	13.00	13.00	-
COUNTY MANAGER	6.00	6.50	0.50
E-911	7.50	7.50	-
ECON DEV-COMMUNITY RELATION	4.00	3.00	(1.00)
EMERGENCY MANAGEMENT	6.00	7.00	1.00
EMPLOYEE BENEFITS	3.30	3.55	0.25
HUMAN RESOURCES	8.70	9.45	0.75
ORGANIZATIONAL EXCELLENCE	2.00	4.00	2.00
TELECOMMUNICATIONS	10.00	10.00	-
TOURISM ADMINISTRATION	7.00	7.50	0.50
			-
COMMUNITY SERVICES DEPT	38.00	45.00	7.00
COUNTY ASSISTANCE PROGRAMS	38.00	45.00	7.00
			-
COURT SUPPORT DEPT	7.00	7.00	-
ARTICLE V COURT TECHNOLOGY	4.00	4.00	-
GUARDIAN AD LITEM	1.00	1.00	-
JUDICIAL	2.00	2.00	-
			-
DEVELOPMENT SERVICES DEPT	76.00	85.00	9.00
BUILDING	53.60	61.35	7.75
DEV SVCS BUSINESS OFFICE	3.40	3.90	0.50
PLANNING AND DEVELOPMENT	19.00	19.75	0.75
			-
ES SOLID WASTE DEPT	77.10	77.10	-
LANDFILL OPERATIONS PROGRAM	21.00	20.00	(1.00)
SW-COMPLIANCE & PROGRAM MAN	27.10	28.10	1.00
TRANSFER STATION	29.00	29.00	-
			-

FULL-TIME EQUIVALENTS (FTEs) BY PROGRAM

BOARD OF COUNTY COMMISSIONERS

DEPARTMENT-PROGRAM	FY21 ADOPTED	FY22 ADOPTED	VARIANCE
ES UTILITIES	147.90	151.90	4.00
ES BUSINESS OFFICE	16.90	16.90	-
UTILITIES ENGINEERING	18.00	18.00	-
WASTEWATER OPERATIONS	42.00	44.00	2.00
WATER OPERATIONS	71.00	73.00	2.00
			-
FIRE DEPT	486.00	509.00	23.00
EMERGENCY COMMUNICATIONS	35.00	35.00	-
EMS/FIRE/RESCUE	441.00	463.00	22.00
FIRE PREVENTION BUREAU	10.00	11.00	1.00
			-
INFORMATION SERVICES DEPT	48.00	57.00	9.00
ENTERPRISE ADMINISTRATION	10.00	10.00	-
ENTERPRISE SOFTWARE DEVELOP	16.00	12.00	(4.00)
GEOGRAPHIC INFORMATION SYST	4.00	4.00	-
IS BUSINESS OFFICE	4.00	4.00	-
NETWORK & COMM SERVICES	7.00	7.00	-
PORTFOLIO MANAGEMENT	3.00	13.00	10.00
WORKSTATION SUPPORT & MAINT	4.00	7.00	3.00
			-
LEISURE SERVICES DEPT	161.00	169.32	8.32
EXTENSION SERVICE	8.00	8.00	-
GREENWAYS & NATURAL LANDS	17.50	19.50	2.00
LEISURE BUSINESS OFFICE	6.00	6.00	-
LIBRARY SERVICES	75.50	75.50	-
PARKS & RECREATION	54.00	60.32	6.32
			-

FULL-TIME EQUIVALENTS (FTEs) BY PROGRAM
BOARD OF COUNTY COMMISSIONERS

DEPARTMENT-PROGRAM	FY21 ADOPTED	FY22 ADOPTED	VARIANCE
PUBLIC WORKS DEPT	277.30	283.30	6.00
CAPITAL PROJECTS DELIVERY	29.30	28.30	(1.00)
DEVELOPMENT REVIEW ENGINEER	8.00	9.00	1.00
ENGINEERING PROF SUPPORT	0.70	0.70	-
FACILITIES	38.00	40.50	2.50
FLEET MANAGEMENT	34.00	34.50	0.50
LAND MANAGEMENT	3.00	3.00	-
MOSQUITO CONTROL	11.10	11.10	-
PUBLIC WORKS BUSINESS OFFIC	2.00	3.00	1.00
ROADS & STORMWATER	108.00	108.00	-
TRAFFIC OPERATIONS	34.00	34.00	-
WATER QUALITY	9.20	11.20	2.00
			-
RESOURCE MANAGEMENT DEPT	41.00	42.50	1.50
MAIL SERVICES	2.00	2.00	-
MSBU PROGRAM	4.00	4.00	-
OFFICE MANAGEMENT & BUDGET	11.50	12.00	0.50
PRINTING SERVICES	1.00	1.00	-
PURCHASING AND CONTRACTS	14.50	14.50	-
RESOURCE MGT - BUSINESS OFF	3.00	4.00	1.00
RISK MANAGEMENT	5.00	5.00	-
Grand Total	1,478.80	1,550.62	

COUNTYWIDE FULL-TIME EQUIVALENT (FTE) CHANGES

POSITION REQUEST	FUND NAME	FTE CHANGE	BUDGET CHANGE	NOTES
NEW POSITIONS				
PROJECT MANAGERS II - ORGANIZATIONAL EXCELLENCE	00100 - GENERAL FUND	2.00	180,020	NEW PROGRAM MANAGERS NEEDED TO ASSIST WITH KEY STRATEGIC PLANS IMPLEMENTED BY THE BOARD.
TOURISM MANAGER	11001 TOURISM SPORTS 4 & 6 CENT FUND	1.00	100,824	EXISTING TOURISM MANAGER WAS RECLASSIFIED TO ADMINISTRATOR. THIS POSITION WILL MANAGE ALL TOURISM ACTIVITIES AT THE COUNTY.
FLEET/FACILITIES MANAGER	00100 - GENERAL FUND	1.00	112,927	NEW DIVISION MANAGER FOR FLEET/FASCILITIES PROGRAM IN PUBLIC WORKS.
TRADESWORKER	00100 - GENERAL FUND	2.00	84,040	INCREASE IN FACILITIES FUNDED REQUESTS WARRANTS NEW TRADESWORKER POSITIONS.
CASE MANAGERS	00100 - GENERAL FUND	4.00	260,915	GRANT DEPENDEDNT POSITIONS RELATED TO HOUSING SERVICES PROVIDED BY COMMUNITY SERVICE GRANTS.
PROGRAM SPECIALIST - KSP COMMUNITY HEALTH	00100 - GENERAL FUND	1.00	38,911	POSITION IDENTIFIED AS PART OF THE KEY STRATEGIC INITIATIVE (KSP) RELATED TO COMMUNITY HEALTH INITIATIVES APPROVED BY THE BOARD
PROJECT COORDINATOR II - KSP COMMUNITY HEALTH	00100 - GENERAL FUND	1.00	71,764	POSITION IDENTIFIED AS PART OF THE KEY STRATEGIC INITIATIVE (KSP) RELATED TO COMMUNITY HEALTH INITIATIVES APPROVED BY THE BOARD
PLANNER - KSP ATTAINABLE HOUSING	00100 - GENERAL FUND	1.00	65,240	POSITION IDENTIFIED AS PART OF THE KEY STRATEGIC INITIATIVE (KSP) RELATED TO ATTAINABLE HOUSING INITIATIVES APPROVED BY THE BOARD
PERMIT TECHNICIAN - BUILDING	10400 - BUILDING	2.00	90,796	PERMIT TECHNICIANS NEEDED DUE TO INCREASE IN PERMIT PROCESSING AND EPLAN TASKS IN THE BUILDING PROGRAM
STAFF ASSISTANT - BUILDING	10400 - BUILDING	1.00	42,020	THIS POSITION IS NEEDED TO IMPROVE CUSTOMER SERVICE BY REASSIGNING ADMINISTRATIVE DUTIES TO HELP ALLEVIATE WORKLOAD FOR PROGRAM MANAGER, NUISANCE ABATEMENT CSR, BUILDING OFFICIAL, AND DIVISION MANAGER.
NATURAL RESOURCE OFFICER	00100 - GENERAL FUND	1.00	71,752	POSITION IS NEEDED TO INVESTIGATE COMPLAINTS RELATED TO ENVIRONMENTAL IMPACTS AND VIOLATIONS COUNTYWIDE.
PLANS EXAMINER	00100 - GENERAL FUND	1.00	65,229	INCREASE IN PLANS REVIEWS HAVE WARRANTED AN ADDITIONAL PLANS EXAMINER.
CHIEF WASTERWATER TPO	40100 - WATER & SEWER FUND	1.00	65,229	TECHNICAL/SUPERVISORY POSITION NEEDED IN THE OPERATIONS OF SURFACE WATER TREATMENT PLANTS TO MEET REGULATORY REQUIREMENTS OF ALTERNATE WATER SUPPLY.
INDUSTRIAL PRETREATMENT INSPECTOR	40100 - WATER & SEWER FUND	1.00	53,931	CURRENT STAFFING LEVELS ARE INSUFFUCIENT TO MEET INDUSTRIAL PRETREATMENT INSPECTIONS.
SCADA TECHNOLOGY COORDINATOR	40100 - WATER & SEWER FUND	1.00	90,010	POSITION IS CRITICAL FOR ENVIRONMENTAL SERVICES INFORMATION SECURITY AWARENESS AND MAINTENANCE.
DEPUTY DIVISION MGR OF UTILITIES	40100 - WATER & SEWER FUND	1.00	80,377	THIS POSITION WILL ASSIST THE UTILITIES OPERATIONS DIVISION MANAGER IN OVERSEEING THE DAILY OPERATIONS OF THE WASTEWATER AND RECLAMATION SYSTEMS, INCLUDING THE COORDINATION OF REGULATORY AGENCIES FOR ALL THE SECTIONS UNDER UTILITY OPERATIONS.
FIRE INSPECTOR I	11200 - FIRE PROTECTION FUND	1.00	59,318	AS OF JANUARY 1, 2021, NEW FLORIDA FIRE PREVENTION CODE LANGUAGE WAS IMPLEMENTED WHICH NOW PROVIDES MINIMUM FIRE PREVENTION INSPECTION FREQUENCIES FOR ALL EXISTING OCCUPANCIES AND NOT JUST THOSE LICENSED FACILITIES PREVIOUSLY REQUIRED BY STATE STATUE. ADDITIONAL FIRE INSPECTOR IS NEEDED TO MEET THESE DEMANDS.
FIREFIGHTERS	11200 - FIRE PROTECTION FUND	12.00	805,536	THESE ADDITIONAL FIREFIGHTER POSITIONS WILL BE OFFSETTED BY OVERTIME REDUCTIONS.
LIEUTENANTS	11200 - FIRE PROTECTION FUND	10.00	874,685	THESE ADDITIONAL LIEUTENANT POSITIONS WILL BE OFFSETTED BY OVERTIME REDUCTIONS.
ORGANIZATIONAL TRAINER - HR	00100 - GENERAL FUND	1.00	71,752	THE NEED FOR A MORE ROBUST IN-HOUSE TRAINING PROGRAM THAT INCLUDES COMPLIANCE, SAFETY, SKILL ENHACEMENT/DEVELOPMENT TRAINING, BENEFITS, AND WELLNESS WHICH WILL REQUIRE A DEDICATED POSITION.
CITIZEN ENGAGEMENT SPECIALIST	00100 - GENERAL FUND	3.00	147,046	POSITION IDENTIFIED AS PART OF THE KEY STRATEGIC INITIATIVE (KSP) FOR ENHANCED INFORMATION SERVICE ACTIVITIES, CUSTOMER SERVICE, AND CYBERSECURITY INIATIVES APPROVED BY THE BOARD.
PROJECT MANAGER II - KSP	00100 - GENERAL FUND	2.00	180,043	POSITION IDENTIFIED AS PART OF THE KEY STRATEGIC INITIATIVE (KSP) FOR ENHANCED INFORMATION SERVICE ACTIVITIES, CUSTOMER SERVICE, AND CYBERSECURITY INIATIVES APPROVED BY THE BOARD.
SENIOR PROGRAMMER - KSP	00100 - GENERAL FUND	2.00	160,754	POSITION IDENTIFIED AS PART OF THE KEY STRATEGIC INITIATIVE (KSP) FOR ENHANCED INFORMATION SERVICE ACTIVITIES, CUSTOMER SERVICE, AND CYBERSECURITY INIATIVES APPROVED BY THE BOARD.
TRAINING ADVISOR - KSP	00100 - GENERAL FUND	2.00	107,836	POSITION IDENTIFIED AS PART OF THE KEY STRATEGIC INITIATIVE (KSP) FOR ENHANCED INFORMATION SERVICE ACTIVITIES, CUSTOMER SERVICE, AND CYBERSECURITY INIATIVES APPROVED BY THE BOARD.

COUNTYWIDE FULL-TIME EQUIVALENT (FTE) CHANGES

POSITION REQUEST	FUND NAME	FTE CHANGE	BUDGET CHANGE	NOTES
EQUIPMENT OP II - NATURAL LANDS	00100 - GENERAL FUND	1.00	45,398	THE GREENWAYS AND NATURAL LAND DIVISIONS OPERATING STRUCTURE REQUIRES ADJUSTMENT TO MEET THE GROWTH WITHIN THE DEPARTMENT. THERE HAS BEEN AN INCREASE IN RESPONSIBILITY FOR REPAIRS AND MAINTENANCE PROJECTS DUE TO THE AGING OF COUNTY PROPERTIES.
LANDSCAPE INSPECTOR - GW	00100 - GENERAL FUND	1.00	42,020	THE GREENWAYS AND NATURAL LAND DIVISIONS OPERATING STRUCTURE REQUIRES ADJUSTMENT TO MEET THE GROWTH WITHIN THE DEPARTMENT. THERE HAS BEEN AN INCREASE IN RESPONSIBILITY FOR REPAIRS AND MAINTENANCE PROJECTS DUE TO THE AGING OF COUNTY PROPERTIES.
MAINTENANCE WORKER I - SOLDIERS CREEK PARK	00100 - GENERAL FUND	1.00	36,033	ADDITIONAL SPORTS TOURNAMENT DAYS AT SOLDIER'S CREEK PARK HAVE GROWN FROM 55 TO 100 DAYS REQUIRING AN ADDITIONAL MAINTENANCE WORKER POSITION.
DEPUTY DIRECTOR OF PW OPERATIONS	10101 - TRANSPORTATION TRUST	1.00	149,341	TO ASSIST PUBLIC WORKS DIRECTOR WITH DEPARTMENT OPERATIONS.
PRINCIPAL ENV SPECIALIST	00100 - GENERAL FUND	1.00	80,371	THIS POSITION IS REQUESTED IN FY21 TO IMPLEMENT AND MANAGE THE NEWLY PROPOSED SHORELINE PROTECTION PROGRAM AND WOULD ONLY BE FILLED IF THE SHORELINE PROTECTION ORDINANCE IS APPROVED AND ADOPTED BY THE BCC. STATE IS NO LONGER REGULATING SHORELINES FOR LAKES UNDER 160 ACERS
WATER QUALITY SPECIALIST	00100 - GENERAL FUND	1.00	45,399	THE DIVISION HAS HAD INCREASES IN WORKLOADS ACROSS ALL PROGRAMS (WATER QUALITY, LAKE MANAGEMENT & MOSQUITO CONTROL). AS A RESULT, AN ADDITIONAL SUPPORT STAFF MEMBER IS NEEDED TO ASSIST WITH THE A VARIETY OF ACTIVITIES INCLUDING: REGULATORY COMPLIANCE AND CUSTOMER SERVICE.
PERMIT TECHNICIAN	00100 - GENERAL FUND	1.00	45,399	POSITION REQUESTS DUE TO A YEARLY AVERAGE INCREASE IN DEVELOPMENT AND PERMIT REVIEWS BY 45.8%, AND INSPECTIONS BY 22%.

RECLASSES

DEPUTY DIRECTOR OF DEVELOPMENT SERVICES	00100 - GENERAL FUND	0.00	-	RECLASS ADMINISTRATOR-OPEN FOR BUSINESS POSITION TO DEPUTY DIRECTOR OF DEVELOPMENT SERVICES
BATTALION CHIEF	11200 - FIRE PROTECTION FUND	0.00	5,696	RECLASSIFICATION (5% SALARY ADJ) OF BATTALION CHIEF (40HRS) OF SPECIAL HAZARDS AND OPERATIONS TO ASSISTANT CHIEF (40HRS) OF SPECIAL HAZARDS AND OPERATIONS.

OTHER REQUESTS

IS REORGANIZATION	00100 - GENERAL FUND	0.00	-	REORGANIZATION OF 6 POSITIONS IN INFORMATION SERVICES TO PROVIDE MORE EFFICIENT AND EFFECTIVE PROGRAM MANAGEMENT AND DELIVERY OF SERVICES.
EXTENSION SERVICES REOG	00100 - GENERAL FUND	0.00	-	REORGANIZATION OF EXTENSION SERVICES POSITION.
EXTENSION AGENT	00100 - GENERAL FUND	0.00	6,012	GUARANTEED PER MEMO OF UNDERSTANDING. EXTENSION AGENT 4H YOUTH DEVELOPMENT - PROMOTION STATUS (9% SALARY ADJ)
ENTRY LEVEL SALARIES	MULTIPLE	0.00	-	INCREASE MINIMUM ENTRY LEVEL HOURLY RATE TO \$14 AN HOUR COUNTYWIDE.

FROZEN POSITIONS

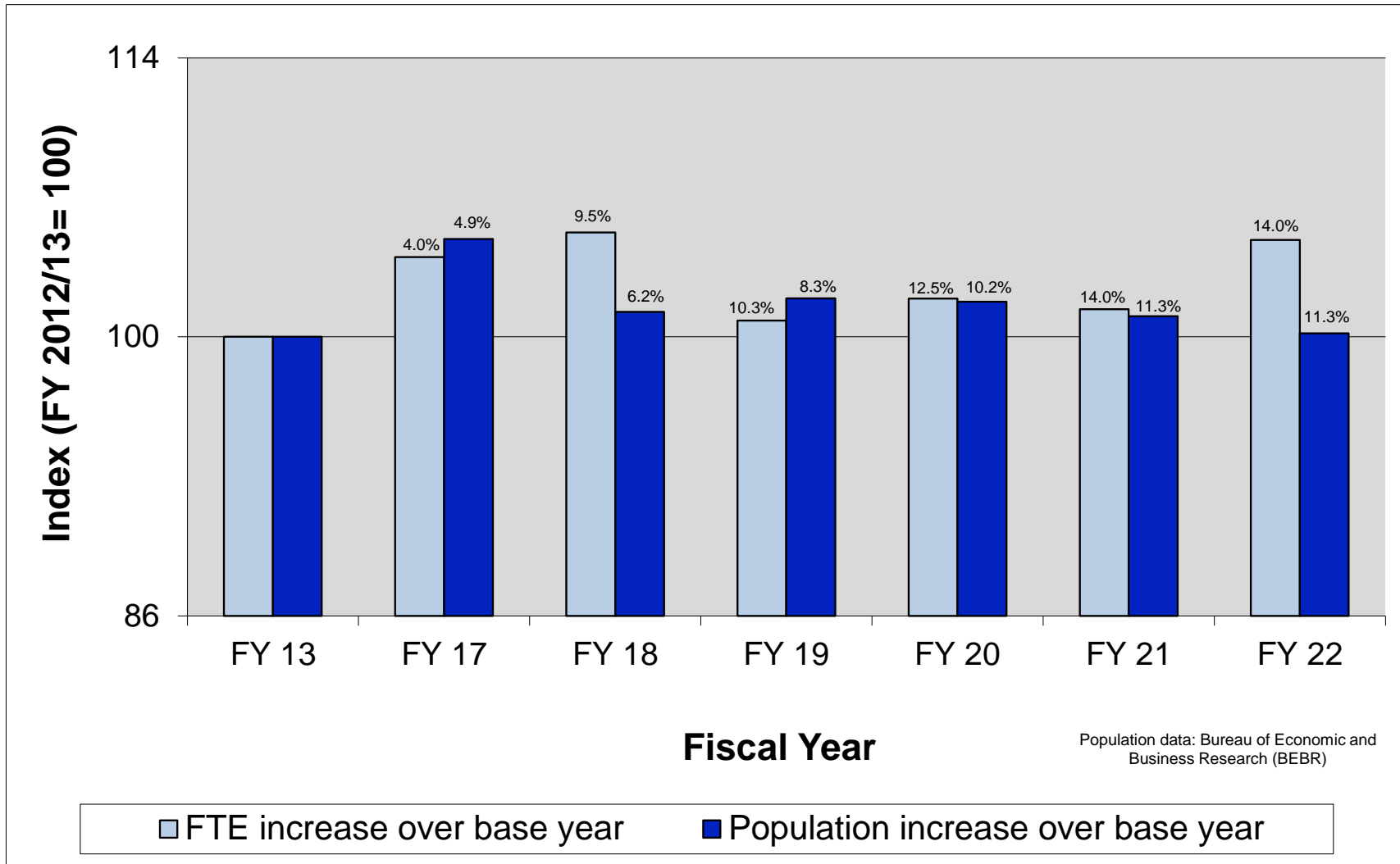
HR INTERN	00100 - GENERAL FUND	0.00	14,399	POSITION WILL REMAIN UNFUNDED FOR FY21/22
TOURISM INTERN	11001 TOURISM SPORTS 4 & 6 CENT FUND	0.00	14,399	POSITION WILL REMAIN UNFUNDED FOR FY21/22
CUSTOMER SERVICE CLERK PT	00100 - GENERAL FUND	0.00	16,167	POSITION WILL REMAIN UNFUNDED FOR FY21/22
MAINTENANCE WORKER I - 3 POSITIONS	10101 - TRANSPORTATION TRUST	0.00	106,233	POSITION WILL REMAIN UNFUNDED FOR FY21/22
APPRENTICE INSPECTOR - 3 POSITIONS	10400 - BUILDING	0.00	112,332	POSITION WILL REMAIN UNFUNDED FOR FY21/22

Grand Total		62.0	4,600,154	
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OVERTIME BY DEPARTMENT - PROGRAM

BY DEPT - PROGRAM	FY19 ACTUALS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
ADMINISTRATION DEPT	145,524	73,128	97,822	97,822	-	0.0%
ANIMAL SERVICES	91,383	53,486	72,562	72,562	-	0.0%
COMMUNITY INFORMATION	-	506	-	0	-	
E-911	4,093	873	1,560	1,560	-	0.0%
EMERGENCY MANAGEMENT	25,368	2,000	3,605	3,605	-	0.0%
EMPLOYEE BENEFITS	591	-	-	0	-	
HUMAN RESOURCES	927	341	-	0	-	
TELECOMMUNICATIONS	22,836	15,923	20,095	20,095	-	0.0%
TOURISM ADMINISTRATION	326	-	-	0	-	
LEISURE SERVICES DEPT	70,140	23,928	35,250	61,320	26,070	74.0%
GREENWAYS & NATURAL LANDS	267	542	1,545	1,545	-	0.0%
LEISURE BUSINESS OFFICE	481	-	-	0	-	
LIBRARY SERVICES	6,340	2,195	-	0	-	
PARKS & RECREATION	63,052	21,191	33,705	59,775	26,070	77.3%
FIRE DEPT	4,836,671	4,964,209	5,043,933	4,100,267	(943,666)	-18.7%
EMERGENCY COMMUNICATIONS	423,179	413,801	400,000	400,000	-	0.0%
EMS/FIRE/RESCUE	4,385,727	4,513,002	4,613,933	3,660,267	(953,666)	-20.7%
FIRE PREVENTION BUREAU	27,765	37,405	30,000	40,000	10,000	33.3%
COMMUNITY SERVICES DEPT	2,348	70	-	0	-	
COUNTY ASSISTANCE PROGRAMS	2,348	70	-	0	-	
PUBLIC WORKS DEPT	537,869	550,360	502,338	502,338	-	0.0%
CAPITAL PROJECTS DELIVERY	2,827	1,076	-	0	-	
DEVELOPMENT REVIEW ENGINEER	1,561	1,653	2,575	2,575	-	0.0%
FACILITIES	71,812	107,203	40,000	40,000	-	0.0%
FLEET MANAGEMENT	65,047	44,901	63,672	63,672	-	0.0%
MOSQUITO CONTROL	9,397	23,274	9,398	9,398	-	0.0%
ROADS & STORMWATER	175,026	133,752	128,699	128,699	-	0.0%
TRAFFIC OPERATIONS	205,975	237,187	253,000	253,000	-	0.0%
WATER QUALITY	6,224	1,314	4,994	4,994	-	0.0%
ES UTILITIES	563,619	591,794	574,500	598,000	23,500	4.1%
ES BUSINESS OFFICE	2,190	2,064	1,500	3,000	1,500	100.0%
UTILITIES ENGINEERING	10,785	12,505	15,000	17,000	2,000	13.3%
WASTEWATER OPERATIONS	209,198	199,147	205,000	215,000	10,000	4.9%
WATER OPERATIONS	341,446	378,077	353,000	363,000	10,000	2.8%
ES SOLID WASTE DEPT	605,297	673,520	353,000	478,000	125,000	35.4%
LANDFILL OPERATIONS PROGRAM	198,701	234,725	125,000	175,000	50,000	40.0%
SW-COMPLIANCE & PROGRAM MAN	77,809	66,055	28,000	28,000	-	0.0%
TRANSFER STATION	328,786	372,740	200,000	275,000	75,000	37.5%
DEVELOPMENT SERVICES DEPT	79,440	50,904	75,000	150,000	75,000	100.0%
BUILDING	79,440	50,904	75,000	150,000	75,000	100.0%
INFORMATION SERVICES DEPT	61,913	65,004	37,000	37,000	-	0.0%
ENTERPRISE ADMINISTRATION	29,064	42,880	18,500	18,500	-	0.0%
ENTERPRISE SOFTWARE DEVELOP	948	1,045	-	0	-	
IS BUSINESS OFFICE	5,782	1,629	-	0	-	
NETWORK & COMM SERVICES	26,119	19,375	18,500	18,500	-	0.0%
WORKSTATION SUPPORT & MAINT	-	76	-	0	-	
RESOURCE MANAGEMENT DEPT	15,812	161,097	-	0	-	
MAIL SERVICES	336	-	-	0	-	
MSBU PROGRAM	600	-	-	0	-	
OFFICE MANAGEMENT & BUDGET	11,328	-	-	0	-	
PRINTING SERVICES	277	-	-	0	-	
PURCHASING AND CONTRACTS	2,986	-	-	0	-	
RECIPIENT AGENCY GRANTS	-	161,097	-	0	-	
RESOURCE MGT - BUSINESS OFF	284	-	-	0	-	
Grand Total	6,918,634	7,154,014	6,718,843	6,024,747	(694,096)	-10.3%

GROWTH OF COUNTY POPULATION TO GROWTH OF BCC EMPLOYEES



	FY 17	FY 18	FY 19	FY 20	FY 21	FY 22
FTE	1,420	1,431	1,431	1,459	1,479	1,551
Population*	449,124	454,757	463,560	471,735	476,596	477,455
Per Capita**	3.1	3.1	3.1	3.1	3.1	3.2

**Per Capita = the number of full-time employees per thousand citizens. *Population for FY 2021/22 are estimates.

PAY BANDS

FISCAL YEAR 2021/2022

Board of County Commissioners

All hourly rates are calculated based on 2,080 hours worked per year unless noted otherwise.

Pay Band	Minimum Hourly	Midpoint Hourly	Maximum Hourly	Minimum Annual	Midpoint Annual	Maximum Annual
General Positions						
101	10.61	13.79	16.97	22,063.00	28,682.00	35,301.00
102	14.00	17.37	21.38	29,120.00	36,129.00	44,469.00
103	14.00	18.06	20.58	29,120.00	37,564.00	45,427.00
104	14.00	18.62	22.54	29,120.00	38,729.60	46,883.00
105	14.43	18.76	23.09	30,017.00	39,022.00	48,027.00
106	15.59	20.26	24.94	32,418.00	42,143.00	51,869.00
107	16.83	21.88	26.93	35,011.00	45,515.00	56,017.00
108	18.52	24.07	29.63	38,513.00	50,066.00	61,620.00
109	20.37	26.48	32.59	42,364.00	55,073.00	67,782.00
110	22.40	29.13	35.85	46,600.00	60,580.00	74,560.00
111	24.64	32.04	39.43	51,260.00	66,638.00	82,017.00
112	27.60	35.88	44.16	57,412.00	74,635.00	91,858.00
113	30.91	40.19	49.46	64,301.00	83,591.00	102,882.00
114	34.62	45.01	55.40	72,017.00	93,622.00	115,227.00
115	38.78	50.41	62.05	80,659.00	104,857.00	129,055.00
116	44.60	57.97	71.35	92,758.00	120,585.00	148,413.00
Building Inspector Positions						
112BA	22.59	31.47	40.37	46,996.00	65,458.00	83,970.00
112BB	26.58	35.47	44.37	55,286.00	73,778.00	92,290.00
112BC	30.58	39.47	48.37	63,606.00	82,098.00	100,610.00
112BD	32.58	41.47	50.37	67,766.00	86,258.00	104,770.00
Executives and Department Directors						
201	51.28	66.67	82.06	106,672.00	138,673.00	170,675.00
202	58.98	76.67	94.36	122,672.00	159,474.00	196,276.00
203	67.82	88.17	108.52	141,073.00	183,395.00	225,717.00



INTERNAL SERVICE CHARGES

OVERVIEW

Internal Service Charges (ISCs) have been developed in Seminole County Government as a way to identify and allocate the true cost of services provided by various support programs. Each program requires unique analysis to determine the most appropriate method of both estimating the ISC budgets and allocating the charges.

Currently support programs use the direct and indirect methods to allocate internal service charges. In developing the budget for user programs historical use is analyzed to create an estimate for the upcoming fiscal year. In the direct method of allocating actual charges, the support program tracks service provided to the user program and provides this information to allocate the charges. In the indirect method of allocating charge the percentage of use, or percentage of inventory, is used to determine the proportionate share of each user program. The actual expenses incurred by the support program are then allocated to the user programs based on the proportionate share that has been calculated.

The methodology used to develop the internal service charges is in accordance with Generally Accepted Accounting Principles, and will properly allocate both the direct and indirect costs for the following support program services:

- Fleet Maintenance
- Fleet Fuel
- Mailing Services
- Printing Services
- Facilities Maintenance
 - Regular Facility Maintenance
 - Renewal & Replacement
 - Landscaping Maintenance
- Property Management (Leases, Security, Cleaning Contracts, and Retention Services)
- Radio Support & Maintenance
- Information Services
 - Rentals & Leases - Equipment
 - Desktop Support and Maintenance
 - Network Connection
 - Telecommunication Service
 - Telecommunication Support and Maintenance
 - Geographic Information Systems (GIS)
 - Protecting County Information
- Administrative Fees

INTERNAL SERVICE CHARGES

INTERNAL SERVICES:

Fleet Maintenance

The Fleet Management program maintains a work order system for all equipment serviced. Direct costs are allocated based on billed work orders by user program. Fleet Management's actual overhead costs are charged through the indirect method based on the user program's total service received.

Fleet Fuel

The Fleet Management program maintains a fuel system usage report. Direct costs are allocated based on the total number of gallons of fuel received per user program.

Mailing Services

Mail Services tracks costs associated with providing postage and courier services to user programs through usage reports. Direct postage and courier service costs are allocated to the user programs. Mailing Services overhead is calculated through the indirect method and based on the user program's total service received.

Printing Services

The Print Center uses a database to track all print services provided to user programs. Each user program will be cost allocated for actual print services received. Printing Services overhead is calculated through the indirect method and based on the user program's total service received.

Facilities Maintenance

Regular Facility Maintenance

Facilities Maintenance tracks all work completed for user programs through a work order system. User programs are cost allocated for actual repair and maintenance performed on their facilities. Costs are made of up of a labor rate, (loaded to include: all salaries and benefits); cost of work order parts; and all associated contracted services.

Facilities Renewal & Replacement Activities

The ISC's for Facilities Renewal & Replacement Activities are developed through an annual approved work plan. Renewal & Replacement Activities currently provides roof, heating, ventilation & air conditioning, flooring and building exterior maintenance/replacement on a scheduled basis. The Facilities Maintenance Program estimates the costs that will be expended on certain facilities with the understanding that a budget transfer may be required within a department if necessary. A large portion of the renewal & replacement activities provided by Facilities Maintenance are for General Government Facilities.

Landscape Maintenance

Countywide Landscaping Maintenance maintains service contracts for county facilities, miscellaneous properties and various general areas throughout the county. Direct costs are allocated to each user program based on the provider services received.

INTERNAL SERVICE CHARGES

Property Management

The Facilities Maintenance program manages the property leases, security guard, custodial, and various other contracts for countywide user programs. Cost is allocated to each user program for actual leased space, custodial, window cleaning, security guard and other services received. The Document Management program manages records retention for the County. Direct cost is allocated to each user program for total service received.

Radio Support & Maintenance

The Telecommunications program currently manages the radio inventory, service, and support for all County departments, municipalities, Sheriff's Office, and several other outside agencies. Costs are allocated through the indirect method and based on the total actual countywide cost of providing radio service and support by the user program's total number of radios in inventory.

Information Services

Rentals & Leases - Equipment

To ensure technology efficiencies throughout the County, the Information Services Department works in conjunction with the user programs to verify existing equipment, remove expiring rentals/leases, or relocate/remove unused items from inventory. Cost allocations are based on actual billings from the rental/leasing agent for existing or new rental/lease equipment.

Desktop Support and Maintenance

Desktop Support & Maintenance maintains a computer inventory. A physical inventory is taken annually to ensure efficiencies. Costs are allocated based on the total

actual countywide cost of providing desktop support and maintenance by the user program's total number of computers in inventory.

Network Connection

Network Connection comprises of various service programs and consists of complex technical support, including provisional and proactive/reactive maintenance. Service program costs are allocated through the indirect method and based on the user program's total number of computers in inventory.

Telecommunications Service

The Information Services Department works in conjunction with the countywide user programs to verify two inventories: Telephone Inventory; alarm, fax, modem, and phones; and Cellular Inventory; cell phone and air cards/MiFi's. The telephone actual provider service costs are allocated based on the total number of extensions in inventory for each user program. The cellular costs are allocated based on the total number of devices in inventory for each user program.

Telecommunications Support and Maintenance

Telecommunications Support and Maintenance provides for all hardware, personnel support, and maintenance related to telephones. The Telephone Inventory is used to determine the number of extensions per user program. Indirect costs are allocated based on the total countywide cost of providing support & maintenance by the user program's total number of extensions in inventory.

INTERNAL SERVICE CHARGES

Geographic Information Systems (GIS)

Geographic Information Systems (GIS) maintains an inventory of GIS users and has classified them based on their system roles. Power Users are considered: full time GIS positions, use the geoprocessing tools within the software, consistently create maps as part of their job duties, and are custodians (editors) of three or more datasets. GIS service costs are allocated through the indirect method and based on the total number of Power Users in each user program.

Protecting County Information

The Information Services Department provides direction, support, and technical expertise to ensure that the County's information assets are properly protected. Service program costs are allocated through the indirect method and are based on the user program's total number of computers in inventory.

Administrative Fees

The General Fund pays for various administrative programs that provide support services for all countywide user programs. These support programs which include costs for: Office of Management & Budget, County Manager's Office, Board of County Commissioners, County Attorney's Office, County Finance (FS 29.008), Human Resources, Training & Benefits, Annual Auditor (Resource Management), Community Information, Office of Organizational Excellence, and Purchasing & Contracts are allocated to the appropriate funding sources using specific cost drivers. Ratios are established using various combinations of full time employee counts, budget amounts, and employee workload. These ratios are applied to the support

program's budget to determine the Administrative Fee charge. At the end of the fiscal year, each funding source is charged back their percentage of the actual expenditures for the support services.

Engineering Capitalization Costs

The Capital Projects Delivery Program contains the costs required to administer the Public Works Capital Program. This includes the County's engineers along with the supplies, certifications, and equipment that are directly utilized in managing capital projects. Each project is charged periodically for labor based on staff time allocated to the project, while supplies and other operating expenses are charged annually.

INTERNAL SERVICE CHARGES SUMMARY BY FUND

FUND	FLEET MAINTENANCE	FLEET FUEL	MAILING SERVICES	PRINTING SERVICES	FACILITIES MAINTENANCE	PROPERTY MANAGEMENT	RADIOS	INFORMATION SERVICES	SUBTOTAL	ADMIN FEES	**TOTAL
GENERAL FUND	652,182	203,163	366,770	177,502	3,694,064	1,222,334	1,681,910	5,718,263	13,716,187	7,693,276	21,409,463
ADULT DRUG COURT GRANT FUND								-	-		-
TRANSPORTATION TRUST FUND	1,158,428	400,423	2,636	4,732	76,827	8,737	145,338	1,286,677	3,083,799	1,749,851	4,833,650
BUILDING PROGRAM	35,729	54,111	1,180	1,571		17,636	4,404	466,603	581,235	353,873	935,108
TOURISM PARKS 1,2,3 CENT FUND								-	-	10,000	10,000
TOURISM SPORTS 4 & 6 CENT FUND			669	314		6		52,243	53,232	65,006	118,238
FIRE PROTECTION FUND	1,742,582	504,956	8,853	6,185	701,205	413	463,663	1,370,157	4,798,014	2,952,196	7,750,210
2014 INFRASTRUCTURE SALES TAX								-	-		-
COMMUNITY DEVELOPMEN BLK GRANT								-	-		-
HOME PROGRAM GRANT								-	-		-
EMERGENCY SHELTER GRANTS								-	-		-
COMMUNITY SVC BLOCK GRANT								-	-		-
MOSQUITO CONTROL GRANT								-	-		-
DCF REINVESTMENT GRANT FUND								-	-		-
SHIP AFFORDABLE HOUSING 21/22								-	-		-
EMERGENCY 911 FUND		246		177		16		93,004	93,443		93,443
MSBU PROGRAM			3,187	471				30,199	33,857	34,999	68,856
WATER AND SEWER FUND	792,079	258,012	7,791	3,534	129,945	163,314	86,616	1,071,398	2,512,689	1,479,164	3,991,853
SOLID WASTE FUND	2,120,598	1,038,443	1,102	1,826	127,371	129,491	64,839	200,965	3,684,635	751,082	4,435,717
PROPERTY/CASUALTY INSURANCE FU	2,516	246	1,299	39		453		15,360	19,913	10,176	30,089
WORKERS COMPENSATION FUND								10,347	10,347	20,004	30,351
HEALTH INSURANCE FUND								8,563	8,563	20,351	28,914
CAPITALIZED ENGINEERING COSTS*								-	5,083,305		5,083,305
TOTAL	6,504,115	2,459,600	393,488	196,351	4,729,412	1,542,399	2,446,770	10,323,778	33,679,219	15,139,978	48,819,197

*Capitalized Engineering Costs are not Internal Services Charges, but are budgeted here as chargebacks to another funding source.

** Grant labor and reimbursements are not Internal Service Charges and are not shown on this report. However, they are budgeted within the Internal Service Charge accounts.

INTERNAL SERVICE CHARGES SUMMARY BY DEPARTMENT

DEPARTMENT	FLEET MAINTENANCE	FLEET FUEL	MAILING SERVICES	PRINTING SERVICES	FACILITIES MAINTENANCE	PROPERTY MANAGEMENT	RADIOS	INFORMATION SERVICES	SUBTOTAL	ADMIN FEES	**TOTAL
ADMINISTRATION DEPT	192,233	45,503	36,870	19,714	119,974	9,848	56,520	1,522,861	2,003,522		2,003,522
CONSTITUTIONAL OFFICERS DEP	10,065	4,181	252,344	115,828	264,262	291,270	1,493,998	714,572	3,146,519		3,146,519
COURT SUPPORT DEPT			23,885	196	1,774,559	731,893	7,096	441,793	2,979,422		2,979,422
LEISURE SERVICES DEPT	261,175	56,817	24,121	22,266	1,347,202	20,124	20,553	1,151,462	2,903,720		2,903,720
FIRE DEPT	1,742,582	504,956	8,853	8,423	701,205	413	482,748	1,623,817	5,072,998		5,072,998
COMMUNITY SERVICES DEPT	36,232	13,528	8,381	5,655	97,082	162,891	13,702	424,409	761,881		761,881
PUBLIC WORKS DEPT	1,299,835	475,687	3,896	8,247	156,300	12,072	198,922	1,753,471	3,908,430	846,306	4,754,736
ES UTILITIES	792,079	258,012	7,791	3,534	129,945	163,314	86,616	1,071,398	2,512,689	1,479,164	3,991,853
ES SOLID WASTE DEPT	2,120,598	1,038,443	1,102	1,826	127,371	129,491	64,839	200,965	3,684,635		3,684,635
DEVELOPMENT SERVICES DEPT	36,232	54,603	20,029	4,202		19,077	21,776	661,619	817,538		817,538
INFORMATION SERVICES DEPT	4,529	3,689	157		1,440	27		482,744	492,587		492,587
RESOURCE MANAGEMENT DEPT	8,555	4,181	6,060	6,460	10,072	1,980		274,665	311,973	34,999	346,972
REVENUES-RESERVES-TRANSFERS								-	-	12,779,509	12,779,509
CAPITALIZED ENGINEERING COSTS*									5,083,305		5,083,305
TOTAL	6,504,115	2,459,600	393,488	196,351	4,729,412	1,542,399	2,446,770	10,323,778	33,679,219	15,139,978	48,819,197

*Capitalized Engineering Costs are not Internal Services Charges, but are budgeted here as chargebacks to another funding source.

** Grant labor and reimbursements are not Internal Service Charges and are not shown on this report. However, they are budgeted within the Internal Service Charge accounts.

INTERNAL SERVICE CHARGES COST DRIVERS BY FUND

Seminole County utilizes cost drivers, also known as activity drivers, for calculating internal service program costs (activities), which trace back to either a direct cost object or pool by activity cost. Cost drivers measure the cost of service delivery and tie back to an expected scope of work and/or associated service levels.

FUND NAME	Current Positions	*Fleet Maintenance Usage	*Fuel Usage	*Postage Usage	*Printing Usage	*Facilities Maintenance Usage	*Landscaping Charges	Property Management Charges	Radio Inventory	Computer Inventory	Device Lease Cost	Telephone Inventory	Cell Phone Inventory	GIS Users	Network Lease Buy
00100 - GENERAL FUND	558.30	253,588	203,282	278,035	95,972	2,708,378	663,381	1,222,334	2,158	866	391,625	3,203	188	4	
00111 - TECHNOLOGY REPLACEMENT FUND															552,700
10101 - TRANSPORTATION TRUST FUND	177.00	450,304	400,349	1,986	2,555	44,423	21,833	8,737	168	225	76,999	133	69	3	
10400 - BUILDING PROGRAM	56.00	14,027	54,000	914	855			17,636	5	76	32,138	40	51		
11000 - TOURISM PARKS 1,2,3 CENT FUND	1.00														
11001 - TOURISM SPORTS 4 & 6 CENT FUND	8.00			499	163			6		9	4,303	20	5		
11200 - FIRE PROTECTION FUND	451.00	1,576,989	504,995	6,721	3,341	542,305	106,891	413	536	199	107,474	271	469		
11207 - FIRE PROTECT FUND-CASSELBERRY		0	0				0			0	0	0	0		
12500 - EMERGENCY 911 FUND		43	391	7	105			16		6	2,060	3	2	1	
16000 - MSBU PROGRAM	4.00			2,391	246					6	4,190	4			
40100 - WATER AND SEWER FUND	149.00	307,954	257,847	5,909	1,912	129,945		163,314	100	202	82,204	118	97	1	
40201 - SOLID WASTE FUND	76.00	824,457	1,038,441	834	990	104,208	15,608	129,491	75	41	21,743	23	3		
50100 - PROPERTY/CASUALTY INSURANCE FU	1.00	984	295	995	18			453		3	1,054	3	2		
50200 - WORKERS COMPENSATION FUND	4.00				4					2	366	3			
50300 - HEALTH INSURANCE FUND	2.00									2	616				
Grand Total	1,487.30	3,428,346	2,459,600	298,291	106,161	3,529,259	807,713	1,542,399	3,042	1,637	724,772	3,821	886	9	552,700

* Based on historical usage analysis



SUMMARY OF NON-BASE BUDGETS

Non-base budgets are non-recurring, one-time funding allocations (often called Projects) that are established in order to complete a specific scope of work or procurement. These can be **Capital Improvement Projects, Fleet, Facilities, Technology, and Other One-Time** equipment, studies, or operating projects. While these budgets are adopted on an annual basis, the expectation is that they will be expire until the scope is completed. Non-base “projects” are generally fully funded up front and available balances are eligible for “Carryforward” to be re-budgeted in the new fiscal year. Non-Base Budgets are segregated in individual Business Units, which are organized into the following groups:

CAPITAL IMPROVEMENT PROJECTS

Seminole County maintains a **Five-Year Capital Improvement Program**, which allows for long-term planning and funding for necessary major projects. These projects primarily fall under programs dedicated to *Transportation, Water, Sewer, Solid Waste, Parks, and Fire Services*. They generally have a cost of \$50,000 or more and are necessary to maintain public infrastructure.

FLEET

Includes any *vehicles (light or heavy duty), rolling stock, generators, trailers*, and other equipment managed or maintained by the County’s Fleet Maintenance Program; typically, with a cost of \$5,000 or more.

FACILITIES IMPROVEMENTS

Includes improvements to *existing County Facilities*, which are maintained by the County’s Facilities Maintenance Program. This includes required Planned Maintenance as well as Department Requests for improvements; typically, with a cost of \$5,000 or greater.

TECHNOLOGY PROJECTS

Includes purchase or maintenance of technology equipment or software. Generally anything that interacts or “plugs in” to the County’s network, including *Computers, Phones, Software, and programming services*. These budgets are managed by the County’s Information Services Department and are typically with a cost of \$5,000 or greater.

OTHER NON-BASE PROJECTS

Includes other equipment, studies, or operating projects, which do not fit in to any of the other categories; typically, with a cost of \$5,000 or greater.

CAPITAL PROGRAM - SOURCE OF FUNDING

FUNDING SOURCE	FUNDING AMOUNT
GENERAL FUND	17,477,504
REPLACEMENT FUNDS	63,376,931
TRANSPORTATION FUNDS	5,553,564
FIRE DISTRICT FUNDS	33,154,131
BUILDING FUNDS	2,787,111
TOURISM FUNDS	384,219
SALES TAX FUNDS	208,298,446
IMPACT FEE FUNDS	3,800,243
COURT FUNDS	246,008
GRANT FUNDS	67,023
SPECIAL REVENUE FUNDS	834,239
EMERGENCY 911 FUNDS	1,687,813
CRA FUNDS	592,000
MSBU FUNDS	222,339
CAPITAL FUNDS	64,363,790
WATER & SEWER FUNDS	78,247,168
SOLID WASTE FUNDS	16,048,513
INTERNAL SERVICE FUNDS	67,297
AGENCY FUNDS	164,516
Grand Total	497,372,854

CAPITAL IMPROVEMENT PROJECTS

A capital improvement project is a one-time budget appropriated by the Board to accomplish a specific scope of services. These include all costs associated with a project, including Land, Design, Construction, and Post Construction costs. While the County's capitalization threshold requires that assets or improvements over \$5,000 and a useful life greater than one year should be capitalized, designation as a Capital Improvement Project generally occurs when total project costs are estimated to be more than \$50,000. Board approval for funding of these projects usually requires a scope of services, time frame for completion, a location, an estimated total expenditure, and proposed method of financing resulting in the creation, acquisition, or operation of a capital asset.

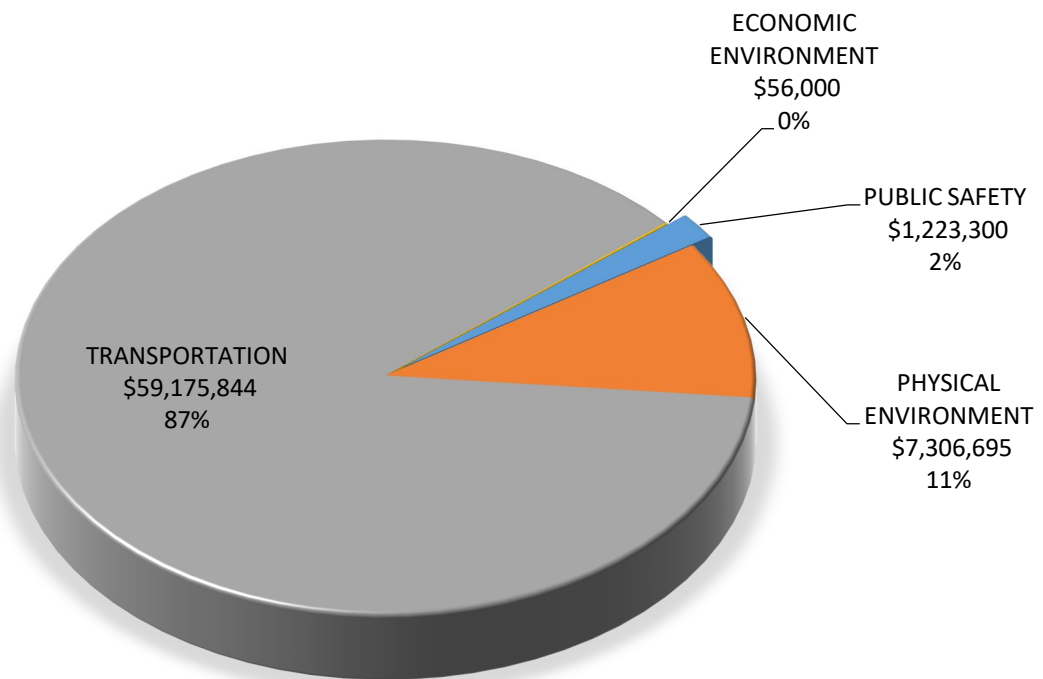
The project listings in these reports do not contain any previously established projects which will be funded in FY 2021/22 solely by a carryforward of available funds from FY 2020/21, nor any amendments made to project budgets after the budget was adopted.

By their nature, many projects tend to incur expenditures over a period of years. The unspent funding for these projects is carried forward from year to year. Other projects are funded by assigning additional funding to an existing project on a yearly basis until the project is completed.

The FY 2021/22 Adopted Budget contains \$67.8M in new Capital Improvement Project funding (excluding Fleet, Equipment, Technology, and Facilities Maintenance).

The breakdown of capital projects by Function is represented by the following graphic:

FY 2021/22 Construction in Progress \$67.8 Million



SUMMARY OF MAJOR PROJECTS – OPERATING IMPACTS

The Major Projects contained within the FY 2021/22 Budget are the following:

NORTH STREET CORRIDOR IMPROVEMENTS - \$9,300,000

This project will provide pedestrian and vehicular safety improvements in the North Street and Rolling Hills areas for a total of 6 projects: Project 1-Raymond Avenue from North Street to SR434, Project 2 - North Street from Raymond Avenue to Palm Springs, Project 3 - Palms Springs Drive from North Street to SR434, Project 4 - Palm Springs Drive from Central Pkwy to North Street, Project 5 - North Street from Palm Springs Drive to Longwood city limits and Project 6 - North Street from Longwood city limits to CR427.

Additional operating and maintenance costs are estimated at 1% or approximately \$100k per year.

ORANGE BLVD SAFETY PROJECT - \$8,820,075

This project proposes to improve safety, address drainage deficiencies, add shoulders, turn lanes, and add sidewalk to enhance pedestrian and bicycle continuity and access. Also, a resurfacing per Tax plan, sidewalk enhancements per Seminole Trails Master Plan. A Roadway Safety Project is currently in design to 3-lane Orlando Blvd., as needed, per tax plan under CIP1785303. Cost estimate assumes resurfacing, restriping, and sidewalk construction in existing row from W SR 46 to Monroe Road (CR 15).

Additional operating and maintenance costs are estimated at 1% or approximately \$100K per year.

RESURFACING LOCAL ROADWAYS - \$4,280,000

Based on a pavement condition index score, this program provides asphalt overlay, full depth reclamation, and various methods of asphalt surface refurbishment that are applied to roads in the Seminole County paved road network. This includes local road resurfacing and rehabilitation that may involve reconstruction activity. This project is funded annually addressing the local roadways that are in need of resurfacing.

This project does not include additional operating and maintenance costs, as it is an improvement of existing roads.

FIRE STATION #39 ACCESS ROAD - \$1,817,000

New proposed road will provide connection for emergency vehicles from Fire Station 39 to International Pkwy.

Additional operating and maintenance costs are estimated to be negligible.

LAKE MARY BLVD RESURFACING - \$1,500,000

This project will resurface Lake Mary Blvd. from International Pkwy to Rinehart Road based on the Pavement Condition Index (PCI). Project will provide asphalt overlay and full depth reclamation.

This project does not include additional operating and maintenance costs, as it is an improvement of an existing road.

PUMP STATION UPGRADES - \$1,750,000

Pump station improvements related to capacity, deficiency and/or renewal & replacement (R&R). The pump station upgrades will consist of the design, permitting and construction of annual pump station

SUMMARY OF MAJOR PROJECTS – OPERATING IMPACTS

upgrades including wet well rehab, control panels, concrete pad repair, odor control and generators, as needed, to achieve efficient maintenance costs. Other repairs may be required and are determined by a condition assessment. The project is necessary to meet 15-year refurbishment cycle for pump stations and upgrade pump stations identified in the Utilities Master Plan. Current pump station asset base numbers include 320 facilities.

POWER CORRIDOR TRAIL FRIN SR434 TO SHEPARD RD - \$1,360,946

The Trails Program constructs new trails, trail connections and other trail improvements that are part of Seminole County's Trails Network, ensuring safe pedestrian and bicycle access/connection to park sites, natural lands, schools and mixed-use centers power corridor SR434-Shepard Road. This project will design and construct trails within powerline corridor.

COUNTYWIDE NON-BASE BUDGETS BY FUND

FY22 ADOPTED
BUDGET

BY FUND - PROJ TYPE - PROGRAM	BUSINESS UNIT NAME	
GENERAL FUND		
FACILITIES PROJECTS		
ANIMAL SVCS	00007120 KENNEL DOOR REPLACEMENT-PH2	70,950
SHERIFF	02202001 SCSO JAIL HOT WATER UPG A-H	315,000
SHERIFF	02202002 SCSO JAIL ELECTRICAL IMPROV	215,000
SHERIFF	02202003 SCSO JAIL COURTROOM RENOVATION	160,000
SHERIFF	02202004 SCSO JAIL SEC FENCE IMPROV	160,000
SHERIFF	02202005 SCSO CONTROL1 ATTORNEY VIS CON	125,000
LEISURE BUS OFF	02204032 WEST LIBRARY BOOK DROP	12,748
FACILITIES	02207001 JAIL- BOILER REPLACEMENT	242,259
FACILITIES PROJECTS Total		1,300,957
TECHNOLOGY		
COUNTY ATTORNEY	02201004 LAW OFFICE AUTOMATION SYSTEM	225,000
LEISURE BUS OFF	02204034 SECURITY CAMERAS ALL LIBRARIES	9,375
COUNTY ASSIST	02206001 NEIGHBORLY GRANT APP SOFTWARE	9,350
ENTERPRISE ADMIN	02214007 DATACENTER REDUNDANT UPS	125,000
ENTERPRISE SOFTWARE	02214001 AS-400 DISASTER RECOVERY	80,000
ENTERPRISE SOFTWARE	02214002 ONBASE UPGRADE TO CURRENT EP4	70,000
IS BUSINESS OFFICE	02214006 SECURE DOCUMT EXCHANGE SERVICE	10,000
PURCHASING	02218001 CONTRACTS MANAGEMENT SOLUTION	50,000
TECHNOLOGY Total		578,725
OTHER NON BASE		
HUMAN RESOURCES	01901010 MARKET COMPENSATION STUDY	200,000
TELECOMM	02201005 UPS REPLACEMENTS	150,000
TELECOMM	02201006 COUNTYWIDE FIBER TV INSTALLATI	10,000
LIBRARY SERVICES	00006912 LIBRARY BOOKS	800,000
LIBRARY SERVICES	02204024 RED BUG PARK BALL MACHINE	6,995
PARKS & REC	02104033 SOFTBALL COMP EXERCISE EQUIP	40,000
COUNTY ASSIST	02106004 ATTAINABLE HOUSING	500,000
PLANNING	02111012 SMALL AREA STUDIES	50,000
PLANNING	02211001 LAND USE POLICY VISION PLAN	300,000
RECIPIENT GRANTS	01918004 GRANT MGMT ADMINISTRATION	457,758
RESOURCE MGT BUS OFF	00285810 FEMA CONSULTING SVC (00100)	154,000
OTHER NON BASE Total		2,668,753
GENERAL FUND Total		4,548,435
REPLACEMENT FUNDS		
FLEET		
TELECOMM	02201002 TRANSIT T150 CREW VAN 06070226	35,210
TELECOMM	02201003 TRANSIT T150 CARGO VAN 06415	35,447
NATURAL LANDS	02204005 KUBOTA RTVX900 05308	12,793
NATURAL LANDS	02204006 JEEP RUBICON 4X4 06070070	55,000

COUNTYWIDE NON-BASE BUDGETS BY FUND

BY FUND - PROJ TYPE - PROGRAM	BUSINESS UNIT NAME	FY22 ADOPTED BUDGET
NATURAL LANDS	02204007 F750 REG CAB DUMP TRUCK 04544	99,381
NATURAL LANDS	02204008 F250 REG CAB 4x2 UTILITY 05233	36,360
PARKS & REC	02204029 F150 REG CAB 4X2 780117	27,672
PARKS & REC	20180568 CARES-SISIS TURF SWEEP NEW19	40,714
PARKS & REC	20180569 CARES-SANDPRO 3040 NEW17	24,516
PARKS & REC	20180570 CARES-TORO SP EDGER ATTC NEW18	6,049
FACILITIES	02207002 TRANSIT T250 CARGO VAN 05148	33,985
FACILITIES	02207004 TRANSIT T250 CARGO VAN 07460	33,985
FACILITIES	02207006 F350 REG CAB STAKE-DUMP 23114	55,185
FACILITIES	02207007 GENERATOR REPLACEMENT 00100	408,114
FLEET MGMT	02207009 F450 EXT CAB GENERAT TRK 00406	67,193
FLEET MGMT	02207010 F350 EXT CAB 4X4 UTILITY 01352	73,518
FLEET MGMT	02207011 F350 EXT CAB 4X4 UTILITY 01356	60,765
FLEET MGMT	02207012 ARI HETRA 4 COL MOB LIFT 05215	40,097
FLEET MGMT	02207013 ASCO PORTABLE LOAD BANK 780331	9,689
MOSQUITO CONTROL	02207014 F350 REG CAB 4X4 FLATBED NEW21	49,707
MOSQUITO CONTROL	02207017 F150 EXT CAB 4X4 780140	39,718
WATER QUALITY	02207020 F250 CREW CAB 4x4 06581	36,781
WATER QUALITY	02207021 TRANSIT T150 CREW VAN 07360	40,365
NETWORK & COMM	02214003 CUMMINS 100KW GENERATOR NEW16	122,546
NETWORK & COMM	02214004 TRANSIT CNNECT CARGO VAN 07116	29,878
NETWORK & COMM	02214005 TRANSIT T250 CARGO VAN 07358	33,985
FLEET Total		1,508,653
FACILITIES PROJECTS		
SHERIFF	00007085 JAIL PLANNED WORK 00100	387,431
NATURAL LANDS	20180551 CARES RESTROOM-SANLANDO ADMIN	125,000
NATURAL LANDS	20180552 CARES-RESTROOM SANLANDO TENNIS	75,000
NATURAL LANDS	20180556 CARES-BOOKERTOWN PARK LIGHTING	15,276
NATURAL LANDS	20180571 CARES-HEALTH DEPT FITNESS PATH	130,000
LIBRARY SERVICES	20180550 CARES-SYLVAN PERIMETER FENCE	108,500
LIBRARY SERVICES	20180553 CARES-SYLVAN NATURAL SOCCER FD	93,750
LIBRARY SERVICES	20180554 CARES-SOLDIER CREEK PEDTR GATE	81,250
LIBRARY SERVICES	20180555 CARES-RED BUG BLEACHER REPLACE	35,438
LIBRARY SERVICES	20180557 CARES-RED BUG PERIMETER FENCE	54,250
LIBRARY SERVICES	20180558 CARES-MOORES STATN PERIM FENCE	43,750
LIBRARY SERVICES	20180559 CARES-SOFTBALL COMP FLD FENCES	18,600
PARKS & REC	20180566 CARES-SPORTS COMP PARKING LOT	26,250
FACILITIES	00007083 LEISURE PLANNED WORK 00100	559,702
FACILITIES	00007084 GENERAL GOVT PLANNED WRK 00100	83,446
FACILITIES	01902004 CONSTITUTIONAL PLAN WORK 00108	176,360
FACILITIES	20180564 CARES-ROOF-MENTAL HEALTH-SANFD	147,000
FACILITIES	20180565 CARES-HEALTH DEPT PARKING REPV	124,661
FACILITIES	20180567 CARES-HEALTH DEPT HVAC-AIRPORT	23,974
FACILITIES PROJECTS Total		2,309,638

COUNTYWIDE NON-BASE BUDGETS BY FUND

FY22 ADOPTED
BUDGET

BY FUND - PROJ TYPE - PROGRAM	BUSINESS UNIT NAME	
TECHNOLOGY		
PORTFOLIO MGMT	02214008 TECHNICAL DEBT IMPROVEMENTS	100,000
WORKSTATION SUPP	00006651 TECHNOLOGY REPLACEMENT	330,903
WORKSTATION SUPP	00006839 NETWORK EQUIPMENT REFRESH	552,700
WORKSTATION SUPP	02014007 FIRE DEPT MOBILE REFRESH PLAN	504,072
TECHNOLOGY Total		1,487,675
OTHER NON BASE		
PARKS & REC	20180561 CARES-SPORTS COMPLEX HUB SIGN	31,250
PARKS & REC	20180562 CARES-SPORTS COMP LANDSCP PLAN	25,000
PARKS & REC	20180563 CARES-MOORES STATION SIGNAGE	6,250
RECIPIENT GRANTS	20180540 CARES-SEMINOLE COVID RESPONSE	5,000
OTHER NON BASE Total		67,500
REPLACEMENT FUNDS Total		5,373,466

TRANSPORTATION FUNDS

FLEET

ROADS	02207023 F550 EXT CAB HERBICD TRK 02885	70,000
ROADS	02207024 F250 CREW CAB 4X4 04848	42,581
ROADS	02207025 F250 CREW CAB 4X4 04849	42,581
ROADS	02207026 F150 EXT CAB 4X4 06070324	33,565
ROADS	02207027 THOMP 6" MOBILE PUMP 06070345	59,948
ROADS	02207029 F150 EXT CAB 4x4 01104	32,621
ROADS	02207030 JOHN DEERE LOADER 644L 01122	281,057
ROADS	02207031 CAT MINI EXCAVATOR 304E2 02883	68,978
ROADS	02207032 INTERNATIONAL DUMP TRUCK 04496	125,742
ROADS	02207034 F250 CREW CAB 4X4 06070287	37,624
ROADS	02207035 CAT MINI EXCAV 305 E2 06070532	82,934
ROADS	02207036 F250 CREW CAB 4X4 06536	37,624
ROADS	02207037 F250 CREW CAB 4X4 06541	37,624
ROADS	02207038 CAT MINI EXCAVATOR 304E2 06831	58,417
ROADS	02207039 F250 CREW CAB 4X4 07195	38,354
ROADS	02207040 CAT LOAD SKIDSTEER 289D 07364	89,835
ROADS	02207041 CAT LOAD SKIDSTEER 289D 07365	96,834
ROADS	02207042 CAT LOAD SKIDSTEER 289D 07366	100,483
ROADS	02207043 TRAILING TRAILER 07447	19,397
ROADS	02207044 CATERPILLAR GRADER 120 23084	269,327
ROADS	02207045 BROCE SWEEPER 23509	42,210
ROADS	02207046 JOHN DEERE TRACTOR 4X4 23580	57,586
ROADS	02207047 FINN SHREDDER 14460	36,558
ROADS	02207048 INTERNL ROAD TRACTOR 01326	125,386
ROADS	02207049 F750 CREW DUMP 02073	124,546
ROADS	02207050 FORD DUMP TRUCK 02902	125,742

COUNTYWIDE NON-BASE BUDGETS BY FUND

BY FUND - PROJ TYPE - PROGRAM	BUSINESS UNIT NAME	FY22 ADOPTED BUDGET
ROADS	02207051 JOHN DEERE LOADER 644L 04494	281,057
ROADS	02207052 F750 CREW DUMP 04642	124,546
ROADS	02207053 TRAILER 05222	96,596
ROADS	02207054 F750 CREW DUMP 05273	124,546
ROADS	02207055 TRAILER 07437	37,020
ROADS	02207056 JOHN DEERE TRACTOR 4x4 18930	57,586
ROADS	02207057 KUBOTA RTVX900 4X4 04411	12,385
ROADS	02207058 F250 CREW CAB 4X4 06537	37,624
ROADS	02207059 SMITH SURFACER 48486	7,541
TRAFFIC OPS	02207060 F150 EXT CAB 4X4 NEW23	35,076
TRAFFIC OPS	02207061 ALLMAND ARROW BOARD 780008	6,750
TRAFFIC OPS	02207062 ATLAS AIR COMPSR XATS250 02181	26,538
TRAFFIC OPS	02207063 F550 EXT CB BUCKET TK 06070095	126,204
TRAFFIC OPS	02207064 GENERAC LIGHT TOWER 780014	10,343
TRAFFIC OPS	02207065 ALLMAND ARROW BOARD 780980	6,750
TRAFFIC OPS	02207067 AM SIGNAL MESSAGE BOARD 781265	15,393
FLEET Total		3,143,509
FACILITIES PROJECTS		
FACILITIES	01907116 TRAN TRUST PLANNED WORK 10101	124,833
FACILITIES PROJECTS Total		124,833
TECHNOLOGY		
CIP DELIVERY	02207068 MAINTSTAR SOFTWARE UPDATE	412,500
CIP DELIVERY	02207069 CONCURRENCY APPLICATION REPLAC	17,500
TECHNOLOGY Total		430,000
OTHER NON BASE		
PUBLIC WORKS BUS OFF	02207098 TCEA TRAN CONCURY EXCEPN STUDY	100,000
OTHER NON BASE Total		100,000
TRANSPORTATION FUNDS Total		3,798,342
FIRE DISTRICT FUNDS		
CONSTRUCTION IN PROGRESS		
EMS/FIRE/RESCUE	02005012 FIRE STATION 39 SANFORD-LK MRY	473,300
EMS/FIRE/RESCUE	02205003 FIRE STATION 23 LAND	750,000
CONSTRUCTION IN PROGRESS Total		1,223,300
FLEET		
EMS/FIRE/RESCUE	02205021 F150 CREW CAB 4X4 XLT 100646	55,000
EMS/FIRE/RESCUE	02205022 BT21 BOAT REFURBISH 100651	16,000
EMS/FIRE/RESCUE	02205023 ENCLOSED TRAILER 04137	30,000
EMS/FIRE/RESCUE	02205024 F150 CREW CAB 4X4 XLT 06070121	55,000
EMS/FIRE/RESCUE	02205025 TRANSIT T350 PASS VAN 06070130	45,000

COUNTYWIDE NON-BASE BUDGETS BY FUND

BY FUND - PROJ TYPE - PROGRAM	BUSINESS UNIT NAME	FY22 ADOPTED BUDGET
EMS/FIRE/RESCUE	02205027 PIERCE ENGINE 06944	710,000
EMS/FIRE/RESCUE	02205029 F550 REG CAB 4X4 FLATBED 07171	83,520
EMS/FIRE/RESCUE	02205030 F250 CREW CAB 4X4 07363	62,000
EMS/FIRE/RESCUE	02205031 F150 EXT CAB 4X4 07407	42,000
EMS/FIRE/RESCUE	02205032 PIERCE REHAB 1 07478 REHAB	950,000
EMS/FIRE/RESCUE	02205033 F550 RESCUE 47102	315,000
EMS/FIRE/RESCUE	02205034 F550 RESCUE 48546	315,000
EMS/FIRE/RESCUE	02205035 F350 CREW CAB 4X4 50482	115,000
EMS/FIRE/RESCUE	02205037 F550 WOODS TRUCK 780429	195,000
EMS/FIRE/RESCUE	02205038 PIERCE QUINT 780672	1,010,000
EMS/FIRE/RESCUE	02205039 GENERATOR REPLACEMENT 11200	154,530
FIRE PREVENTION BUREAU	02205015 F150 EXT CAB 4X4 NEW12	42,000
FLEET Total		4,195,050
FACILITIES PROJECTS		
EMS/FIRE/RESCUE	00007115 FIRE FACILITIES SUSTAINMENT	300,000
EMS/FIRE/RESCUE	01907136 FIRE VENTILATION FANS	10,000
EMS/FIRE/RESCUE	02205006 FS GENDER NEUTRAL RESTROOMS 12	200,000
EMS/FIRE/RESCUE	02205008 FIRE STATION 24 REDESIGN/REMOD	500,000
EMS/FIRE/RESCUE	02205009 FIRE STATION 42 BAY EXTENSION	750,000
EMS/FIRE/RESCUE	02205011 FS APRON/APPARATRUS BAY REPAIR	150,000
FACILITIES	00007087 FIRE DEPT PLANNED WORK 11200	92,518
FACILITIES PROJECTS Total		2,002,518
TECHNOLOGY		
EMS/FIRE/RESCUE	02205048 DRONE PROGRAM ENHANCEMENT	30,000
EMS/FIRE/RESCUE	02205049 EVERBRIDGE PAGING SYSTEM	10,000
EMS/FIRE/RESCUE	02205050 PREDICTIVE ANALYTIC SOFTWARE	137,500
EMS/FIRE/RESCUE	02205054 VIRTUAL REALITY TRAINING SYSTM	25,000
EMS/FIRE/RESCUE	02205055 FIRE INVENTORY MGT SOFTWARE	11,000
EMS/FIRE/RESCUE	02205057 MUTALINK AP & LICENSES (25) FD	22,400
TECHNOLOGY Total		235,900
OTHER NON BASE		
EMS/FIRE/RESCUE	00006671 SPECIAL OPS TRAINING EQUIPMENT	75,000
EMS/FIRE/RESCUE	00006890 THERMAL IMAGERS	25,000
EMS/FIRE/RESCUE	00006947 STRETCHERS	95,000
EMS/FIRE/RESCUE	00006948 LIFEPAK 15 EKG MONITOR/DEFIB	185,000
EMS/FIRE/RESCUE	00007091 DEPT-WIDE HOSE REPLACEMENT PRO	75,000
EMS/FIRE/RESCUE	00007093 SAVE EQUIPMENT	15,000
EMS/FIRE/RESCUE	00008094 FITNESS EQUIPMENT REPLACEMENT	35,000
EMS/FIRE/RESCUE	02005019 EXTRICATION TOOL REPLACEMENT	50,000
EMS/FIRE/RESCUE	02105040 EMS EQUIPMENT ALLOCATION	50,000
EMS/FIRE/RESCUE	02105046 FIRE DEPT STRATEGIC PLAN	100,000
EMS/FIRE/RESCUE	02105067 FEMA 2020 AFG GRANT - MATCH	78,273

COUNTYWIDE NON-BASE BUDGETS BY FUND

BY FUND - PROJ TYPE - PROGRAM	BUSINESS UNIT NAME	FY22 ADOPTED BUDGET
EMS/FIRE/RESCUE	02205044 PPE REPLACEMENT PROGRAM	515,447
EMS/FIRE/RESCUE	02205045 RAPID DIVER/SWIMMER EQUIPMENT	45,000
OTHER NON BASE Total		1,343,720

FIRE DISTRICT FUNDS Total	9,000,488
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BUILDING FUNDS

FLEET		
BUILDING	02111013 NEW FORD F150 PICKUP TRUCK	27,100
FLEET Total		27,100

BUILDING FUNDS Total	27,100
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TOURISM FUNDS

CONSTRUCTION IN PROGRESS		
TOURIST DEVELOPMENT	00234720 SPORTS COMPLEX	56,000
CONSTRUCTION IN PROGRESS Total		56,000

TOURISM FUNDS Total	56,000
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SALES TAX FUNDS

CONSTRUCTION IN PROGRESS		
CIP DELIVERY	00285002 LAKE HODGE OUTFALL	90,000
CIP DELIVERY	01785134 LK MARY BLVD INT 4 LOCATIONS	131,956
CIP DELIVERY	01785146 SLAVIA RD CAPACITY IMP	1,000,000
CIP DELIVERY	01785169 NEW TRAFFIC SIGNAL CABINETS	700,000
CIP DELIVERY	01785216 RESURFACING-LOCAL ROADS	4,280,000
CIP DELIVERY	01785222 PAVEMENT MGMT TESTING & INSP	225,000
CIP DELIVERY	01785224 ASSET MGMT INSP & INV	225,000
CIP DELIVERY	01785240 PIPE LINING AND INSPECTIONS	1,300,000
CIP DELIVERY	01785259 SANLANDO ESTATES SIDEWALKS	107,330
CIP DELIVERY	01785303 ORANGE BLVD (CR431) SAFETY	8,820,075
CIP DELIVERY	01785318 E SEMINOLE UNPAVED TRAILS	300,000
CIP DELIVERY	01785376 WEKIVA BASIN TMDL	250,000
CIP DELIVERY	01785444 ADA REPLACEMENT PAVMT MGMT	600,000
CIP DELIVERY	01785447 ANNUAL BRIDGE/TUNNEL REP/REPLA	400,000
CIP DELIVERY	01785479 SIDEWALK REPAIRS-STORMWATER	1,000,000
CIP DELIVERY	01785486 PROJECT MANAGEMENT (GEC)	1,000,000
CIP DELIVERY	01785487 TRANS MASTER PLAN-EAST SIDE	250,000
CIP DELIVERY	01785489 ENGINEERING CAPITALIZATION	5,083,305
CIP DELIVERY	01785562 BRIDGE INSPECTIONS	80,000
CIP DELIVERY	01785572 MINOR ROADWAY PROJECTS	500,000
CIP DELIVERY	01907040 W SR 46 FIBER UPGRADE (PHASE 1	200,000
CIP DELIVERY	01907077 MIDWAY DRAINAGE IMPROVEMENTS	1,500,000
CIP DELIVERY	01907084 NORTH ST CORRIDOR IMP	9,300,000

COUNTYWIDE NON-BASE BUDGETS BY FUND

BY FUND - PROJ TYPE - PROGRAM	BUSINESS UNIT NAME	FY22 ADOPTED BUDGET
CIP DELIVERY	02007013 PWR CORR TRL SR434-SHEPARD RD	1,360,946
CIP DELIVERY	02007015 PED AND BIKE OVERPASSES	1,000,000
CIP DELIVERY	02007101 MILLER RD CULVT DRAINAGE HMGP	190,694
CIP DELIVERY	02007102 NEBRASKA AVE BRIDGE DRAIN HMGP	330,692
CIP DELIVERY	02007104 NOLAN RD CHANNEL DRAINAGE HMGP	335,309
CIP DELIVERY	02107099 WHITCOMB DRAINAGE IMPROVEMENTS	700,000
CIP DELIVERY	02107103 RED BUG LAKE AT MIKLER RD	292,500
CIP DELIVERY	02207078 TRANS MAST PLAN 5YR UPDATE	750,000
CIP DELIVERY	02207079 4TH GEN REF PREPARATION PLAN	500,000
CIP DELIVERY	02207081 ORANOLE/LINNEAL BEACH SIDEWALK	245,000
CIP DELIVERY	02207083 ACCESS ROAD/FS #39	1,817,000
CIP DELIVERY	02207084 SLAVIA RD EXTENSION/SR 426-SR4	600,000
CIP DELIVERY	02207085 LK MARY BLVD 2022 RESURFACING	1,500,000
CIP DELIVERY	02207086 N RONALD REAGAN/CR427 2022 PAV	1,400,000
CIP DELIVERY	02207087 LAKE DR/SEMINOLA-E LAKE PAVING	500,000
CIP DELIVERY	02207088 BEAR LAKE RD	1
CIP DELIVERY	02207089 GEN HUTCHINSON	1
CIP DELIVERY	02207090 RESERVOIR LK OUTFALL CANAL	267,980
CIP DELIVERY	02207091 NUTRIENT STUDY/LK MILLS & SURR	300,000
CIP DELIVERY	02207092 BEAR GULLY MODEL UPDATE STUDY	25,000
CIP DELIVERY	02207093 HOWELL CREEK EROSION ASSESS	70,000
CIP DELIVERY	02207094 BASIN STUDIES/E COUNTY BASINS	2,291,250
CIP DELIVERY	02207095 USGS MONITORING PROG -3RD GEN	83,500
CIP DELIVERY	02207096 DEER RUN SUB - E CULVERT REP	280,000
CIP DELIVERY	02207097 WOODLAND II SUB/OUTFALL REP	360,000
CIP DELIVERY	02207100 EAST LAKE MARY AT OHIO MAST AR	400,000
CIP DELIVERY	02207101 OLIVER RD RESURFACING PROJECT	240,000
CIP DELIVERY	99999906 PROGRAM MANAGEMENT (GEC)	3,200,000
TRAFFIC OPS	01785165 MAST ARMS REFURBISHMENTS	200,000
TRAFFIC OPS	01785313 LED STREET SIGN UPGRADE	150,000
TRAFFIC OPS	01785344 MAST ARM REBUILDS	450,000
TRAFFIC OPS	01785346 LANE STRIPING	100,000
TRAFFIC OPS	01785471 SR426@HOWELL BRANCH-MAST ARM	400,000
TRAFFIC OPS	01785571 SCHOOL FLASHER SIGNAL UPGRADES	100,000
TRAFFIC OPS	01907047 CONNECTED VEHICLE/ICM EQUIP	100,000
TRAFFIC OPS	01907086 FIBER OPTIC PULL BOX	200,000
TRAFFIC OPS	02207070 SR 436 @BEAR LAKE RD MAST	400,000
TRAFFIC OPS	02207072 SR436@PRAIRIE LAKE-MAST ARM	400,000
TRAFFIC OPS	02207073 SR434@E LAKE BRANTLEY-MAST ARM	400,000
TRAFFIC OPS	02207074 SR 415@CELERY AVE - NEW SIGNAL	450,000
TRAFFIC OPS	02207075 SR 46A SIGNAL ADAPTIVE PROJ	200,000
TRAFFIC OPS	02207076 NETWORK SWITCH UPGRADE/CTY CAB	100,000
CONSTRUCTION IN PROGRESS Total		60,032,539
SALES TAX FUNDS Total		60,032,539

COUNTYWIDE NON-BASE BUDGETS BY FUND

FY22 ADOPTED
BUDGET

BY FUND - PROJ TYPE - PROGRAM	BUSINESS UNIT NAME	
IMPACT FEE FUNDS		
OTHER NON BASE		
LIBRARY SERVICES	00006913 LIBRARY BOOKS	170,000
OTHER NON BASE Total		170,000
IMPACT FEE FUNDS Total		170,000
COURT FUNDS		
TECHNOLOGY		
ARTV COURT TECH	01903001 CRIMINAL COURT A/V UPDATE	75,000
TECHNOLOGY Total		75,000
COURT FUNDS Total		75,000
GRANT FUNDS		
TECHNOLOGY		
GRANT ASSISTANCE	02206002 FASTRACK GRANT ARCHIVE STORAGE	55,500
TECHNOLOGY Total		55,500
GRANT FUNDS Total		55,500
SPECIAL REVENUE FUNDS		
OTHER NON BASE		
WATER QUALITY	02218004 SJRWMD - LITTLE WEKIVA RIVER	437,500
OTHER NON BASE Total		437,500
SPECIAL REVENUE FUNDS Total		437,500
MSBU FUNDS		
TECHNOLOGY		
MSBU PROGRAM	02218002 MSBU MGMT SOFTWARE	25,000
TECHNOLOGY Total		25,000
MSBU FUNDS Total		25,000
WATER & SEWER FUNDS		
CONSTRUCTION IN PROGRESS		
UTILITIES ENGINEERING	00021716 OVERSIZING & EXTENSION-SANITAR	50,000
UTILITIES ENGINEERING	00021717 OVERSIZING & EXTENSIONS-POTABL	50,000
UTILITIES ENGINEERING	00040302 CAPITALIZED LABOR PROJECT	700,000
UTILITIES ENGINEERING	00040306 CAPITALIZED LABOR PROJECT	75,000
UTILITIES ENGINEERING	00064592 WATER SERVICE LINE REPLACEMENT	250,000
UTILITIES ENGINEERING	00082924 PUMP STATION UPGRADES	1,750,000
UTILITIES ENGINEERING	00178313 COUNTRY CLUB WATER TREATMENT P	400,000

COUNTYWIDE NON-BASE BUDGETS BY FUND

BY FUND - PROJ TYPE - PROGRAM	BUSINESS UNIT NAME	FY22 ADOPTED BUDGET
UTILITIES ENGINEERING	00195209 YLK WRF REHAB/REPLACEMENT	1,000,000
UTILITIES ENGINEERING	00195785 SER R & R	250,000
UTILITIES ENGINEERING	00216426 IRON BRIDGE AGREEMENT	150,000
UTILITIES ENGINEERING	00216732 MARKHAM WTP REHAB AND REP	575,000
UTILITIES ENGINEERING	00227413 GREENWOOD LAKES RAPID INFILTRA	100,000
UTILITIES ENGINEERING	00227416 GREENWOOD LAKES WATER RECLAME	100,000
UTILITIES ENGINEERING	00227458 GWL CAPACITY EXPANSION	100,000
UTILITIES ENGINEERING	00243505 INDIAN HILL WATER TREATMENT PL	100,000
UTILITIES ENGINEERING	00243506 LYNWOOD WTF REHAB/REPLACE	100,000
UTILITIES ENGINEERING	00283005 NW-RW-2 SYSTEM WIDE OPER EFFIC	250,000
CONSTRUCTION IN PROGRESS Total		6,000,000
FLEET		
WASTEWATER OPS	02208002 VALVE ACTUTR SD800 HURCO NEW08	14,438
WASTEWATER OPS	02208003 KAWASAKI MULE 4X4 48953	16,738
WASTEWATER OPS	02208004 VACTOR 49065	420,025
WASTEWATER OPS	02208005 VACTOR 51991	388,523
WATER OPS	02208009 VALVE ACTUTR SD800 HURCO NEW09	14,438
WATER OPS	02208010 MASTERCRAFT FORKLIFT NEW10	92,170
WATER OPS	02208011 ESCAPE S FWD NEW11	23,470
WATER OPS	02208012 TRANSIT CNNECT CARGO VAN 51493	31,307
WATER OPS	02208013 F250 CREW CAB 4X4 51494	35,397
WATER OPS	02208014 TRANSIT CNNECT CARGO VAN 51495	31,307
WATER OPS	02208015 TRANSIT CNNECT CARGO VAN 51536	31,307
WATER OPS	02208016 VANAIR AIR COMPRESSOR 52133	8,820
WATER OPS	02208017 VANAIR AIR COMPRESSOR 52134	8,820
WATER OPS	02208018 TRANSIT CNNECT CARGO VAN 52651	31,307
WATER OPS	02208020 F250 CREW CAB 4X4 - NEW POSITI	37,000
FLEET Total		1,185,067
TECHNOLOGY		
UTILITIES ENGINEERING	00283006 SCADA AND SECURITY SYSTEMS IMP	325,000
UTILITIES ENGINEERING	02208001 ES NETWORK SWITCH REFRESH PH 4	62,500
WASTEWATER OPS	02208006 ELECTRONIC LOG BOOK-FDEP COMPL	40,000
WASTEWATER OPS	02208008 TRIMBLE & IPAD-ENV SV GPS DATA	8,000
TECHNOLOGY Total		435,500
WATER & SEWER FUNDS Total		7,620,567
SOLID WASTE FUNDS		
CONSTRUCTION IN PROGRESS		
SW-COMPLIANCE	00160803 LANDFILL ACCESS PAVING	250,000
SW-COMPLIANCE	00244517 TRANSFER STATION REFURBISHMENT	200,000
CONSTRUCTION IN PROGRESS Total		450,000

COUNTYWIDE NON-BASE BUDGETS BY FUND

BY FUND - PROJ TYPE - PROGRAM	BUSINESS UNIT NAME	FY22 ADOPTED BUDGET
FLEET		
LANDFILL OPS	02209001 THOMPSON WATER PUMP NEW07	41,249
LANDFILL OPS	02209002 JOHN DEERE BATWING MOWER 51476	33,968
LANDFILL OPS	02209003 KENWORTH SHUTTLE 6X6 52118	254,760
LANDFILL OPS	02209004 JOHN DEERE GATOR 4X4 55945	14,700
LANDFILL OPS	02209005 JOHN DEERE LOADER 644L 56575	333,557
SW-COMPLIANCE	02209006 F150 CREW CAB 4X4 780118	33,416
TRANSFER STATION	02209007 MAC WALKING FLOOR TRAILR 48219	94,838
TRANSFER STATION	02209008 MAC WALKING FLOOR TRAILR 48221	94,838
TRANSFER STATION	02209011 ROAD TRACTOR NEW05	160,948
TRANSFER STATION	02209013 ROAD TRACTOR 52534	160,948
TRANSFER STATION	02209014 ROAD TRACTOR 52575	160,948
FLEET Total		1,384,170
FACILITIES PROJECTS		
FACILITIES	00007088 SOLID WASTE PLANNED WORK 40201	62,858
FACILITIES PROJECTS Total		62,858
OTHER NON BASE		
SW-COMPLIANCE	00244516 OSCEOLA ROAD LANDFILL TELEMETR	500,000
SW-COMPLIANCE	02109034 TRANSFER STATION SCALEHOUSE	900,000
OTHER NON BASE Total		1,400,000
SOLID WASTE FUNDS Total		3,297,028
Grand Total		94,516,964

FACILITIES PROJECT DETAILS

BY BUSINESS UNIT - PROG	TITLE OF REQUEST	FY22 ADOPTED BUDGET
00007084 GENERAL GOVT PLANNED WRK 00100		83,446
ANIMAL SVC	OUTDOOR WALKIN COOLER & AWNING	15,400
TELECOMM	PSB- TELECOMM OFFICE FLOORING	8,313
FACILITIES	FLEET-HVAC SPLIT SYSTEM REPLACEMENT	9,734
FACILITIES	COUNTYWIDE FLOORING	50,000
01902004 CONSTITUTIONAL PLAN WORK 00108		176,360
CLERK	CJC DATA CENTER-REDUNDANT HVAC	176,360
00007085 JAIL PLANNED WORK 00100		387,431
SHERIFF	JAIL-COOLING TOWER FILL REPLACEMENT	103,985
SHERIFF	JAIL-TRANE SMOKE CONTROL UPGRADE	33,446
SHERIFF	JAIL-ALARM GRAPHIC ANNUNCIATOR PANEL	250,000
00007083 LEISURE PLANNED WORK 00100		559,702
LIBRARIES	RESTROOM-CENTRAL LIBRARY CHILDRENS	62,000
LIBRARIES	EAST LIBRARY-LIGHT POLES REPLACEMENT	62,500
LIBRARIES	EAST LIBRARY-SIDEWALK BOLLARD LIGHTS	6,250
LIBRARIES	ROOF-EAST BRANCH LIBRARY	287,115
LIBRARIES	WEST LIBRARY LIGHT POLES REPLACEMENT	62,500
LIBRARIES	WEST LIBRARY-SIDEWALK BOLLARD LIGHTS	6,250
PARKS	GREENWOOD PARKING LOT NEW LIGHTS	73,087
20180540 SEMINOLE COVID RESPONSE		5,000
LIBRARIES	TOUCHLESS FOUNTAINS-EAST LIBRARY	1,250
LIBRARIES	TOUCHLESS FOUNTAINS-NORTH LIBRARY	1,250
LIBRARIES	TOUCHLESS FOUNTAINS-NORTHWEST LIBRARY	1,250
LIBRARIES	TOUCHLESS FOUNTAINS-WEST LIBRARY	1,250
01907116 TRANSPORTATION TRUST PLANNED WORK 10101		124,833
ROADS	ROADS WAREHOUSE 101- ROOF	26,133
TRAFFIC	SIGNAL SHOP- ADDITIONAL HVAC	23,700
TRAFFIC	TRAFFIC WAREHOUSE-CLIMATE CONT (5PTS)	75,000
00007087 FIRE DEPT PLANNED WORK 11200		92,518
FIRE	FIRE STATION 14 ALTAMONTE- UPGRADE HVAC	76,827
FIRE	FS35 5PTS- DAY ROOM AC REPLACEMENT	15,691
00007088 SOLID WASTE PLANNED WORK 40201		62,858
TRANSFER STN	PRESSURE WASH-CENTRAL TRANSFER STATION	27,477
TRANSFER STN	CENTRAL TRANSFER STATION SEAL FLEET BLDG	25,890
TRANSFER STN	CENTRAL TRANSFER STATION SEAL SCALEHOUSE	9,491

FACILITIES PROJECT DETAILS

BY BUSINESS UNIT - PROG	TITLE OF REQUEST	FY22 ADOPTED BUDGET
20180565	HEALTH DEPT PARKING LOT REPAVING	124,661
20180567	HEALTH DEPT HVAC-AIRPORT	23,974
20180571	HEALTH DEPT FITNESS PATH	130,000
20180564	ROOF-MENTAL HEALTH DEPT-SANFORD	147,000
00007115	FIRE FACILITIES SUSTAINMENT PROJECTS	300,000
01907136	FIRE VENTILATION FANS	10,000
02205008	FIRE STATION 24 REDESIGN/REMOD	500,000
02205009	FIRE STATION 42 BAY EXTENSION	750,000
02205011	FIRE STATION APRON/APPARATUS BAY REPAIR	150,000
02205006	FIRE STATION RESTROOMS (X12)	200,000
00007120	ANIMAL SVCS KENNEL DOOR REPLACEMENT-PH2	70,950
02207001	SHERIFF JAIL- BOILER REPLACEMENT	242,259
02202001	SHERIFF JAIL HOT WATER UPG A-H	315,000
02202002	SHERIFF JAIL ELECTRICAL IMPROV	215,000
02202004	SHERIFF JAIL SEC FENCE IMPROV	160,000
02202003	SHERIFF JAIL COURTROOM RENOVATION	160,000
02202005	SHERIFF CONTROL1 ATTORNEY VIS CON	125,000
20180550	LEISURE SYLVAN PERIMETER FENCE	108,500
20180551	LEISURE RESTROOM-SANLANDO ADMIN	125,000
20180552	LEISURE RESTROOM SANLANDO TENNIS	75,000
20180553	LEISURE SYLVAN NATURAL SOCCER FIELD	93,750
20180554	LEISURE SOLDIER CREEK PEDESTRIAN GATE IMP	81,250
20180555	LEISURE RED BUG BLEACHER REPLACEMENT	35,438
20180556	LEISURE BOOKERTOWN PARK LIGHTING	15,276
20180557	LEISURE RED BUG PERIMETER FENCE	54,250
20180558	LEISURE MOORES STATN PERIM FENCE	43,750
20180559	LEISURE SOFTBALL COMP FLD FENCES	18,600
20180566	LEISURE SPORTS COMP PARKING LOT	26,250
02204032	WEST LIBRARY BOOK DROP	12,748
Grand Total		5,805,804

5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL OPERATIONAL IMPACT
ADMINISTRATION DEPT							
CONSTRUCTION IN PROGRESS							
00015008 REAGAN CENTER	148,000	592,000	-	-	-	-	740
00234720 SPORTS COMPLEX	3,455,206	136,836	-	-	-	-	17,556
01901019 5 POINTS MASTER PLAN	1,171,808	3,958,807	-	-	-	-	5,859
01901020 ROSENWALD PROPERTY DEVELOPMENT	1,846,806	5,977	-	-	-	-	9,234
FLEET							
02001016 FORD EXPLORER 4X4 - 06419	29,959	148	-	-	-	-	150
02001020 STNRY GEN 1000KW - GEN058	316,647	8,353	-	-	-	-	1,583
02007044 FORD TRANSIT T150 - 20954	28,069	1,280	-	-	-	-	140
02007137 T250 TRNST CRGO VAN MREL-02078	32,290	923	-	-	-	-	161
02007138 F250 4X2 EX CB KENL TRK-780085	47,356	7,009	-	-	-	-	237
02101002 FUEL TRAILER NEW1	31,801	3,848	-	-	-	-	159
02101004 FORD F150 CREW CAB 4X4 07408	-	35,936	-	-	-	-	-
02101006 FORD F350 REG CAB 4X4 04571	34,978	1,069	-	-	-	-	175
02101007 FORD F150 EXT CAB 4X4 02935	33,769	768	-	-	-	-	169
02101008 KAWASAKI MULE 4X4 05147	13,271	1,842	-	-	-	-	66
02101010 FORD TRAN T250 CAR VAN 02898	34,483	20	-	-	-	-	172
02101011 FORD F150 EXT CAB 05197	29,127	189	-	-	-	-	146
02201002 TRANSIT T150 CREW VAN 06070226	-	35,210	-	-	-	-	176
02201003 TRANSIT T150 CARGO VAN 06415	-	35,447	-	-	-	-	177
FACILITIES PROJECTS							
00007090 STRAY BLDG - FIRE SPRINKLERS	141,500	8,500	-	-	-	-	708
00007120 KENNEL DOOR REPLACEMENT-PH2	54,690	70,950	-	-	-	-	628
00286002 FIRE SUPPRESS SYS PSB - 12500	-	76,000	-	-	-	-	-
TECHNOLOGY							
00006940 SGTV TECHNOLOGY REPLACEMENT	177,368	9,721	-	-	-	-	887
00132902 Critical Infrastructure	199,182	153,968	-	-	-	-	996
00310002 911 SYSTEM REPLACEMENT	5,776,911	1,234,321	-	-	-	-	28,885
02001004 911 CALL RECORDER (NICE) 00100	146,257	53,743	-	-	-	-	731
02001006 RADIO REDUNDANCY & UPS REPLACE	74,341	55,659	-	-	-	-	372
02101012 SWISSPHONE PAGER ENCODERS	15,234	34,766	-	-	-	-	76
02201004 LAW OFFICE AUTOMATION SYSTEM	-	225,000	-	-	-	-	1,125
OTHER NON BASE							
00006600 WELLNESS CENTER EQUIPMENT	59,116	8,384	-	-	-	-	296
00006655 ANIMAL SERVICES DONATIONS	104,860	146,287	-	-	-	-	524
00006659 WELLNESS PROGRAM & EQUIPMENT	207,183	36,201	-	-	-	-	1,036
00243113 LAND ACQUISITION (ONGOING)	62,793	214,389	-	-	-	-	314
01901010 MARKET COMPENSATION STUDY	192,500	200,000	-	-	-	-	1,963
01901016 ELECTRONIC SIGN	-	36,628	-	-	-	-	-
01901018 FEMA-HMGP-IRMA-MATCHING	152,198	4,836	-	-	-	-	761
02001002 EMPLOYEE PROGRAMS	106,134	93,866	-	-	-	-	531
02001019 ARTV UPGRADES- UPS, BATT, ALD	148,631	7	-	-	-	-	743
02001028 HMPG 115 WISTERIA DR DEM MATCH	14,669	450	-	-	-	-	73
02101019 OUTSIDE COUNCIL FEES	9,528	35,473	-	-	-	-	48
02101022 E911 - INTEREST REVENUE	-	109,013	-	-	-	-	-
02101024 E911 - COVID INTEREST REVENUE	-	48,000	-	-	-	-	-
02201005 UPS REPLACEMENTS	-	150,000	-	-	-	-	750
02201006 COUNTYWIDE FIBER TV INSTALLATI	-	10,000	-	-	-	-	50
ADMINISTRATION DEPT Total	14,896,664	7,841,823	-	-	-	-	78,396

CONSTITUTIONAL OFFICERS

FACILITIES PROJECTS

00006939 JAIL - DOOR ACCESS CONTROL SYS	48,795	851,205	-	-	-	-	244
00006941 JAIL-DOOR ACCESS CONTROL 11560	-	753,000	-	-	-	-	-
00006959 JAIL - PLUMBING SYS GATE VALVE	236,828	138,172	-	-	-	-	1,184
00007085 JAIL PLANNED WORK 00100	968,904	650,131	-	-	-	-	6,782
01902001 CJC SECURITY BOLLARDS	-	10,000	-	-	-	-	-
01902007 JAIL-KITCHEN RENOVATION 11560	547,416	24,584	-	-	-	-	2,737

*FY22 budget figures include available FY21 project budgets that are eligible to be carried forward (not finalized at time of this printing).

5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL OPERATIONAL IMPACT
01902008 JAIL-FACILITY BREAKER REP 11560	17,000	133,000	-	-	-	-	85
01902009 JAIL-SECURITY IMPROVEMNT 11560	164,690	10,310	-	-	-	-	823
01902010 SCSO COMM CTR EXPANSION	105,223	2,245,650	-	-	-	-	526
02202001 SCSO JAIL HOT WATER UPG A-H	-	315,000	-	-	-	-	1,575
02202002 SCSO JAIL ELECTRICAL IMPROV	-	215,000	-	-	-	-	1,075
02202003 SCSO JAIL COURTROOM RENOVATION	-	160,000	-	-	-	-	800
02202004 SCSO JAIL SEC FENCE IMPROV	-	160,000	-	-	-	-	800
02202005 SCSO CONTROL1 ATTORNEY VIS CON	-	125,000	-	-	-	-	625
TECHNOLOGY							
02102010 SCSO CAD MODERNIZATION	295,672	1,304,328	-	-	-	-	1,478
OTHER NON BASE							
00006929 SHERIFF CAPITAL ASSETS - JAIL	2,185,305	480,926	-	-	-	-	10,927
00230000 CLERK COURT REPORTING SERVICES	121,330	11,340	-	-	-	-	607
02202006 JAIL-KITCHEN RENOVATION 00100	-	275,000	-	-	-	-	-
CONSTITUTIONAL OFFICERS Total	4,691,163	7,862,647	-	-	-	-	30,268

COURT SUPPORT DEPT

FACILITIES PROJECTS

01903004 CIRCUIT COURT FURNISHINGS	-	10,000	-	-	-	-	-
TECHNOLOGY							
01903001 CRIMINAL COURT A/V UPDATE	150,000	210,773	-	-	-	-	1,125
02103001 PUBLIC DEFENDER LAPTOPS	-	35,235	-	-	-	-	-

COURT SUPPORT DEPT Total	150,000	256,008	-	-	-	-	1,125
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LEISURE SERVICES DEPT

CONSTRUCTION IN PROGRESS

00182340 SPRING HAMMOCK PRESERVE ENHANC	210,997	534,810	-	-	-	-	1,055
00234605 BLACK BEAR WILDERNESS AREA ERO	606,117	14,143	-	-	-	-	3,031
00234695 JETTA POINT/ROLLING HILLS	265,228	234,772	-	-	-	-	1,326
00234744 SOLDIERS CREEK PARK RENOVATION	1,774,740	92	-	-	-	-	8,874
00234793 WAYSIDE PARK-BOATER IMPROVEMEN	117,497	270,003	-	-	-	-	587
00282602 SUNLAND PARK	44,616	460,083	-	-	-	-	223
01785403 RIVERBEND PLACEMAKING PROJECT	170,258	83,323	-	-	-	-	851
01904006 ROLLING HILLS ACQUISITION	4,418,346	6,624	-	-	-	-	22,092
02004009 SOLDIERS CREEK OVERFLOW LOT	64,992	247,383	-	-	-	-	325
02004042 LAKE DOT FISHING PIER	27,717	5,357	-	-	-	-	139
02104037 LIBRARY FACILITY MASTER PLAN	-	120,000	-	-	-	-	-
02104043 AMENITIES FOR TRAIL HEADS	-	75,000	-	-	-	-	-
02104044 SIGNS FOR TRAILS	-	70,000	-	-	-	-	-
02104045 CENTRL TRAIL/WHEELHOUSE PARK	-	200,000	-	-	-	-	-
02104046 CROSS SEMINOLE TRAIL SPUR-ADA	-	111,094	-	-	-	-	-
02104051 DEER RUN-WEKIVA PROPERTY	99,148	128,852	-	-	-	-	496
02204037 MIDWAY AREA TRAILS MASTER PLAN	-	200,000	-	-	-	-	-
02204038 TRAILS MARKING & SIGNAGE SAFET	-	150,000	-	-	-	-	-
02204039 KEWANEE TRAIL LOOP	-	200,000	-	-	-	-	-
02204040 SYLVAN LAKE TRAIL LOOP	-	200,000	-	-	-	-	-
BLACK BEAR WILDERNESS BOARDWALK RENOVATIONS	-	-	-	-	250,000	-	1,250
BLACK HAMMOCK WILDER AREA PARKING EXPANSION	-	-	45,000	-	-	-	225
BOOKERTOWN PARK SOFTBALL FIELDS	-	-	-	93,750	-	-	469
BOOKERTOWN PARK SPORTS LIGHTING	-	-	-	166,250	-	-	831
BUCKINGHAM LOT	-	-	-	35,000	-	-	175
CAMERON WRIGHT FISHING PIER	-	-	50,000	-	-	-	250
CENTRAL BRANCH LIBRARY RENOVATIONS	-	-	205,000	700,000	-	-	4,525
CONFERENCE ROOM RENOVATION	-	-	15,000	-	-	-	75
EAST BRANCH LIBRARY RENOVATIONS	-	-	306,250	78,625	-	-	1,924
ECON WILDERNESS AREA RESTROOM	-	-	-	343,750	-	-	1,719
EXTENSION SVCS KITCHEN EXHAUSTION	-	-	-	25,000	-	-	125
GREENWOOD LAKE PARK SPORTS LIGHTING	-	-	166,250	-	-	-	831
KEWANNE TRAIL LOOP FISHING PIER	-	-	58,800	-	-	-	294

*FY22 budget figures include available FY21 project budgets that are eligible to be carried forward (not finalized at time of this printing).

5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL OPERATIONAL IMPACT
LAKE DOT IMPROVEMENTS	-	-	20,601	-	-	-	103
LAKE HARNEY WILDERNESS AREA	-	-	933,725	-	-	-	4,669
LAKE HARNEY WILDERNESS AREA PH 2	-	-	773,725	-	-	-	3,869
LAKE JESUP PARK OBSERVATION TOWER	-	-	500,000	-	-	-	2,500
LAKE JESUP PARK PARKING LOT	-	-	77,006	-	-	-	385
LAKE JESUP PARK RAMP IMPROVEMENTS	-	-	100,000	-	-	-	500
LAKE JESUP PARK SEAWALL	-	-	100,000	-	-	-	500
LAKE MILLS PARK LIGHTING/SITE PARKING	-	-	31,219	-	-	-	156
LAKE MONROE WAYSIDE PARK RESTROOM BUILDING	-	-	187,500	-	-	-	938
MIDWAY COMMUNITY CENTER - INTERIOR PAINTING	-	-	8,125	-	-	-	41
MIDWAY POTABLE WATER FOUNTAINS	-	-	12,000	-	-	-	60
MIDWAY SITE/PARKING LIGHTING	-	-	15,637	-	-	-	78
MOORE STATION FIELD - CONCESSION FACILITIES	-	-	-	-	-	312,500	1,563
MOORE STATION FIELD - SHADE COVER	-	-	-	-	-	30,000	150
MOORE STATION FIELD- ADA PARKING	-	-	-	-	-	18,950	95
MOORE STATION FIELD- DRINKING FOUNTAINS	-	-	22,500	-	-	-	113
MOORE STATION FIELD- LIGHTING/SITE PARKING	-	-	158,175	-	-	-	791
MOORE STATION FIELD- NEW PAVILLION	-	-	81,250	-	-	-	406
MOORE STATION FIELD- PARKING LOT PAVING	-	-	-	-	-	153,151	766
MOORE STATION FIELD- PICNIC TABLES	-	-	12,000	-	-	-	60
MOORE STATION FIELD- SIDEWALKS	-	-	-	21,375	-	-	107
MOORE STATION FIELD- SOCCER FIELD RENOVATION	-	-	-	-	562,500	-	2,813
MOORE STATION FIELD- SPORTS LIGHTING	-	-	-	665,000	-	-	3,325
MULLET LAKE PARK LIGHTING/SITE PARKING	-	-	34,688	-	-	-	173
MUSEUM - BUILDING 302 PROJECT	-	-	78,000	-	-	-	390
MUSEUM - COLLECTIONS ANEX	-	-	-	3,225,000	-	-	16,125
MUSEUM - ENTRANCE SIGN	-	-	-	-	-	62,500	313
MUSEUM - EXHIBITS GALLERY	-	-	-	-	-	1,687,500	8,438
MUSEUM - FRONT ENTRANCE ENHANCEMENTS	-	-	-	-	7,500	-	38
MUSEUM - IRRIGATION	-	-	17,625	-	-	-	88
MUSEUM - PAVILION	-	-	-	-	93,750	-	469
MUSEUM - POLE BARN	-	-	25,000	-	-	-	125
MUSEUM - PREHISTORY GALLERY	-	-	-	-	-	4,300,000	21,500
MUSEUM - STORAGE SHED	-	-	-	-	25,000	-	125
NORTH BRANCH LIBRARY RENOVATIONS	-	-	140,250	70,999	-	-	1,056
NORTHWEST BRANCH CIRCULATION DESK	-	-	62,500	-	-	-	313
NORTHWEST BRANCH LIBRARY RENOVATION	-	-	30,625	76,500	-	-	536
OVERLOOK PARK BOARDWALK RENOVATIONS	-	-	80,000	-	-	-	400
RED BUG LAKE PARK - SOFTBALL FIELDS	-	-	93,750	93,750	93,750	-	1,406
RED BUG LAKE PARK - AMERICA NINJA COURSE	-	-	-	-	50,000	-	250
RED BUG LAKE PARK - BOARDWALK	-	-	-	-	-	312,500	1,563
RED BUG LAKE PARK - PAVERS/TENNIS COURT	-	-	19,000	-	-	-	95
RED BUG LAKE PARK - PICKLEBALL COURTS	-	-	-	-	-	125,000	625
RED BUG LAKE PARK - SHADE COVER	-	-	-	100,000	50,000	-	750
RED BUG LAKE PARK - SPORTS LIGHTING	-	-	1,330,000	-	-	-	6,650
RED BUG LAKE PARK -HIKING/TRAILS	-	-	-	-	82,500	-	413
RED BUG LAKE PARK RENOVATION - ACQUIRE ADJACEI	-	-	700,000	-	-	-	3,500
RED BUG LAKE PARK -VOLLEYBALL SHADE/SHOWER	-	-	-	31,250	-	-	156
ROSELAND PARK SITE/PARKING LIGHTING	-	-	9,366	-	-	-	47
SAN SEBASTIAN TRAIL LANDSCAPE	-	-	50,000	-	-	-	250
SANLANDO PARK - BLEACHER STAND COVER	-	-	-	-	-	45,000	225
SANLANDO PARK - FENCING/GATES	-	-	23,250	-	-	-	116
SANLANDO PARK - LIGHTING/SITE PARKING	-	-	-	-	-	173,438	867
SANLANDO PARK - SITE DRAINAGE AND SHELL TRAIL	-	-	-	-	62,500	-	313
SANLANDO PARK - SPORTS LIGHTING	-	-	-	-	748,125	-	3,741
SANLANDO PARK - STAFF BUILDING	-	-	-	-	-	1,875,000	9,375
SOFTBALL COMPLEX - FIRST AID STATION	-	-	-	-	-	31,250	156
SOFTBALL COMPLEX - RENOVATE CONCESSION	-	-	-	-	-	31,250	156
SOFTBALL COMPLEX - FENCING/GATES	-	-	-	-	84,000	84,000	840
SOFTBALL COMPLEX - PUBLIC RESTROOMS	-	-	-	-	156,250	-	781
SOFTBALL COMPLEX - SEATING	-	-	-	-	31,250	31,250	313
SOFTBALL COMPLEX - SOFTBALL FIELDS	-	-	-	93,750	187,500	187,500	2,344
SOFTBALL COMPLEX - SPORTS LIGHTING	-	-	831,250	-	-	-	4,156
SOFTBALL COMPLEX - TECHNOLOGY UPGRADE	-	-	-	62,500	-	-	313
SOFTBALL COMPLEX -LIGHTING/SITE PARKING	-	-	-	312,188	-	-	1,561

*FY22 budget figures include available FY21 project budgets that are eligible to be carried forward (not finalized at time of this printing).

5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL
							OPERATIONAL IMPACT
SOLDIERS CREEK PARK - ADDITIONAL PARKING LIGHTIN	-	-	25,000	-	-	-	125
SOLDIERS CREEK PARK - ADDITIONAL SIDEWALK	-	-	25,000	-	-	-	125
SOLDIERS CREEK PARK - ASPHALT OVERFLOW PARKING	-	-	-	-	50,000	-	250
SOLDIERS CREEK PARK - BLEACHERS/SCOREBOARD	-	-	-	45,000	-	-	225
SPORT COMPLEX - NEW TURF	-	-	3,750,000	-	-	-	18,750
SPORT COMPLEX - PAVE OVERFLOW LOT	-	-	575,000	-	-	-	2,875
SPORT COMPLEX - TURF REPLACEMENT	-	-	-	4,250,000	5,312,500	-	47,813
SPORTS COMPLEX - DIGITAL VIDEO BOARDS	-	-	-	937,500	-	-	4,688
SPORTS COMPLEX - FENCE EQUIPMENT	-	-	343,310	-	-	-	1,717
SPORTS COMPLEX - FISHING PIER/PLATFORM	-	-	-	-	20,000	-	100
SPORTS COMPLEX - STORAGE UNITS	-	-	25,000	-	-	-	125
SPORTS COMPLEX - TOURNAMENT EQUIPMENT	-	-	-	-	-	10,000	50
SPRING HAMMOCK LIFT/RAMP	-	-	520,000	-	-	-	2,600
SPRING HAMMOCK OBSERVATION TOWER	-	-	520,000	-	-	-	2,600
SYLVAN LAKE - BOARDWALKS	-	-	-	-	312,500	-	1,563
SYLVAN LAKE - PUBLIC RESTROOMS	-	-	-	-	50,000	-	250
SYLVAN LAKE - RAIN SHELTER	-	-	-	-	31,250	-	156
SYLVAN LAKE - SOCCER FIELDS	-	-	93,750	93,750	93,750	93,750	1,875
SYLVAN LAKE - SPORTS LIGHTING	-	-	-	249,375	-	-	1,247
SYLVAN LAKE- BLEACHER COVER	-	-	-	-	-	45,000	225
SYLVAN LAKE- CONCESSION FACILITIES	-	-	-	-	-	312,500	1,563
SYLVAN LAKE- LIGHTING/SITE PARKING	-	-	-	-	124,875	-	624
SYLVAN LAKE- PICKLEBALL COURT	-	-	-	-	-	110,000	550
SYLVAN LAKE- VEHICULAR PARKING	-	-	-	220,500	-	-	1,103
WEST BRANCH LIBRARY RENOVATIONS	-	-	135,250	76,500	-	-	1,059
WINWOODPARK SITE/PARKING LIGHTING	-	-	-	13,736	-	-	69
WINWOODPARK SPORTS LIGHTING	-	-	-	16,469	-	-	82
FLEET							
02004022 FORD F350 REG 4X2 - 02956	27,158	783	-	-	-	-	136
02007136 F250 4X2 REG CAB UTILITY-04460	31,005	4,268	-	-	-	-	155
02104003 FORD ESCAPE AWD 02858	24,659	1,632	-	-	-	-	123
02104004 KAWASAKI MULE 4X4 05306	12,184	1,207	-	-	-	-	61
02104005 KAWASAKI MULE 4X4 24702	12,184	1,207	-	-	-	-	61
02104007 FORD F250 REG 4X2 UTILIT 06422	34,718	1,090	-	-	-	-	174
02104008 TORO SPRAYER 780103	33,799	2,244	-	-	-	-	169
02104009 FORD F150 REG CAB 4X2 07185	-	27,181	-	-	-	-	-
02104010 ZERO TURN MOWER 06824	10,270	626	-	-	-	-	51
02104017 TORO MOWER 05299	29,710	1,144	-	-	-	-	149
02104018 FORD F150 REG CAB 4X2 05241	-	27,181	-	-	-	-	-
02104020 TORO WORKMAN 05421	11,647	446	-	-	-	-	58
02104022 TORO REEL MOWER 04615	66,784	4,231	-	-	-	-	334
02104023 FORD F150 REG CAB 4X2 06413	-	27,181	-	-	-	-	-
02104024 TORO WORKMAN 49409	11,647	446	-	-	-	-	58
02104025 FORD F150 REG CAB 4X2 02144	-	27,181	-	-	-	-	-
02104027 ZERO TURN MOWER 02433	10,270	626	-	-	-	-	51
02104038 FORD ESCAPE 4X2 02920	21,518	1,053	-	-	-	-	108
02104039 FELLING CARGO TRAILER NEW2	29,707	6,956	-	-	-	-	149
02204005 KUBOTA RTVX900 05308	-	12,793	-	-	-	-	64
02204006 JEEP RUBICON 4X4 06070070	-	55,000	-	-	-	-	275
02204007 F750 REG CAB DUMP TRUCK 04544	-	99,381	-	-	-	-	497
02204008 F250 REG CAB 4x2 UTILITY 05233	-	36,360	-	-	-	-	182
02204029 F150 REG CAB 4X2 780117	-	27,672	-	-	-	-	138
20180568 CARES-SISIS TURF SWEEP NEW19	-	40,714	-	-	-	-	204
20180569 CARES-SANDPRO 3040 NEW17	-	24,516	-	-	-	-	123
20180570 CARES-TORO SP EDGER ATTC NEW18	-	6,049	-	-	-	-	30
FACILITIES PROJECTS							
00234820 LAKE MARY LIBRARY PARKING LOT	464,348	1,880	-	-	-	-	2,322
02004012 WINWOOD PARK RESTROOM BUILDING	-	189,750	-	-	-	-	-
02204032 WEST LIBRARY BOOK DROP	-	12,748	-	-	-	-	64
20180550 CARES-SYLVAN PERIMETER FENCE	-	108,500	-	-	-	-	543
20180551 CARES RESTROOM-SANLANDO ADMIN	-	125,000	-	-	-	-	625
20180552 CARES-RESTROOM SANLANDO TENNIS	-	75,000	-	-	-	-	375
20180553 CARES-SYLVAN NATURAL SOCCER FD	-	93,750	-	-	-	-	469

*FY22 budget figures include available FY21 project budgets that are eligible to be carried forward (not finalized at time of this printing).

5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL OPERATIONAL IMPACT
20180554 CARES-SOLDIER CREEK PEDTR GATE	-	81,250	-	-	-	-	406
20180555 CARES-RED BUG BLEACHER REPLACE	-	35,438	-	-	-	-	177
20180556 CARES-BOOKERTOWN PARK LIGHTING	-	15,276	-	-	-	-	76
20180557 CARES-RED BUG PERIMETER FENCE	-	54,250	-	-	-	-	271
20180558 CARES-MOORES STATN PERIM FENCE	-	43,750	-	-	-	-	219
20180559 CARES-SOFTBALL COMP FLD FENCES	-	18,600	-	-	-	-	93
20180566 CARES-SPORTS COMP PARKING LOT	-	26,250	-	-	-	-	131
20180571 CARES-HEALTH DEPT FITNESS PATH	-	130,000	-	-	-	-	650
20180572 CARES-MIDWAY TRAIL PROJECT	-	1,600,000	-	-	-	-	-
TECHNOLOGY							
02204034 SECURITY CAMERAS ALL LIBRARIES	-	9,375	-	-	-	-	47
OTHER NON BASE							
00006912 LIBRARY BOOKS	5,388,874	859,404	-	-	-	-	30,944
00006913 LIBRARY BOOKS	969,726	206,761	-	-	-	-	5,699
00044210 LIBRARY DONATIONS	68,884	18,323	-	-	-	-	344
02004002 SIGN REPLACEMENT TRAILS	2,030	11,470	-	-	-	-	10
02004003 SIGN REPLACEMENT PASSIVE PARK	23,632	1,368	-	-	-	-	118
02004004 ADDT'L MILE MARKERS FOR TRAILS	17,309	8,391	-	-	-	-	87
02104033 SOFTBALL COMP EXERCISE EQUIP	-	40,000	-	-	-	-	200
02104034 ADA SITE ASSESSMENT LEISURE	18,440	81,560	-	-	-	-	92
02104041 LAKE JESUP WILDERNESS IMPROVEM	-	28,280	-	-	-	-	-
02104049 CLAY INFIELD GROOMER ABI FORCE	22,976	24	-	-	-	-	115
02204024 RED BUG PARK BALL MACHINE	-	6,995	-	-	-	-	35
20180561 CARES-SPORTS COMPLEX HUB SIGN	-	31,250	-	-	-	-	156
20180562 CARES-SPORTS COMP LANDSCP PLAN	-	25,000	-	-	-	-	125
20180563 CARES-MOORES STATION SIGNAGE	-	6,250	-	-	-	-	31
DROP CEILING INSTALLATION	-	-	-	-	43,750	-	219
EXT SVCS ROOF REPLACEMENT	-	-	-	-	-	35,000	175
LAKE MONROE WAYSIDE PARK HISTORIC BRIDGE	-	-	-	75,000	-	-	375
LIGHTING INSTALLATION	-	-	-	-	43,750	-	219
MUSEUM - BUGGY COLLECTION	-	-	35,000	35,000	35,000	35,000	700
MUSEUM - EVENTS AND MEETINGS ANNEX	-	-	-	-	-	187,500	938
SANLANDO PARK - EXERCISE EQUIPMENT	-	-	39,178	-	-	-	196
SOFTBALL COMPLEX - SOFTBALL FIELD FENCES	-	-	18,600	18,600	18,600	18,600	372
SOLDIERS CREEK PARK - EXERCISE EQUIPMENT	-	-	-	-	-	39,178	196
SPORTS COMPLEX - EXERCISE EQUIPMENT	-	-	-	-	-	40,000	200
LEISURE SERVICES DEPT Total	15,143,136	7,696,599	13,510,155	12,226,117	8,620,600	10,387,317	310,492

FIRE DEPT

CONSTRUCTION IN PROGRESS

FIRE STATION 23 WINTER PARK RELOCATE	-	-	6,063,750	-	-	-	30,319
FIRE STATION 28 WINTER SPRINGS	-	-	-	7,426,179	3,575,299	3,023,509	138,541
FIRE STATION 35 SANFORD RELOCATE	-	-	-	-	-	-	47,761
02005012 FIRE STATION 39 SANFORD-LK MRY	589,145	6,901,368	-	-	-	-	5,312
02005021 FIRE STATION 39 SANFORD-LK MRY	258,249	-	2,437,616	2,559,496	2,687,471	2,821,845	117,677
02005049 FIRE STATION 11 ALTAMONTE	4,641,516	889,460	-	-	-	-	23,208
02105063 FIRE STATION 25 CASSELBERRY	-	4,954,208	-	-	-	-	-
02105064 FIRE STATION 25 CASSELBERRY -	-	1,460,805	-	-	-	-	-
02205003 FIRE STATION 23 LAND	-	750,000	-	-	-	-	3,750

FLEET

00007179 GENERATOR MOBILE FS25 CAS FUND	73,834	5	-	-	-	-	369
00008060 04551 FORD INTERCEPTOR	38,297	13,703	-	-	-	-	191
01905008 FORD F550 WOODS TRUCK-01374	157,455	6,545	-	-	-	-	787
01905011 FORD EXPLORER AWD-04126	43,296	6,775	-	-	-	-	216
01905018 PIERCE WATER TANKER-NEW	397,067	2,933	-	-	-	-	1,985
02005003 COMMAND ONE EQUIP. REPLACEMENT	58,824	176	-	-	-	-	294
02005027 FORD F550 REG 4X2 - 03958	295,188	4,812	-	-	-	-	1,476
02005028 FORD F550 REG 4X2 - 03959	295,188	4,812	-	-	-	-	1,476
02005029 FORD F150 EXT 4X2 - 05211	36,664	1,510	-	-	-	-	183
02005031 FORD F150 EXT 4X2 - 04551	36,578	1,596	-	-	-	-	183
02005032 PIERCE FIRE ENGINE - 780655	624,647	65,353	-	-	-	-	3,123

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5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL
							OPERATIONAL IMPACT
02005033 FORD F550 REG 4X2 - 04865	295,188	4,812	-	-	-	-	1,476
02005034 PIERCE FIRE ENGINE - 05208	615,818	74,182	-	-	-	-	3,079
02005035 PIERCE FIRE TANKER - 05316	4,120	425,880	-	-	-	-	21
02005039 SUTPHEN TOWER TRUCK - 100641	1,115,635	34,365	-	-	-	-	5,578
02005040 FORD F150 EXT 4X2 - 100642	36,325	1,849	-	-	-	-	182
02005050 STNRY GEN 1000KW - GEN057	316,647	8,353	-	-	-	-	1,583
02105002 PIERCE SHOT ENGINE 06070580	35,839	744,161	-	-	-	-	179
02105003 PIERCE ENGINE 04557	901,834	23,054	-	-	-	-	4,509
02105006 PIERCE TANKER 06070099	3,834	426,166	-	-	-	-	19
02105007 PIERCE TANKER 13 NEW6	3,977	426,023	-	-	-	-	20
02105008 FORD F550 RESCUE 03959	5,507	304,493	-	-	-	-	28
02105009 FORD F550 RESCUE 04865	5,507	304,493	-	-	-	-	28
02105010 FORD F550 RESCUE 05352	5,507	304,493	-	-	-	-	28
02105012 FORD F350 CREW CAB 4X4 50481	48,321	56,679	-	-	-	-	242
02105013 GENERATOR GEN023	-	48,059	-	-	-	-	-
02105014 GENERATOR GEN024	-	52,910	-	-	-	-	-
02105015 GENERATOR GEN025	-	52,910	-	-	-	-	-
02105016 GENERATOR GEN026	-	48,059	-	-	-	-	-
02105017 GENERATOR GEN075	-	49,500	-	-	-	-	-
02105018 GENERATOR GEN084	-	49,500	-	-	-	-	-
02105019 FORD F150 EXT CAB 4X4 780270	30,305	11,695	-	-	-	-	152
02105020 FORD F150 EXT CAB 4X4 07362	30,305	11,695	-	-	-	-	152
02105021 FORD F150 EXT CB 4X4 06070129	30,305	11,695	-	-	-	-	152
02105022 FORD F150 EXT CB 4X2 06070131	28,399	10,601	-	-	-	-	142
02105023 FORD F150 EXT CB 4X2 06070119	28,399	10,601	-	-	-	-	142
02105024 FORD F150 EXT CAB 4X2 780330	28,399	10,601	-	-	-	-	142
02105025 FORD F150 EXT CAB 4X2 780546	28,399	10,601	-	-	-	-	142
02105026 FORD F150 EXT CAB 4X2 780549	28,322	10,678	-	-	-	-	142
02105027 FORD F150 EXT CAB 4X2 780552	28,399	10,601	-	-	-	-	142
02105028 FORD F150 EXT CAB 4X2 02951	28,399	10,601	-	-	-	-	142
02105029 FORD F150 EXT CAB 4X2 05284	28,399	10,601	-	-	-	-	142
02105030 FORD F150 EXT CAB 4X2 06529	38,866	134	-	-	-	-	194
02105036 CARGO TRAILER 00894	-	30,000	-	-	-	-	-
02105037 CARGO TRAILER 00895	-	30,000	-	-	-	-	-
02105038 CARGO TRAILER 04363	-	30,000	-	-	-	-	-
02105049 GENERATOR GEN034	-	48,059	-	-	-	-	-
02105050 FORD F150 EXT CAB 4X4 100644	-	42,000	-	-	-	-	-
02105051 FORD F150 EXT CAB 4X2 100645	28,399	10,601	-	-	-	-	142
02105052 CARGO TRAILER 100667	-	10,000	-	-	-	-	-
02105053 RESCUE F.S. 39 - NEW	11,802	328,198	-	-	-	-	59
02105054 ENGINE F.S. 39 - NEW	36,418	703,582	-	-	-	-	182
02105055 TOWER F.S. 39 - NEW	20,673	1,659,327	-	-	-	-	103
02205015 F150 EXT CAB 4X4 NEW12	-	42,000	-	-	-	-	210
02205021 F150 CREW CAB 4X4 XLT 100646	-	55,000	-	-	-	-	275
02205022 BT21 BOAT REFURBISH 100651	-	16,000	-	-	-	-	80
02205023 ENCLOSED TRAILER 04137	-	30,000	-	-	-	-	150
02205024 F150 CREW CAB 4X4 XLT 06070121	-	55,000	-	-	-	-	275
02205025 TRANSIT T350 PASS VAN 06070130	-	45,000	-	-	-	-	225
02205027 PIERCE ENGINE 06944	-	710,000	-	-	-	-	3,550
02205029 F550 REG CAB 4X4 FLATBED 07171	-	83,520	-	-	-	-	418
02205030 F250 CREW CAB 4X4 07363	-	62,000	-	-	-	-	310
02205031 F150 EXT CAB 4X4 07407	-	42,000	-	-	-	-	210
02205032 PIERCE REHAB 1 07478 REHAB	-	950,000	-	-	-	-	4,750
02205033 F550 RESCUE 47102	-	315,000	-	-	-	-	1,575
02205034 F550 RESCUE 48546	-	315,000	-	-	-	-	1,575
02205035 F350 CREW CAB 4X4 50482	-	115,000	-	-	-	-	575
02205037 F550 WOODS TRUCK 780429	-	195,000	-	-	-	-	975
02205038 PIERCE QUINT 780672	-	1,010,000	-	-	-	-	5,050
02205039 GENERATOR REPLACEMENT 11200	-	154,530	-	-	-	-	773
FLEET REP FIRE	-	-	3,500,000	3,500,000	3,500,000	3,500,000	140,000
FACILITIES PROJECTS							
00007115 FIRE FACILITIES SUSTAINMENT	970,506	529,494	-	-	-	-	6,353
01907136 FIRE VENTILATION FANS	55,010	23,500	-	-	-	-	325
02005002 CONTAINER BURN PROP	84,982	18	-	-	-	-	425

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5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL OPERATIONAL IMPACT
02005016 FIRE STATION DRIVEWAY REPAIRS	237,929	62,071	-	-	-	-	1,190
02005017 FUEL TANK AT STATION 27	-	9,500	-	-	-	-	-
02205006 FS GENDER NEUTRAL RESTROOMS 12	-	200,000	-	-	-	-	1,000
02205008 FIRE STATION 24 REDESIGN/REMOD	-	500,000	-	-	-	-	2,500
02205009 FIRE STATION 42 BAY EXTENSION	-	750,000	-	-	-	-	3,750
02205011 FS APRON/APPARATUS BAY REPAIR	-	150,000	-	-	-	-	750
TECHNOLOGY							
00007132 CAD PROJECT - 12500	9,520	190,480	-	-	-	-	48
00007133 CAD PROJECT - 00112	872,417	36,928	-	-	-	-	4,362
02005010 CAD GPS TRACKING DEPLOYMENT	-	30,000	-	-	-	-	-
02005023 JDE TELESTAFF INTERFACE	-	46,000	-	-	-	-	-
02005048 MOBILE VEHICLE ROUTERS - 00100	141,863	2,137	-	-	-	-	709
02105001 PROQA LICENSES - CAD	-	30,000	-	-	-	-	-
02105043 PS TRAX MODULES	32,400	17,600	-	-	-	-	162
02105044 ARCGIS 3D MAPPING SOFTWARE	-	7,500	-	-	-	-	-
02205048 DRONE PROGRAM ENHANCEMENT	-	30,000	-	-	-	-	150
02205049 EVERBRIDGE PAGING SYSTEM	-	10,000	-	-	-	-	50
02205050 PREDICTIVE ANALYTIC SOFTWARE	-	137,500	-	-	-	-	688
02205054 VIRTUAL REALITY TRAINING SYSTM	-	25,000	-	-	-	-	125
02205055 FIRE INVENTORY MGT SOFTWARE	-	11,000	-	-	-	-	55
02205057 MUTALINK AP & LICENSES (25) FD	-	22,400	-	-	-	-	112
OTHER NON BASE							
00006671 SPECIAL OPS TRAINING EQUIPMENT	237,317	78,161	-	-	-	-	1,562
00006890 THERMAL IMAGERS	99,650	25,286	-	-	-	-	623
00006947 STRETCHERS	407,928	95,016	-	-	-	-	2,515
00006948 LIFEPAK 15 EKG MONITOR/DEFIB	769,311	185,577	-	-	-	-	4,772
00007091 DEPT-WIDE HOSE REPLACEMENT PRO	339,814	115,185	-	-	-	-	2,074
00007093 SAVE EQUIPMENT	93,988	30,000	-	-	-	-	545
00007166 EMS/MEDICATION VENDING MACHINE	-	56,620	-	-	-	-	-
00008094 FITNESS EQUIPMENT REPLACEMENT	49,838	35,604	-	-	-	-	424
01785404 WINTER SPRG FIRE IMP FEE FS28	-	2,667,009	-	-	-	-	-
01907137 FIREFIGHTING WATER SUPPLY	2,384	11,235	-	-	-	-	12
02005001 UNMANNED AERIAL VEHICLE PRGM	14,837	163	-	-	-	-	74
02005006 MOBILE TRAINING SIM LAB	7,077	27,923	-	-	-	-	35
02005009 FD IMPACT FEE STUDY	-	44,000	-	-	-	-	-
02005011 FIRE PREVENTION FEE STUDY	56,221	974	-	-	-	-	281
02005019 EXTRICATION TOOL REPLACEMENT	59,592	65,408	-	-	-	-	548
02005045 FOAM EQUIP REPLACEMENT - 11207	1,375	2,625	-	-	-	-	7
02105040 EMS EQUIPMENT ALLOCATION	-	100,000	-	-	-	-	250
02105045 SCBA REPLACEMENT	2,153,235	346,765	-	-	-	-	10,766
02105046 FIRE DEPT STRATEGIC PLAN	-	100,000	-	-	-	-	500
02105062 CARES PROVIDER RELIEF #3	17,302	18,451	-	-	-	-	87
02105067 FEMA 2020 AFG GRANT - MATCH	-	78,273	-	-	-	-	391
02205044 PPE REPLACEMENT PROGRAM	-	515,447	-	-	-	-	2,577
02205045 RAPID DIVER/SWIMMER EQUIPMENT	-	45,000	-	-	-	-	225
FIRE DEPT Total	18,108,688	33,176,775	12,001,366	13,485,676	9,762,770	9,345,353	608,089
COMMUNITY SERVICES DEPT							
FLEET							
02106001 FORD ESCAPE	21,807	1,523	-	-	-	-	109
TECHNOLOGY							
02106003 NEXTGEN CASE MGMT SOFTWARE	-	10,000	-	-	-	-	-
02206001 NEIGHBORLY GRANT APP SOFTWARE	-	9,350	-	-	-	-	47
02206002 FASTRACK GRANT ARCHIVE STORAGE	-	55,500	-	-	-	-	278
OTHER NON BASE							
02106004 ATTAINABLE HOUSING	-	1,000,000	-	-	-	-	2,500
06811617 HOMELESSNESS INITIATIVES	411,255	14,347	-	-	-	-	2,056
COMMUNITY SERVICES DEPT Total	433,062	1,090,720	-	-	-	-	4,990

*FY22 budget figures include available FY21 project budgets that are eligible to be carried forward (not finalized at time of this printing).

5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL OPERATIONAL IMPACT
PUBLIC WORKS DEPT							
CONSTRUCTION IN PROGRESS							
00008703 CUMBERLAND FARMS REMEDIATION	625,580	139,460	-	-	-	-	3,128
00014602 WYMORE RD IMPROVEMENTS	1,438,874	4,753,695	-	-	-	-	7,194
00015002 NEW OXFORD RD WIDENING	3,149,134	22,365,096	-	-	-	-	15,746
00045205 COURTHOUSE RENOVATIONS	212,083	259,853	-	-	-	-	1,060
00187766 CROSS SEM TRL MISSING LINK 419	948,332	123,214	-	-	-	-	4,742
00191680 CR 46A (W 25TH ST) SAFETY PROJ	1,393,491	732,730	-	-	-	-	6,967
00191684 ORANOLE RD DRAINAGE IMPROVEMEN	149,756	671,124	-	-	-	-	749
00191685 ORANOLE RD DRAINAGE IMPROVEMEN	42,900	57,100	-	-	-	-	215
00192022 CR 419 @ LOCKWOOD BLVD INTERSE	208,461	359,270	-	-	-	-	1,042
00192510 DIKE RD SAFETY IMP/SIDEWALKS	531,941	4,588	-	-	-	-	2,660
00192946 E ALTAMONTE SIDEWALKS PH 1	616,081	244,786	-	-	-	-	3,080
00192948 ORANOLE RD SIDEWALKS	190,685	51,919	-	-	-	-	953
00198106 DEAN RD WIDEN FROM 2 TO 4 LANE	1,873,266	4,024	-	-	-	-	9,366
00198111 CR 46A CAPACITY IMPV (ORANGE)	-	864,176	-	-	-	-	-
00198112 CR 46A CAPACITY IMPV (ORANGE)	-	29,400	-	-	-	-	-
00205206 SR426/CR419 WIDEN PHASE 2	10,890,678	1,167,139	-	-	-	-	54,453
00205207 ALTAMONTE CITY COUNTY SHARED P	-	2,000,000	-	-	-	-	-
00205749 MAST ARM CONVERSION ON 17-92	1,915,605	1,084,484	-	-	-	-	9,578
00205750 US17-92 PED OP STAIRWELLS	165,386	640,330	-	-	-	-	827
00207304 FALLEN HEROES MEMORIAL	263,311	30	-	-	-	-	1,317
00251403 RAIL RELATED TRANSIT	1,369,277	7,329	-	-	-	-	6,846
00265503 US17-92/5 POINTS ROADWAY	8,135,682	2,864,856	-	-	-	-	40,678
00276981 WEKIVA BASIN TMDL - BMAP IMPL	3,636	1,468	-	-	-	-	18
00276982 LAKE JESUP TMDL PROJECT - HOWE	-	19,862	-	-	-	-	-
00284203 LK JESSUP GRNDWTR SEEPAGE	-	61,390	-	-	-	-	-
00285002 LAKE HODGE OUTFALL	-	90,000	-	-	-	-	450
00285003 USGS MONITORING PROGRAM TMDL	406,740	750	-	-	-	-	2,034
01785134 LK MARY BLVD INT 4 LOCATIONS	563,752	1,088,759	-	-	-	-	3,479
01785136 SR 434 at Mitchell Hammock Rd	406,239	1,541,663	-	-	-	-	2,031
01785139 SR 436 Multimodal Imp-Altamont	1,466,000	200,000	-	-	-	-	7,330
01785140 SR436 MULTIMODAL IMP - CASS	244,345	1,500,000	1,500,000	1,772,500	-	-	17,584
01785141 Pedestrian & Bicycle Crossing	-	250,000	-	-	-	-	-
01785142 RINEHART RD INTER IMP	-	1,325,000	662,500	662,500	-	-	6,625
01785145 SR434 WIDENING	265,196	1,778,386	3,000,000	-	-	-	16,326
01785146 SLAVIA RD CAPACITY IMP	742,941	3,205,856	5,000,000	-	-	-	33,715
01785147 SR434/SAND LK RD INT IMP	1,157,431	869,913	-	-	-	-	5,787
01785148 CR427 CONTEXT SEN IMPR LONGWD	96,243	921,489	-	-	-	-	481
01785149 ALTAMONTE SUNRAIL BIKE/PED IMP	393,754	4,565,198	-	-	-	-	1,969
01785150 SR434 AT CR427 INTER IMP	68,352	171,734	-	-	-	-	342
01785165 MAST ARMS REFURBISHMENTS	1,203,045	355,339	200,000	200,000	200,000	200,000	11,015
01785167 ATMS / ITMS Program (PARENT)	4,265,862	1,095,137	-	-	300,000	300,000	24,329
01785169 NEW TRAFFIC SIGNAL CABINETS	1,823,081	738,650	500,000	500,000	500,000	500,000	22,615
01785171 VARIABLE MESSAGE SYSTEM UPGRAD	579,804	43,422	-	100,000	-	-	3,399
01785176 PARENT-ARTERIAL RESURFACING	385,329	-	3,400,000	3,400,000	3,400,000	3,400,000	69,927
01785198 S SANFORD AVE	1,212,447	7,553	-	-	-	-	6,062
01785204 W Airport Blvd	3,118	556,883	-	-	-	-	16
01785211 PALM SPRINGS DR PAVING	-	300,000	-	-	-	-	-
01785216 RESURFACING-LOCAL ROADS	15,568,848	5,155,040	4,280,000	4,280,000	4,280,000	3,400,000	180,444
01785222 PAVEMENT MGMT TESTING & INSP	798,036	507,308	225,000	225,000	225,000	225,000	9,615
01785224 ASSET MGMT INSP & INV	458,393	533,213	225,000	225,000	225,000	225,000	7,917
01785234 SUBDIVISION RETROFIT	521,454	17,094	-	-	-	-	2,607
01785240 PIPE LINING AND INSPECTIONS	9,145,376	2,294,913	700,000	700,000	700,000	700,000	66,227
01785244 W AIRPORT BLVD SIDEWALKS	1,028,954	769,524	-	-	-	-	5,145
01785246 RAVEN AVE SIDEWALK	41,306	93,553	-	-	-	-	207
01785248 OLD LK MARY RD SIDEWALKS	79,289	196,150	-	-	-	-	396
01785250 ROLLING HILLS NE SIDEWALKS	13,389	916,611	-	-	-	-	67
01785253 DOCKSIDE ST SIDEWALKS	142,028	2,034	-	-	-	-	710
01785254 LK HAYES RD SIDEWALKS	71,787	106,835	-	-	-	-	359
01785255 CARRIGAN AVE SIDEWALK	11,769	687,815	-	-	-	-	59
01785256 CARRIGAN AVE SIDEWALK	75,501	91,716	-	-	-	-	378
01785257 VIRGINIA AVE SIDEWALKS	90,765	160,077	-	-	-	-	454
01785258 HILLVIEW DR SIDEWALK-DRAINAGE	100	799,900	-	-	-	-	1
01785259 SANLANDO ESTATES SIDEWALKS	25,716	401,972	-	-	-	-	665

*FY22 budget figures include available FY21 project budgets that are eligible to be carried forward (not finalized at time of this printing).

5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL
							OPERATIONAL IMPACT
01785260 GOLDIE MANOR AREA SIDEWALKS	155,406	583,915	-	-	-	-	777
01785261 RIDGE RD SIDEWALK	22,688	120,733	-	-	-	-	113
01785264 E HILLCREST ST SIDEWALKS	46,936	79,657	-	-	-	-	235
01785265 E ORANGE ST SIDEWALK	48,133	127,289	-	-	-	-	241
01785268 LONGWOOD HILLS RD SIDEWALKS	2,828	12,691	378,000	-	-	-	1,904
01785272 RIVERVIEW AVE SIDEWALK	232,405	832,914	-	-	-	-	1,162
01785275 W COUNTY HOME RD SIDEWALKS	67,606	16,394	-	-	-	-	338
01785276 E ALTAMONTE SIDEWALKS PH 2	435,264	135,877	-	-	-	-	2,176
01785277 SEMINOLE DR SIDEWALKS	320,341	185,117	-	-	-	-	1,602
01785278 CARLTON ST SIDEWALKS	221,417	42,071	-	-	-	-	1,107
01785283 NORTHWESTERN/LITTLE WEK BRIDGE	290,707	2,822,346	-	-	-	-	1,454
01785284 CROSS SEM TR-HOWELL CRK BRIDGE	928,603	33,631	-	-	-	-	4,643
01785286 LK HOWELL/HOWELL CRK BRIDGE	626,016	2,250,957	-	-	-	-	3,130
01785289 DODD RD/HOWELL CRK BRIDGE	84,724	115,276	-	-	-	-	424
01785297 MINOR ROADWAY PROJECTS->\$50,000	929,292	23,007	-	-	-	-	4,646
01785300 RED BUG LAKE RD TURN EXTENSION	29,494	1,617,762	-	-	-	-	147
01785303 ORANGE BLVD (CR431) SAFETY	6,774,690	13,801,919	7,603,856	-	-	-	115,993
01785310 TRAFFIC STUDIES	534,669	73,999	-	-	-	-	2,673
01785313 LED STREET SIGN UPGRADE	1,053,787	193,825	150,000	150,000	150,000	150,000	9,019
01785315 VARIOUS COUNTY TRAILS PROJECTS	-	102,000	-	-	-	-	-
01785316 EE WILLIAMSON RD TRAIL CONNECT	1,070,883	9,282,510	-	-	-	-	5,354
01785317 TRAILS WITHIN POWER CORRIDORS	-	485,000	-	-	-	-	-
01785318 E SEMINOLE UNPAVED TRAILS	633,233	318,280	-	-	-	-	4,666
01785335 ECON BASIN DRAINAGE EVAL	73,313	1,350,307	-	-	-	-	367
01785336 JESUP BASIN TMDL RSF - LOTW	104,903	357,579	-	-	-	-	525
01785340 ECON BSN L CRESCENT DRAIN EVAL	92,689	368,205	-	-	-	-	463
01785344 MAST ARM REBUILDS	1,726,978	885,147	450,000	450,000	450,000	450,000	19,885
01785345 SR 436 @LAKE BRANTLEY MAST ARM	321,701	27,970	-	-	-	-	1,609
01785346 LANE STRIPING	447,261	266,155	100,000	100,000	100,000	100,000	4,736
01785348 SR426 @ RED BUG MAST ARM	423,560	56,588	-	-	-	-	2,118
01785350 CELERY/MELLONVILLE TRAIL LOOP	583,112	4,333,417	-	-	-	-	2,916
01785374 SIDEWALK REHAB PARENT	773,748	83,165	-	-	-	-	3,869
01785376 WEKIVA BASIN TMDL	221,493	428,508	-	-	-	-	2,357
01785407 MAIN STREET SIDEWALK	-	575,000	-	-	-	-	-
01785408 SR426/CR419 WIDEN-PHASE 3	-	-	-	1,000,000	-	-	5,000
01785431 HIBISCUS LN STORMWATER PUMP	94,055	246,025	-	-	-	-	470
01785433 CECILIA DR BAFFLE BOXES	-	450,000	-	-	-	-	-
01785434 ALTON DR STORMWATER POND MOD	122,688	343,800	-	-	-	-	613
01785440 LAKE BRANTLEY NUTRIENT STUDY	45,325	104,675	-	-	-	-	227
01785441 LAKE SEMINARY NUTRIENT STUDY	26,303	73,697	-	-	-	-	132
01785442 LAKE SYLVAN NUTRIENT STUDY	144,257	70,751	-	-	-	-	721
01785443 TANGLEWOOD DRAINAGE IMPROVEMEN	209,856	593,314	-	-	-	-	1,049
01785444 ADA REPLACEMENT PAVMT MGMT	1,948,630	816,377	400,000	400,000	400,000	400,000	20,743
01785446 I-4 TRAIL OVERPASS REPAIR	82,603	434,628	-	-	-	-	413
01785447 ANNUAL BRIDGE/TUNNEL REP/REPLA	3,711,407	1,456,956	500,000	500,000	500,000	500,000	30,557
01785450 AIRPORT BLVD INT IMP	9,067	192,000	-	-	-	-	45
01785457 SAND LAKE @ HUNT CLUB MAST ARM	255,596	124,849	-	-	-	-	1,278
01785458 EE WILLIAM@WOODLANDS MAST ARM	-	225,000	-	-	-	-	-
01785460 SR 436 @ GRACE MAST ARM	373,830	7,977	-	-	-	-	1,869
01785462 SR436 @ WEATHERSFIELD MAST ARM	390,477	17,044	-	-	-	-	1,952
01785467 SR 436 @ CASSELTON MAST ARM	111,418	193,884	-	-	-	-	557
01785468 SR436@HOWELL BRANCH INTERSECT	13,057	150,000	-	-	-	-	65
01785470 SR 436 @ BALMY BEACH MAST ARM	40,797	481,442	-	-	-	-	204
01785471 SR426@HOWELL BRANCH-MAST ARM	-	400,000	-	-	-	-	2,000
01785477 CW RESURFACE LOCAL ROADS	3,996,026	3,974	-	-	-	-	19,980
01785479 SIDEWALK REPAIRS-STORMWATER	4,070,304	1,029,195	1,000,000	1,000,000	1,000,000	1,000,000	45,352
01785486 PROJECT MANAGEMENT (GEC)	1,354,332	2,530,342	1,000,000	1,000,000	1,000,000	1,000,000	31,772
01785487 TRANS MASTER PLAN-EAST SIDE	-	250,000	-	-	-	-	1,250
01785488 CRANE STRAND CANAL CULVERT REP	64,370	292,413	-	-	-	-	322
01785489 ENGINEERING CAPITALIZATION	-	8,880,734	-	-	-	-	25,417
01785525 SR 419 @ OSPREY TRAIL SIGNAL	386,351	41,072	-	-	-	-	1,932
01785562 BRIDGE INSPECTIONS	275,425	180,204	80,000	80,000	80,000	80,000	3,377
01785571 SCHOOL FLASHER SIGNAL UPGRADES	105,709	282,699	100,000	100,000	100,000	100,000	3,029
01785572 MINOR ROADWAY PROJECTS	1,518,341	698,740	500,000	500,000	-	-	15,092
01785962 JUVENILE ASMNT CENTER	-	3,010,000	-	-	-	-	-

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5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL OPERATIONAL IMPACT
01785964 JUVENILE ASMNT CENTER	299,102	1,695,323	-	-	-	-	1,496
01907032 SR436 TRAFFIC SENSORS (10 SIG)	429,378	76	-	-	-	-	2,147
01907040 W SR 46 FIBER UPGRADE (PHASE 1	-	200,000	-	-	-	-	1,000
01907041 E LAKE MARY BLVD FIBER UPGRADE	53,758	196,242	-	-	-	-	269
01907045 RED BUG LAKE RD FIBER UPGRADE	177,690	585	-	-	-	-	888
01907046 FIBER NETWORK CORE ROUTERS	238,917	64,277	-	100,000	-	-	1,695
01907047 CONNECTED VEHICLE/ICM EQUIP	133,405	360,553	100,000	100,000	100,000	100,000	3,167
01907048 TRAFFIC VIDEO WALL UPGRADE	-	100,000	-	-	-	-	-
01907049 VIDEO DECODING EQUIP-TRAF MGMT	319,701	56,251	100,000	-	-	-	2,099
01907051 RED BUG @ SR417 WS MAST ARM	38,033	366,441	-	-	-	-	190
01907052 RED BUG @ SR 417E MAST ARM	292,369	124,358	-	-	-	-	1,462
01907056 SR436@PEARL CAUSEWAY MAST ARM	38,668	361,332	-	-	-	-	193
01907059 E AIRPORT BLVD @ FS32 MAST ARM	174,553	83,789	-	-	-	-	873
01907060 MAGNOLIA ST SIDEWALKS	14,131	57,000	-	-	-	-	71
01907062 CITRUS & HIGHLAND ST SIDEWALKS	32,234	1,458,809	-	-	-	-	161
01907063 ROLLINGS HILLS SIDEWALK PH 2	-	881,000	-	-	-	-	-
01907066 SPRING VALLEY FARMS OUTFALLS	151,512	717,020	-	-	-	-	758
01907068 MULLET LK PK RD DRAINAGE HMGP	608,276	1,840,711	-	-	-	-	3,041
01907077 MIDWAY DRAINAGE IMPROVEMENTS	20,521	2,979,479	3,000,000	3,000,000	3,000,000	2,000,000	62,603
01907080 LK HARNEY BASIN DRAINAGE STUDY	360,538	923	-	-	-	-	1,803
01907084 NORTH ST CORRIDOR IMP	263,476	10,709,596	2,615,000	7,100,020	-	-	96,392
01907086 FIBER OPTIC PULL BOX	258,444	378,149	200,000	100,000	200,000	200,000	5,792
01909225 GENEVA DR EXTENSION	-	2,212,000	-	-	-	-	-
02001728 SAND LK TO E BRANTLY TURN LANE	104,856	65,144	-	-	-	-	524
02007008 RED BUG FIBER UPGRADE	190,499	143	-	-	-	-	952
02007009 SR436 @ ORANGE AVE MAST ARM	320,887	105,926	-	-	-	-	1,604
02007010 SR436 @ SAN SEBASTIAN MAST ARM	383,818	55,589	-	-	-	-	1,919
02007011 SR436 @ MAPLE MAST ARM	385,283	36,302	-	-	-	-	1,926
02007013 PWR CORR TRL SR434-SHEPARD RD	75,814	1,394,051	-	-	-	-	7,184
02007015 PED AND BIKE OVERPASSES	187,851	1,077,697	-	-	-	-	5,939
02007016 ENGLISH ESTATES SIDEWALKS PH 2	107,029	300	-	-	-	-	535
02007017 ENGLISH ESTATES SIDEWALKS PH 3	-	35,000	-	-	-	-	-
02007020 ROLLING HILLS MULTIPURPOSE TRL	144,478	3,867,120	-	-	-	-	722
02007021 SOLDIERS CRK OFF-ROAD BIKE TRL	-	10,000	-	-	-	-	-
02007022 MARKHAM TRAILHEAD-BIKE AREA	-	130,000	-	-	-	-	-
02007023 ALUM COST ANALYSIS	-	20,000	-	-	-	-	-
02007024 WEKIVA BMAP/PFA GRDWTR ANALYS	47,424	87,615	-	-	-	-	237
02007026 WQ MONITORING ASSESSMENT	67,729	238	-	-	-	-	339
02007027 WEKIVA SPRINGS RD - INT IMPS	191,774	1,943,841	-	-	-	-	959
02007028 CR46A/OLD LK MARY INT IMP	3,396	44,504	-	-	-	-	17
02007029 RINEHART RD/SR417 INT IMP	-	57,000	-	-	-	-	-
02007092 HILLVIEW DR DRAINAGE RSF	975,515	2,512,166	-	-	-	-	4,878
02007094 DIRT ROAD PAVING PROGRAM	20,608	979,405	1,000,000	1,000,000	1,000,000	1,000,000	20,103
02007096 GRACE LK OUTFALL	25,332	729,576	-	-	-	-	127
02007098 JESUP BASIN-BAFFLE BOX-LOTW	91,286	243,560	-	-	-	-	456
02007099 LK EMMA/LONGWOOD HILLS STUDY	42,693	281,765	-	-	-	-	213
02007101 MILLER RD CULVLT DRAINAGE HMGP	150,424	873,941	-	-	-	-	1,706
02007102 NEBRASKA AVE BRIDGE DRAIN HMGP	131,809	833,669	-	-	-	-	2,313
02007104 NOLAN RD CHANNEL DRAINAGE HMGP	191,194	1,060,082	-	-	-	-	2,633
02007105 OLIVER AVE DRAINAGE HMGP	50,457	479,671	-	-	-	-	252
02007106 OREGON/MICHIGAN ST DRAINAGE	151,878	617,953	-	-	-	-	759
02007107 PEDESTRIAN/TRAIL BRIDGES REHAB	-	100,000	-	-	-	-	-
02007111 SMITH CANAL/MONROE BASIN STUDY	234,793	551,021	-	-	-	-	1,174
02007122 SUNLAND ESTATES STUDY	-	250,000	-	-	-	-	-
02007123 VEGETATION/SEDIMENT REMOVAL	54,922	45,078	-	-	-	-	275
02007124 WILLOW AVE-ALHAMBRA DRAIN HMGP	133,834	1,000,790	-	-	-	-	669
02007159 E.LAKE MARY BVD @ SKY MAST ARM	78,183	326,222	-	-	-	-	391
02007160 CROSS SEM TRL MISSING LINK 419	323,740	40,169	-	-	-	-	1,619
02107059 RED CLEVELAND BLVD RESURFACING	-	540,000	-	-	-	-	-
02107062 HARMONY HOMES SUBDIV SIDEWALKS	14,714	422,286	-	-	-	-	74
02107063 FOREST LAKE DR SIDEWALK	13,400	221,600	-	-	-	-	67
02107065 SPARTAN DR SIDEWALK	-	80,500	-	-	-	-	-
02107066 LK MRY BL-SUN DR INTERSECTION	100	469,650	-	-	-	-	1
02107067 SR46 FIBER-SANFORD AVE-MELLONV	-	200,000	-	-	-	-	-
02107069 HOWELL CREEK BIO-MONITORING	30,515	29,881	-	-	-	-	153

*FY22 budget figures include available FY21 project budgets that are eligible to be carried forward (not finalized at time of this printing).

5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL OPERATIONAL IMPACT
02107073 SPRING VALLEY FARMS DRAINS	13,034	371,966	-	-	-	-	65
02107075 HOWARD BLVD SIDEWALK	10,025	373,475	-	-	-	-	50
02107077 NARCISSUS AVE ROADWAY IMPROV	1,827	2,559,937	-	-	-	-	9
02107078 S. SANFORD AVE INTERMODAL	34,686	1,965,314	-	-	-	-	173
02107079 CR 419 AT SNOWHILL INTERSCETIO	21,384	568,616	-	-	-	-	107
02107081 CR427@ E LAKE MARY RD SIGNAL	-	400,000	-	-	-	-	-
02107082 SR 434 @ SAND LAKE RD SIGNAL	-	400,000	-	-	-	-	-
02107085 5 POINTS DEV - COURT ANNEX	5,009,963	36,859,037	-	-	-	-	25,050
02107086 5 POINTS DEV - CJC RENOVATION	-	93,674	-	-	-	-	-
02107087 5 POINTS DEV - PARKING GARAGE	1,528,463	11,535,216	-	-	-	-	7,642
02107088 5 POINTS DEV - ENERGY PLANT	1,964,668	14,708,979	-	-	-	-	9,823
02107093 PINE LAKE BAFFLE BOXES	153	114,848	-	-	-	-	1
02107094 OXFORD RD SIDEWALK	58,464	509,021	-	-	-	-	292
02107099 WHITCOMB DRAINAGE IMPROVEMENTS	-	1,300,000	865,413	-	-	-	7,827
02107101 LAKE MARY BLVD INTERIMPROVE	282,369	2,285,675	-	-	-	-	1,412
02107102 RED BUG LK RD TURN LANE EXT	21,514	334,486	-	-	-	-	108
02107103 RED BUG LAKE AT MIKLER RD	-	292,500	-	-	-	-	1,463
02207070 SR 436 @BEAR LAKE RD MAST	-	400,000	-	-	-	-	2,000
02207072 SR436@PRAIRIE LAKE-MAST ARM	-	400,000	-	-	-	-	2,000
02207073 SR434@E LAKE BRANTLEY-MAST ARM	-	400,000	-	-	-	-	2,000
02207074 SR 415@CELERY AVE - NEW SIGNAL	-	450,000	-	-	-	-	2,250
02207075 SR 46A SIGNAL ADAPTIVE PROJ	-	200,000	-	-	-	-	1,000
02207076 NETWORK SWITCH UPGRADE/CTY CAB	-	100,000	-	-	-	-	500
02207078 TRANS MAST PLAN 5YR UPDATE	-	750,000	-	-	-	-	3,750
02207079 4TH GEN REF PREPARATION PLAN	-	500,000	-	-	-	-	2,500
02207081 ORANOLE/LINNEAL BEACH SIDEWALK	-	245,000	-	-	-	-	1,225
02207083 ACCESS ROAD/FS #39	-	1,817,000	-	-	-	-	9,085
02207084 SLAVIA RD EXTENSION/SR 426-SR4	-	600,000	-	-	-	-	3,000
02207085 LK MARY BLVD 2022 RESURFACING	-	1,500,000	-	-	-	-	7,500
02207086 N RONALD REAGAN/CR427 2022 PAV	-	1,400,000	-	-	-	-	7,000
02207087 LAKE DR/SEMINOLA-E LAKE PAVING	-	500,000	-	-	-	-	2,500
02207090 RESERVOIR LK OUTFALL CANAL	-	267,980	268,000	-	-	-	2,680
02207091 NUTRIENT STUDY/LK MILLS & SURR	-	300,000	-	-	-	-	1,500
02207092 BEAR GULLY MODEL UPDATE STUDY	-	25,000	-	-	-	-	125
02207093 HOWELL CREEK EROSION ASSESS	-	70,000	-	-	-	-	350
02207094 BASIN STUDIES/E COUNTY BASINS	-	2,291,250	-	-	-	-	11,456
02207095 USGS MONITORING PROG -3RD GEN	-	83,500	-	-	-	-	418
02207096 DEER RUN SUB - E CULVERT REP	-	280,000	-	-	-	-	1,400
02207097 WOODLAND II SUB/OUTFALL REP	-	360,000	-	-	-	-	1,800
02207099 LITTLE WEKIVA RIVER REST PROJ	47,000	104,000	-	-	-	-	235
02207100 EAST LAKE MARY AT OHIO MAST AR	-	400,000	-	-	-	-	2,000
02207101 OLIVER RD RESURFACING PROJECT	-	240,000	-	-	-	-	1,200
99999906 PROGRAM MANAGEMENT (GEC)	7,642,672	4,678,765	3,200,000	3,200,000	3,200,000	3,200,000	118,213
FOREST BROOKE SUB - FLOOD HAZARD	-	-	-	-	-	2,600,000	13,000
FUTURE SIGNAL - PARENT PROJECT FOR FUTURE YR	-	-	400,000	400,000	600,000	1,000,000	12,000
LIGHTWOOD KNOW CANAL CULVERT	-	-	210,000	-	-	-	1,050
LITTLE WEKIVA RIVER EROSION	-	-	2,000,000	-	-	-	10,000
LONGWOOD LK MARY RD 2-4 LANES	-	-	-	12,700,000	-	-	63,500
RAND YARD DITCH CULVERT	-	-	1,200,000	-	-	-	6,000
RINEHART RD FIBER UPGRADE	-	-	-	300,000	-	-	1,500
SPRING LAKE OUTFALL CANAL	-	-	-	687,300	-	-	3,437
SR 434 SIGNAL ADAPTIVE (10 SIGS)	-	-	400,000	-	-	-	2,000
SR 436 @ FERN PARK	-	-	400,000	-	-	-	2,000
SR 436 @ LAKE HOWELL	-	-	400,000	-	-	-	2,000
SR 436 @ WINTER WOODS BLVD	-	-	-	400,000	-	-	2,000
SR 436 @LAKE HOWELL LN	-	-	400,000	-	-	-	2,000
SR 46 @ SANFORD AVE MAST	-	-	-	400,000	-	-	2,000
SR 46 @CR426 MAST ARM	-	-	-	400,000	-	-	2,000
SR436 @ SR434 MAST ARM	-	-	-	-	400,000	-	2,000
STORMWATER MASTER PLAN UPDATE	-	-	500,000	-	-	-	2,500
TRAIL CONNECT - LAKE EMMA TO EE WILLIAMSON	-	-	500,000	500,000	-	-	5,000
FLEET							
01907022 FORD F450 SIGN TRUCK 4X4-06518	80,055	2,997	-	-	-	-	400
01907118 STATONRY GENERATOR-057 058 PSB	1,204,980	21,584	-	-	-	-	6,025

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5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL OPERATIONAL IMPACT
02007034 FORD UTILITY BODY - 23067	36,887	86	-	-	-	-	184
02007035 FORD BOX TRUCK - 23066	51,947	7,282	-	-	-	-	260
02007036 FORD F250 4X2 & TRAILER-23591	35,895	24,306	-	-	-	-	179
02007037 FORD BUCKET TRUCK - 02139	139,923	4,211	-	-	-	-	700
02007047 FORD UTILITY BODY - 07125	51,127	4,946	-	-	-	-	256
02007056 CAT PWR TILT CPLR LR - NEW	10,135	1,650	-	-	-	-	51
02007065 FORD F250 CREW 4X4 - 02855	34,926	75	-	-	-	-	175
02007066 FORD F250 CREW 4X4 - 02856	34,926	75	-	-	-	-	175
02007067 FORD F250 CREW 4X4 - 02870	34,926	75	-	-	-	-	175
02007068 FORD F250 CREW 4X4 - 02042	34,926	75	-	-	-	-	175
02007069 FORD DUMP BODY - 02003	109,951	3,004	-	-	-	-	550
02007070 FORD CAB-CHASSIS WT - 19885	111,192	7,982	-	-	-	-	556
02007074 INT FUEL TRUCK - 06940	174,652	1,293	-	-	-	-	873
02007076 REEL TRAILER - 05288	26,940	5,022	-	-	-	-	135
02007079 FORD EXPLORER 4X4 - 07445	30,594	158	-	-	-	-	153
02007084 FORD F250 CREW 4X4 - 00395	41,893	3,433	-	-	-	-	209
02007131 F250 4X4 CREW CAB-05157	34,926	75	-	-	-	-	175
02007132 F250 4X4 CREW CAB-05159	34,926	75	-	-	-	-	175
02007150 PRIORITY FLEET REPLACEMENTS	-	100,000	-	-	-	-	-
02101001 FORD TRAN T250 CR VAN 6070502	-	31,977	-	-	-	-	-
02107002 FORD F450 GENERATR TRUCK 17220	-	63,638	-	-	-	-	-
02107003 MASTERCRAFT FORKLFT 08 12934	92,158	12	-	-	-	-	461
02107004 GENERAC GENERATOR KW500 GEN017	-	178,985	-	-	-	-	-
02107005 FORD TRAN T250 CARGO VAN 05207	-	31,977	-	-	-	-	-
02107006 FORD TRAN T250 CARGO VAN 06456	-	31,977	-	-	-	-	-
02107007 FORD TRAN T250 CARG VAN 780237	-	31,977	-	-	-	-	-
02107010 JD EXCAVATOR 75G 01119	-	383,001	-	-	-	-	-
02107011 FREIGHTLN CONCRETE TRUCK 06375	300,439	9,959	-	-	-	-	1,502
02107012 CAT GRADER 120 02004	258,898	24,483	-	-	-	-	1,294
02107013 INTL DUMP TRUCK 02843	116,428	17,350	-	-	-	-	582
02107015 FORD F750 CREW DUMP 04521	-	124,094	-	-	-	-	-
02107016 FORD F750 CREW DUMP 04522	-	124,094	-	-	-	-	-
02107020 UTILITY TRAILER 20279	31,436	1,467	-	-	-	-	157
02107022 UTILITY TRAILER 04853	16,735	574	-	-	-	-	84
02107023 UTILITY TRAILER 05349	16,735	574	-	-	-	-	84
02107024 FERRIS ZERO TURN MOWER 07428	8,924	883	-	-	-	-	45
02107026 JD WHEELED EXCAVATOR 190 04558	354,243	21,797	-	-	-	-	1,771
02107027 JD HYDRAULIC EXCAV 250G 05223	275,609	23,674	-	-	-	-	1,378
02107029 CAT SKID STEER LOADR 289 07367	101,940	612	-	-	-	-	510
02107043 CHEETAH ZERO TURN MOWER 03029	9,880	1,016	-	-	-	-	49
02107044 CAT FORKLIFT DP40 01807	57,989	3,400	-	-	-	-	290
02107045 THOMPSON 6" MOBIL PUMP 23529	57,093	1,900	-	-	-	-	285
02107049 CAT FORKLIFT DP40 02505	57,989	3,400	-	-	-	-	290
02107051 FORD F450 SIGN TRK 06070175	-	91,515	-	-	-	-	-
02107052 FORD F150 EXT CAB 4X4 06070325	34,348	825	-	-	-	-	172
02107053 FORD F150 EXT CAB 4X4 780142	33,406	1,370	-	-	-	-	167
02107054 VARIABLE MESSAGE SIGN	14,660	392	-	-	-	-	73
02107056 GENERATOR LOAD BANK 780331	-	86,679	-	-	-	-	-
02207002 TRANSIT T250 CARGO VAN 05148	-	33,985	-	-	-	-	170
02207004 TRANSIT T250 CARGO VAN 07460	-	33,985	-	-	-	-	170
02207006 F350 REG CAB STAKE-DUMP 23114	-	55,185	-	-	-	-	276
02207007 GENERATOR REPLACEMENT 00100	-	408,114	-	-	-	-	2,041
02207009 F450 EXT CAB GENERAT TRK 00406	-	67,193	-	-	-	-	336
02207010 F350 EXT CAB 4X4 UTILITY 01352	-	73,518	-	-	-	-	368
02207011 F350 EXT CAB 4X4 UTILITY 01356	-	60,765	-	-	-	-	304
02207012 ARI HETRA 4 COL MOB LIFT 05215	-	40,097	-	-	-	-	200
02207013 ASCO PORTABLE LOAD BANK 780331	-	9,689	-	-	-	-	48
02207014 F350 REG CAB 4X4 FLATBED NEW21	-	49,707	-	-	-	-	249
02207017 F150 EXT CAB 4X4 780140	-	39,718	-	-	-	-	199
02207020 F250 CREW CAB 4x4 06581	-	36,781	-	-	-	-	184
02207021 TRANSIT T150 CREW VAN 07360	-	40,365	-	-	-	-	202
02207023 F550 EXT CAB HERBICD TRK 02885	-	70,000	-	-	-	-	350
02207024 F250 CREW CAB 4X4 04848	-	42,581	-	-	-	-	213
02207025 F250 CREW CAB 4X4 04849	-	42,581	-	-	-	-	213
02207026 F150 EXT CAB 4X4 06070324	-	33,565	-	-	-	-	168

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5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL OPERATIONAL IMPACT
02207027 THOMP 6" MOBILE PUMP 06070345	-	59,948	-	-	-	-	300
02207029 F150 EXT CAB 4x4 01104	-	32,621	-	-	-	-	163
02207030 JOHN DEERE LOADER 644L 01122	-	281,057	-	-	-	-	1,405
02207031 CAT MINI EXCAVATOR 304E2 02883	-	68,978	-	-	-	-	345
02207032 INTERNATIONAL DUMP TRUCK 04496	-	125,742	-	-	-	-	629
02207034 F250 CREW CAB 4X4 06070287	-	37,624	-	-	-	-	188
02207035 CAT MINI EXCAV 305 E2 06070532	-	82,934	-	-	-	-	415
02207036 F250 CREW CAB 4X4 06536	-	37,624	-	-	-	-	188
02207037 F250 CREW CAB 4X4 06541	-	37,624	-	-	-	-	188
02207038 CAT MINI EXCAVATOR 304E2 06831	-	58,417	-	-	-	-	292
02207039 F250 CREW CAB 4X4 07195	-	38,354	-	-	-	-	192
02207040 CAT LOAD SKIDSTEER 289D 07364	-	89,835	-	-	-	-	449
02207041 CAT LOAD SKIDSTEER 289D 07365	-	96,834	-	-	-	-	484
02207042 CAT LOAD SKIDSTEER 289D 07366	-	100,483	-	-	-	-	502
02207043 TRAILKING TRAILER 07447	-	19,397	-	-	-	-	97
02207044 CATERPILLAR GRADER 120 23084	-	269,327	-	-	-	-	1,347
02207045 BROCE SWEEPER 23509	-	42,210	-	-	-	-	211
02207046 JOHN DEERE TRACTOR 4X4 23580	-	57,586	-	-	-	-	288
02207047 FINN SHREDDER 14460	-	36,558	-	-	-	-	183
02207048 INTERNL ROAD TRACTOR 01326	-	125,386	-	-	-	-	627
02207049 F750 CREW DUMP 02073	-	124,546	-	-	-	-	623
02207050 FORD DUMP TRUCK 02902	-	125,742	-	-	-	-	629
02207051 JOHN DEERE LOADER 644L 04494	-	281,057	-	-	-	-	1,405
02207052 F750 CREW DUMP 04642	-	124,546	-	-	-	-	623
02207053 TRAILER 05222	-	96,596	-	-	-	-	483
02207054 F750 CREW DUMP 05273	-	124,546	-	-	-	-	623
02207055 TRAILER 07437	-	37,020	-	-	-	-	185
02207056 JOHN DEERE TRACTOR 4x4 18930	-	57,586	-	-	-	-	288
02207057 KUBOTA RTVX900 4X4 04411	-	12,385	-	-	-	-	62
02207058 F250 CREW CAB 4X4 06537	-	37,624	-	-	-	-	188
02207059 SMITH SURFACER 48486	-	7,541	-	-	-	-	38
02207060 F150 EXT CAB 4X4 NEW23	-	35,076	-	-	-	-	175
02207061 ALLMAND ARROW BOARD 780008	-	6,750	-	-	-	-	34
02207062 ATLAS AIR COMPSR XATS250 02181	-	26,538	-	-	-	-	133
02207063 F550 EXT CB BUCKET TK 06070095	-	126,204	-	-	-	-	631
02207064 GENERAC LIGHT TOWER 780014	-	10,343	-	-	-	-	52
02207065 ALLMAND ARROW BOARD 780980	-	6,750	-	-	-	-	34
02207067 AM SIGNAL MESSAGE BOARD 781265	-	15,393	-	-	-	-	77
FLEET REP GENERAL FUND	-	-	1,100,000	1,100,000	1,100,000	500,000	30,314
FLEET REP TRANSPORTATION	-	-	2,400,000	2,400,000	2,400,000	1,200,000	69,154
FACILITIES PROJECTS							
00007083 LEISURE PLANNED WORK 00100	1,433,124	775,290	-	-	-	-	9,964
00007084 GENERAL GOVT PLANNED WRK 00100	2,567,449	376,861	-	-	-	-	13,254
00007086 WATER SEWER PLANNED WORK 40100	277,858	34,792	-	-	-	-	1,389
00007087 FIRE DEPT PLANNED WORK 11200	396,805	302,956	-	-	-	-	2,447
00007088 SOLID WASTE PLANNED WORK 40201	148,528	487,217	-	-	-	-	1,057
00243114 SANFORD HEALTH DEPT RENOVATION	168,229	106,771	-	-	-	-	841
01902004 CONSTITUTIONAL PLAN WORK 00108	663,396	264,442	-	-	-	-	4,199
01907116 TRAN TRUST PLANNED WORK 10101	109,441	126,051	-	-	-	-	1,171
02207001 JAIL- BOILER REPLACEMENT	-	242,259	-	-	-	-	1,211
20180564 CARES-ROOF-MENTAL HEALTH-SANFD	-	147,000	-	-	-	-	735
20180565 CARES-HEALTH DEPT PARKING REPV	-	124,661	-	-	-	-	623
20180567 CARES-HEALTH DEPT HVAC-AIRPORT	-	23,974	-	-	-	-	120
TECHNOLOGY							
00007186 IPAD AIR 2	13,654	6,920	-	-	-	-	68
02007004 FLEET MANAGEMENT SOFTWARE	-	160,000	-	-	-	-	-
02207068 MAINTSTAR SOFTWARE UPDATE	-	412,500	-	-	-	-	2,063
02207069 CONCURRENCY APPLICATION REPLAC	-	17,500	-	-	-	-	88
OTHER NON BASE							
00007188 SONDE REPLACEMENT PROBES	-	4,000	-	-	-	-	-
01785383 RIVERBEND PLACEMAKING PROJECT	6,621	23,379	-	-	-	-	33
01907029 YSI FIELD SONDE	-	14,000	-	-	-	-	-

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5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL OPERATIONAL IMPACT
01909554 FLMS GRANT FOR LYL ROLLINGS HI	-	5,000	-	-	-	-	-
02007001 ATSI MMU TESTER	-	15,490	-	-	-	-	-
02007088 REPLACEMENT FIELD SONDES	43,540	11,960	-	-	-	-	218
02107095 SUNRAIL TRANSITION STUDY 10103	401,103	700,215	-	-	-	-	2,006
02107096 ENERGY EFFICIENT PLAN DEVELOPM	16,341	183,659	-	-	-	-	82
02207098 TCEA TRAN CONCURY EXCEPN STUDY	-	100,000	-	-	-	-	500
02218004 SJRWMD - LITTLE WEKIVA RIVER	-	437,500	-	-	-	-	2,188
PUBLIC WORKS DEPT Total	151,976,535	287,795,438	53,212,769	51,232,320	25,610,000	24,530,000	1,904,927

ES UTILITIES

CONSTRUCTION IN PROGRESS

00021716 OVERSIZING & EXTENSION-SANITAR	33,479	268,135	50,000	50,000	50,000	50,000	1,417
00021717 OVERSIZING & EXTENSIONS-POTABL	7,761	244,962	50,000	50,000	50,000	50,000	1,289
00021726 OREGON ST/FM WM RELOCATES	90,676	1,171,602	-	-	-	-	453
00022903 SMALL METER REPLACEMENT PROGRA	8,041,294	1,373,482	-	-	-	-	40,206
00024856 PLANT PROGRAMMING IMPROVEMENTS	6,328	497,670	-	-	-	-	32
00040302 CAPITALIZED LABOR PROJECT	-	1,400,000	800,000	850,000	900,000	950,000	21,000
00040306 CAPITALIZED LABOR PROJECT	-	138,674	-	-	-	-	375
00056606 LAKE MONROE WATER TREATMENT DE	-	300,000	-	-	-	-	-
00064527 BEAR LAKE WATER MAIN LOOP	-	-	-	249,271	-	-	1,246
00064565 DRUID HILLS DISTRIBUTION UPGRA	465,530	2,310,833	-	-	-	-	2,328
00064575 NORTHEAST-NORTHWEST POTABLE WA	669	-	-	250,000	-	-	1,253
00064576 SOUTHWEST SERVICE AREA PIPELIN	-	250,000	-	1,000,000	800,000	800,000	13,000
00064577 SOUTHEAST SERVICE AREA DISTRIB	-	1,250,000	-	1,000,000	800,000	800,000	13,000
00064579 LAKE HARRIET DISTRIBUTION IMPR	84,788	1,867,854	-	-	-	-	424
00064580 MEREDITH MANOR DISTRIBUTION PI	104,272	134,530	-	-	-	-	521
00064581 NORTHEAST DISTRIBUTION PIPE RE	-	750,000	100,000	800,000	800,000	-	8,500
00064582 APPLE VALLEY DISTRIBUTION IMPR	24,994	1,745,006	-	-	-	-	125
00064587 BLACK HAMM DISTRI PIPE REPLACE	-	300,000	-	-	-	-	-
00064590 WATER DISTRIBUT SYSTEM REHAB	237,326	1,803,252	500,000	500,000	500,000	500,000	11,187
00064592 WATER SERVICE LINE REPLACEMENT	598,246	287,648	250,000	250,000	250,000	250,000	9,241
00065234 WEKIVA PARKWAY UTILITY RELOCAT	12,052,096	4,551,050	-	-	-	-	60,260
00065236 MINOR ROADS UTILITY UPGRADES-P	259,478	300,510	150,000	150,000	150,000	150,000	4,297
00065237 MINOR ROADS UTILITY UPGRADES-S	8,163	300,003	150,000	150,000	150,000	150,000	3,041
00065239 OXFORD ROAD IMPROVEMENTS - 17-	449,224	4,845,979	-	-	-	-	2,246
00065251 17-92 Utility Relocations	1,927,071	391,697	-	-	-	-	9,635
00065284 ORANGE BLVD FORCE MAIN EXT	700,654	3,814,725	-	-	-	-	3,503
00065285 COUNTRY CLUB HEIGHT GRAV MAIN	317,403	3,846,931	-	-	-	-	1,587
00065289 GAC BACKWASH RELOCATIONS	-	-	-	200,000	-	-	1,000
00082924 PUMP STATION UPGRADES	4,889,973	7,674,683	1,750,000	1,750,000	1,750,000	1,750,000	68,200
00082926 GREENWOOD LAKES POWER EASEMENT	3,236,890	303,037	-	-	-	-	16,184
00083116 FORCE MAIN & AIR RELEASE VALVE	608,130	345,364	100,000	350,000	350,000	350,000	8,791
00083117 GRAVITY SEWER & MANHOLE CONDIT	778,541	242,899	100,000	100,000	250,000	250,000	7,393
00083120 CR 427 FORCE MAIN REHAB	35,016	3,272,337	-	-	-	-	175
00178312 GWL WTP DECOMMISSIONING	22,119	477,881	-	-	-	-	111
00178313 COUNTRY CLUB WATER TREATMENT P	-	500,000	-	-	-	-	2,000
00181605 YANKEE LAKE SWTF REHAB/REPLACE	295,107	233,821	1,000,000	-	-	-	6,476
00195209 YLK WRF REHAB/REPLACEMENT	1,757,586	3,482,899	250,000	-	-	-	15,038
00195718 SER WTP OZONE SIDESTREAM	54,038	445,962	-	-	-	-	270
00195785 SER R & R	79,327	274,521	100,000	100,000	250,000	100,000	4,397
00201103 CONSUMPTIVE USE PERMIT CONSOLI	523,484	828,531	250,000	100,000	100,000	100,000	5,367
00201522 POTABLE WELL IMPROVEMENTS	339,494	163,100	75,000	75,000	75,000	75,000	3,197
00203206 APPLE VALLEY TRANSMISSION MAIN	38,729	371,823	-	-	-	-	194
00203213 LAKE HAYES WTP PARTIAL DECOM	7,839	292,161	-	-	-	-	39
00203311 LAKE HARRIET WATER TREATMENT P	-	150,000	-	-	-	-	-
00203313 LAKE BRANTLEY WATER TREATMENT	-	150,000	-	-	-	-	-
00203315 DRUID HILLS WATER TREATMENT PL	63,638	316,362	-	-	-	-	318
00203317 APPLE VALLEY WATER TREATMENT P	39,855	210,145	-	-	-	-	199
00216426 IRON BRIDGE AGREEMENT	6,431,241	6,562,091	150,000	150,000	150,000	150,000	35,906
00216704 HEATHROW WATER TREATMENT PLANT	-	880,000	-	-	-	-	-
00216728 HEATHROW WELL #4 REPLACEMENT	584,584	932,005	-	-	-	-	2,923
00216732 MARKHAM WTP REHAB AND REP	612,452	745,094	100,000	100,000	575,000	100,000	10,312
00227413 GREENWOOD LAKES RAPID INFILTRA	133	200,000	-	-	-	-	501
00227416 GREENWOOD LAKES WATER RECLAME	1,433,961	3,139,130	100,000	400,000	100,000	100,000	11,170

*FY22 budget figures include available FY21 project budgets that are eligible to be carried forward (not finalized at time of this printing).

5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL
							OPERATIONAL IMPACT
00227458 GWL CAPACITY EXPANSION	-	300,000	3,000,000	-	-	-	15,500
00243505 INDIAN HILL WATER TREATMENT PL	288,603	133,140	100,000	100,000	100,000	100,000	3,943
00243506 LYNWOOD WTF REHAB/REPLACE	-	200,000	100,000	100,000	100,000	100,000	2,500
00243509 FACILITIES ADMIN ADD/EXPANSION	24,032	475,968	-	-	-	-	120
00255203 UTILITIES MASTER PLAN	1,128,376	574,347	-	-	-	-	5,642
00283004 SSNOCWTA INFILTRATION & INFLO	947,198	1,282,561	-	-	-	-	4,736
00283005 NW-RW-2 SYSTEM WIDE OPER EFFIC	-	250,000	-	-	-	-	1,250
00283007 SER WTO FLUORIDE SYSTEM	427,272	104,933	-	-	-	-	2,136
00283008 TUSKAWILLA FORCE MAIN	-	685,000	-	-	-	-	-
00283009 WATER SYSTEM AUDIT AND LEAK DE	-	160,000	-	-	-	-	-
01908029 YANKEE LAKE PROP ACQUISTION	1,213,764	36,236	-	-	-	-	6,069
02108043 ASR CONVERSION (POTABLE TO REC	16,906	83,094	-	-	-	-	85
02108044 RECHARGE FEASIBILITY STUDY	72,661	27,339	-	-	-	-	363
02108055 HIGHLAND PINES UTILITIES UPGRA	131,721	168,279	-	-	-	-	659
02108059 SLAVIA RD RELOCATION	-	250,000	-	-	-	-	-
FLEET							
00227420 PUMP STATION GENERATORS (19)	3,040,606	1,300,680	-	-	-	-	15,203
01908001 FORD EXPLORER XLT 4X4-NEW	-	37,600	-	-	-	-	-
02008002 FORD ESCAPE 4X2 - 04523	21,382	117	-	-	-	-	107
02008008 CAT STNRY GEN 160KW - GEN001	-	54,157	-	-	-	-	-
02008010 FORD F250 EXT 4X2 - 05723	34,019	1,299	-	-	-	-	170
02008013 FORD F150 EXT 4X2 - 05204	25,455	4,415	-	-	-	-	127
02008015 FORD F150 EXT 4X4 - 05205	25,940	3,831	-	-	-	-	130
02008016 FORD F150 EXT 4X2 - 07411	27,490	3,022	-	-	-	-	137
02008026 FORD F250 EXT 4X4 - 05722	39,917	870	-	-	-	-	200
02008028 FORD F250 EXT 4X4 - 04538	35,709	1,496	-	-	-	-	179
02008029 FORD UTILITY BODY - 06592	38,431	2,785	-	-	-	-	192
02008031 FORD STAKE BODY - 20206	45,536	635	-	-	-	-	228
02008032 FORD TRANSIT T150 - 05283	31,528	1,991	-	-	-	-	158
02008035 INT 14YD DUMP TRUCK - 20898	126,794	3,356	-	-	-	-	634
02108003 GENERATOR KW1000 GEN090	-	416,900	-	-	-	-	-
02108005 CAT FORKLIFT TL642D 04542	125,581	3,397	-	-	-	-	628
02108006 INTL MV UTILITY TRUCK 07560	91,046	7,719	-	-	-	-	455
02108007 MOBILE GENERATOR KW150 58062	-	96,548	-	-	-	-	-
02108009 FORD F450 4X4 UTILITY TRUK NEW2	-	72,652	-	-	-	-	-
02108010 FORD F450 UTILITY TRUK 6070297	-	72,652	-	-	-	-	-
02108011 FORD F550 UTILITY TRUCK 781129	-	73,754	-	-	-	-	-
02108013 FORD F550 DUMP TRUCK 780149	-	63,951	-	-	-	-	-
02108014 UTILITY TRAILER 05815	-	33,432	-	-	-	-	-
02108015 FORD TRAN CONCT CARGO VAN NEW1	-	30,585	-	-	-	-	-
02108016 FORD F150 EXT CAB 4X2 07726	-	29,879	-	-	-	-	-
02108020 DUMP TRAILER 05355	-	36,015	-	-	-	-	-
02108021 KAWASAKI MULE 05224	-	13,900	-	-	-	-	-
02108022 GENERAC LIGHT TOWER 20835	-	10,605	-	-	-	-	-
02108023 UTILITY TRAILER 21430	-	8,611	-	-	-	-	-
02108024 JD ZTRACK MOWER 05280	7,850	850	-	-	-	-	39
02108025 JD ZTRACK MOWER 05281	7,850	850	-	-	-	-	39
02108026 JD ZTRACK MOWER (05282)	7,850	850	-	-	-	-	39
02108027 GENERATOR KW750 (GEN094)	-	414,425	-	-	-	-	-
02108029 CAT BACKHOE LOADER 440 (06740)	130,826	4,878	-	-	-	-	654
02108030 FORD F550 4X4 CRNE TK (780376)	-	135,865	-	-	-	-	-
02108031 GENERAC GENERATOR KW60 (05810)	-	96,548	-	-	-	-	-
02108032 GENERAC GENERATOR KW60 (05812)	-	96,548	-	-	-	-	-
02108033 FORD F550 4X2 CRANE TK (20899)	-	97,125	-	-	-	-	-
02108034 FORD F450 UTILITY TRK (780377)	-	69,809	-	-	-	-	-
02108037 GENERATOR KW50 (GEN089)	-	50,050	-	-	-	-	-
02108038 DUMP TRAILER (06070302)	-	36,015	-	-	-	-	-
02108040 FORD TRAN T150 CRG VN (780234)	-	29,027	-	-	-	-	-
02108042 KAWASAKI MULE (48952)	-	13,316	-	-	-	-	-
02208002 VALVE ACTUTR SD800 HURCO NEW08	-	14,438	-	-	-	-	72
02208003 KAWASAKI MULE 4X4 48953	-	16,738	-	-	-	-	84
02208004 VACTOR 49065	-	420,025	-	-	-	-	2,100
02208005 VACTOR 51991	-	388,523	-	-	-	-	1,943
02208009 VALVE ACTUTR SD800 HURCO NEW09	-	14,438	-	-	-	-	72

*FY22 budget figures include available FY21 project budgets that are eligible to be carried forward (not finalized at time of this printing).

5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL
							OPERATIONAL IMPACT
02208010 MASTERCRAFT FORKLIFT NEW10	-	92,170	-	-	-	-	461
02208011 ESCAPE S FWD NEW11	-	23,470	-	-	-	-	117
02208012 TRANSIT CNNECT CARGO VAN 51493	-	31,307	-	-	-	-	157
02208013 F250 CREW CAB 4X4 51494	-	35,397	-	-	-	-	177
02208014 TRANSIT CNNECT CARGO VAN 51495	-	31,307	-	-	-	-	157
02208015 TRANSIT CNNECT CARGO VAN 51536	-	31,307	-	-	-	-	157
02208016 VANAIR AIR COMPRESSOR 52133	-	8,820	-	-	-	-	44
02208017 VANAIR AIR COMPRESSOR 52134	-	8,820	-	-	-	-	44
02208018 TRANSIT CNNECT CARGO VAN 52651	-	31,307	-	-	-	-	157
02208020 F250 CREW CAB 4X4 - NEW POSITI	-	37,000	-	-	-	-	185
FLEET REP WATER & SEWER	-	-	1,530,000	1,560,600	1,591,812	1,623,648	65,660
FACILITIES PROJECTS							
01900001 EQUIPMENT CANOPIES	-	70,000	-	-	-	-	-
TECHNOLOGY							
00006629 CRITICAL RADIO UPGRADES/REPLAC	-	250,000	-	-	-	-	-
00007099 UPGRADE EDE SUNGARD PLATFORM	-	25,000	-	-	-	-	-
00024814 SYSTEM WIDE DATA COLLECTION/MG	767	325,000	-	-	-	-	4
00203211 SECURITY IMPRMT VULNERABILITY	339,515	13,356	-	-	-	250,000	2,948
00283006 SCADA AND SECURITY SYSTEMS IMP	1,610,889	867,503	325,000	325,000	325,000	325,000	16,179
02008001 JDE ENHANCEMENTS 40100	-	125,000	-	-	-	-	-
02008036 ONBASE - AUTOMATED PROCESS	-	20,000	-	-	-	-	-
02008037 GPS LINE LOCATORS	-	22,000	-	-	-	-	-
02108002 PROJECT MANAGEMENT SOFTWARE	-	10,000	-	-	-	-	-
02208001 ES NETWORK SWITCH REFRESH PH 4	-	62,500	-	-	-	-	313
02208006 ELECTRONIC LOG BOOK-FDEP COMPL	-	40,000	-	-	-	-	200
02208008 TRIMBLE & IPAD-ENV SV GPS DATA	-	8,000	-	-	-	-	40
OTHER NON BASE							
00006607 UNIDIRECTIONAL FLUSHING PROGRA	838,967	510,108	-	-	-	-	4,195
00007202 ELECTRIC VALVE OPERATORS	-	11,000	-	-	-	-	-
01900002 BULLET MISSILE (SVC LINE REP)	12,500	67,500	-	-	-	-	63
01900011 ALL PRO TEST 3	4,995	8,005	-	-	-	-	25
02108045 CONEX POD STORAGE	15,100	9,900	-	-	-	-	76
02108047 AMS TREX DEVICE COMM BCC	6,770	1,730	-	-	-	-	34
02108048 AMS TREX DEVICE COMM BCC	6,770	1,730	-	-	-	-	34
02108049 AWRs HACH SAMPLER	-	8,000	-	-	-	-	-
02108050 CONFINED SPACE SAFETY EQUIPMEN	-	22,000	-	-	-	-	-
02108051 GPR EQUIPMENT	14,051	3,949	-	-	-	-	70
02108052 GPR EQUIPMENT	29,043	3,949	-	-	-	-	145
02108053 TALON VALVE/HYDRANT TOOLS	-	11,800	-	-	-	-	-
02108056 YANKEE LAKE CANOPY	-	25,000	-	-	-	-	-
02108057 DOC PROCESS/PLOTTER	4,200	2,300	-	-	-	-	21
ES UTILITIES Total	58,239,502	78,212,693	11,080,000	10,709,871	10,166,812	9,073,648	568,581

ES SOLID WASTE DEPT

CONSTRUCTION IN PROGRESS

00160803 LANDFILL ACCESS PAVING	82,296	417,704	-	-	-	-	1,661
00201902 TIPPING FLOOR RESURFACING	1,064,779	1,475,803	-	-	-	-	5,324
00216108 SOLID WASTE MGMT MASTER PLAN	274,184	175,816	-	-	-	-	1,371
00244511 LANDFILL SCALEHOUSE	2,428,392	183,054	-	-	-	-	12,142
00244517 TRANSFER STATION REFURBISHMENT	968,907	489,745	-	-	-	-	5,845
00244522 LANDFILL PUMP STATION REPLACEM	22,635	753,078	60,000	-	-	-	413
00244604 LANDFILL GAS SYSTEM EXPANSION	2,892,164	514,319	200,000	-	-	-	15,461
00281204 GENERAL LANDFILL REFURBISHMENT	159,967	190,821	300,000	-	-	-	2,300
00281205 LANDFILL RD & CITIZEN UPGRADE	52,128	1,247,872	-	-	-	-	261
01785396 URBAN BEAR MANAGEMENT PLAN	754,633	33,860	-	-	-	-	3,773
01909102 OSCEOLA ROAD BORROW PIT	63,755	59,011	-	-	-	-	319
02109027 LANDFILL STORMWATER SYSTEM	-	125,000	-	-	-	-	-

FLEET

00008023 05780 WALKER TANKER TRAILER	63,450	10	-	-	-	-	317
00008024 07723 WALKER TANKER TRAILER	63,450	10	-	-	-	-	317

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5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL OPERATIONAL IMPACT
02009007 KENWORTH SHUTTLE TRACTR-780010	-	232,895	-	-	-	-	-
02009008 TANKER TRAILER - 781429	63,450	10	-	-	-	-	317
02009010 FORD F150 CREW 4X4 - NEW	28,857	2,276	-	-	-	-	144
02009011 FORD F150 CREW 4X4 - 05348	28,580	2,245	-	-	-	-	143
02009014 FORD F150 EXT 4X4 - NEW	26,110	2,295	-	-	-	-	131
02009018 TANKER TRAILER - 780316	63,450	10	-	-	-	-	317
02109001 SHUTTLE 6X6 51993	-	244,210	-	-	-	-	-
02109002 COVER SPRAY APPLICATOR NEW2	235,615	170,532	-	-	-	-	1,178
02109003 TANKER TRAILER 780274	-	70,910	-	-	-	-	-
02109004 MILITARY SURPLUS TRACTOR 51893	-	65,000	-	-	-	-	-
02109005 DUMP TRAILER 48585	43,258	9,065	-	-	-	-	216
02109006 DUMP TRAILER 48587	43,258	9,065	-	-	-	-	216
02109007 MC REFUSE TRAIL 48220	-	86,172	-	-	-	-	-
02109008 MC REFUSE TRAIL 48221	-	86,172	-	-	-	-	-
02109009 CAT MINI EXVTR 303E CRAN 04490	48,181	2,017	-	-	-	-	241
02109011 ALTOZ MOWER 06941	16,999	2,425	-	-	-	-	85
02109012 ROAD TRACTOR 49408	117,455	11,821	-	-	-	-	587
02109013 ROAD TRACTOR 50344	117,455	11,821	-	-	-	-	587
02109014 ROAD TRACTOR 51511	117,455	11,821	-	-	-	-	587
02109015 ROAD TRACTOR 51512	117,455	11,821	-	-	-	-	587
02109016 GENERATOR KW400 GEN088	-	186,120	-	-	-	-	-
02109017 RECYCLE TRAILER 01814	10,500	525	-	-	-	-	53
02109018 BOBCAT GRADER ATTACHMENT NEW	10,903	545	-	-	-	-	55
02109019 FORD F150 EXT CAB 4X4 06580	-	32,016	-	-	-	-	-
02109020 FORD F150 EXT CAB 4X4 02681	-	32,016	-	-	-	-	-
02109021 FORD F150 EXT CAB 4X4 04524	-	32,016	-	-	-	-	-
02109022 FORD TRAN CONCT PASS VAN 07446	-	26,130	-	-	-	-	-
02109023 JD GATOR 07646	17,375	750	-	-	-	-	87
02109026 LANDFILL FUEL ISLAND CANOPY	-	7,500	-	-	-	-	-
02109032 GIANT OVERHEAD FAN	-	25,000	-	-	-	-	-
02109033 PUMP MAINTENANCE	-	10,000	-	-	-	-	-
02209001 THOMPSON WATER PUMP NEW07	-	41,249	-	-	-	-	206
02209002 JOHN DEERE BATWING MOWER 51476	-	33,968	-	-	-	-	170
02209003 KENWORTH SHUTTLE 6X6 52118	-	254,760	-	-	-	-	1,274
02209004 JOHN DEERE GATOR 4X4 55945	-	14,700	-	-	-	-	74
02209005 JOHN DEERE LOADER 644L 56575	-	333,557	-	-	-	-	1,668
02209006 F150 CREW CAB 4X4 780118	-	33,416	-	-	-	-	167
02209007 MAC WALKING FLOOR TRAILR 48219	-	94,838	-	-	-	-	474
02209008 MAC WALKING FLOOR TRAILR 48221	-	94,838	-	-	-	-	474
02209011 ROAD TRACTOR NEW05	-	160,948	-	-	-	-	805
02209013 ROAD TRACTOR 52534	-	160,948	-	-	-	-	805
02209014 ROAD TRACTOR 52575	-	160,948	-	-	-	-	805
02209018 DT460-OFF ROAD DUMP TRUCK - NE	-	512,500	-	-	-	-	-
02209019 DT460-OFF ROAD DUMP TRUCK - NE	-	512,500	-	-	-	-	-
02209020 950 DOZER - NEW	-	676,500	-	-	-	-	-
02209021 950 DOZER - NEW	-	676,500	-	-	-	-	-
02209022 WHEEL LOADER 972 - NEW	-	455,000	-	-	-	-	-
02209023 EXCAVATOR 350 - NEW	-	320,000	-	-	-	-	-
02209024 D6T DOZER - NEW	-	131,880	-	-	-	-	-
FLEET REP SOLID WASTE	-	-	1,530,000	1,560,600	1,591,812	1,623,648	65,660
TECHNOLOGY							
00006630 CRITICAL RADIO UPGRADES/REPLAC	-	120,175	-	-	-	-	-
02009001 GPS FLEET TRACKING SOFTWARE	-	10,000	-	-	-	-	-
02109024 NETWORK ENHANCEMENTS-LANDFILL	-	30,000	-	-	-	-	-
OTHER NON BASE							
00244515 CTS SCALE AUTOMATION UPGRADE	399	50,000	-	-	-	-	2
00244516 OSCEOLA ROAD LANDFILL TELEMETR	455,261	748,442	-	-	-	-	4,776
00244520 LANDFILL LEACHATE TANKS	103,676	146,324	-	-	-	-	518
02109034 TRANSFER STATION SCALEHOUSE	-	900,000	-	-	-	-	4,500
02209016 A1-JON 600 COMPACTOR 1	-	918,000	-	-	-	-	-
02209017 A1-JON 600 COMPACTOR 2	-	918,000	-	-	-	-	-
ES SOLID WASTE DEPT Total	10,556,433	15,561,295	2,090,000	1,560,600	1,591,812	1,623,648	137,413

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5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL OPERATIONAL IMPACT
DEVELOPMENT SERVICES DEPT							
FLEET							
02111008 FORD F-150 INSPECTORS (NEW)	-	27,000	-	-	-	-	-
02111009 FORD F-150 INSPECTORS (NEW)	-	27,000	-	-	-	-	-
02111013 NEW FORD F150 PICKUP TRUCK	-	27,100	-	-	-	-	136
FLEET REP BUILDING	-	-	102,000	104,040	106,121	108,243	4,377
FACILITIES PROJECTS							
02111006 BUILDING WORKSPACE IMPROVEMENT	118,265	50,035	-	-	-	-	591
TECHNOLOGY							
01911011 EASY PERMITS / ONLINE APP-BLDG	-	127,400	-	-	-	-	-
01911012 PROJECT FLOW (EPLAN) UPGRD-BLD	117,675	51,825	-	-	-	-	588
02011001 CLICK TO GOV UPGRADE	-	15,000	-	-	-	-	-
02011002 NAVILINE HTML 5 UPGRADE	-	8,750	-	-	-	-	-
02111003 BUILDING TECHNOLOGY CONSULTANT	-	175,000	-	-	-	-	-
02111004 INSPECTOR RUGGEDIZED TABLETS	-	82,000	-	-	-	-	-
02111005 BUILDING TECHNOLOGY UPGRADES	-	1,446,000	-	-	-	-	-
OTHER NON BASE							
00006625 DEVELOPER DONATION MASS TRANSI	-	169,009	-	-	-	-	-
02011005 LAND DEVELOPMENT CODE REWRITE	190,739	21,247	-	-	-	-	954
02111011 PLANNING - LAND USE ANALYSIS	24,081	100,919	-	-	-	-	120
02111012 SMALL AREA STUDIES	-	50,000	-	-	-	-	250
02211001 LAND USE POLICY VISION PLAN	-	300,000	-	-	-	-	1,500
DEVELOPMENT SERVICES DEPT Total	450,760	2,678,285	102,000	104,040	106,121	108,243	8,517

INFORMATION SERVICES DEPT							
FLEET							
02114002 FORD TRAN CONCT CARG VAN 07458	28,348	20	-	-	-	-	142
02214003 CUMMINS 100KW GENERATOR NEW16	-	122,546	-	-	-	-	613
02214004 TRANSIT CNNCT CARGO VAN 07116	-	29,878	-	-	-	-	149
02214005 TRANSIT T250 CARGO VAN 07358	-	33,985	-	-	-	-	170
FACILITIES PROJECTS							
00286001 FIRE SUPPRESS SYS PSB - 00112	-	76,000	-	-	-	-	-
TECHNOLOGY							
00006651 TECHNOLOGY REPLACEMENT	1,380,790	590,616	-	-	-	-	8,558
00006839 NETWORK EQUIPMENT REFRESH	2,218,405	1,223,133	-	-	-	-	13,856
00007109 TELEPHONE REFRESH GENERAL GOV	1,045,204	838,675	-	-	-	-	5,226
00286004 JD EDWARDS UPGRADES	113,569	114,431	-	-	-	-	568
02014001 BACKUP TO CLOUD SOLUTION	-	150,000	-	-	-	-	-
02014003 SHAREPOINT UPGRADE 2016	43,013	16,987	-	-	-	-	215
02014005 WORKFLOW MGMT SFTWR PLATFORM	-	100,000	-	-	-	-	-
02014007 FIRE DEPT MOBILE REFRESH PLAN	298,114	1,033,735	-	-	-	-	4,011
02014008 DEVELOPMENT ENHANCEMENTS	88,605	121,396	-	-	-	-	443
02114001 CUSTOMER RELATIONSHP (CRM) SYS	-	250,000	-	-	-	-	-
02114003 CYBERSECURITY IMPROVEMENTS	-	75,000	-	-	-	-	-
02114008 CW PERFORMANCE MGMT DASHBOARD	26,794	196,206	-	-	-	-	134
02214001 AS-400 DISASTER RECOVERY	-	80,000	-	-	-	-	400
02214002 ONBASE UPGRADE TO CURRENT EP4	-	70,000	-	-	-	-	350
02214006 SECURE DOCUMT EXCHANGE SERVICE	-	10,000	-	-	-	-	50
02214007 DATACENTER REDUNDANT UPS	-	125,000	-	-	-	-	625
02214008 TECHNICAL DEBT IMPROVEMENTS	-	100,000	-	-	-	-	500
INFORMATION SERVICES DEPT Total	5,242,841	5,357,607	-	-	-	-	36,010

RESOURCE MANAGEMENT DEPT							
CONSTRUCTION IN PROGRESS							
01918002 ROLLING HILLS REMEDIATION	1,452,799	47,201	-	-	-	-	7,264
01918005 MSBU SYLVAN LAKE (AWC)	96,155	24,845	-	-	-	-	481

*FY22 budget figures include available FY21 project budgets that are eligible to be carried forward (not finalized at time of this printing).

5 YEAR CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

DEPT - BUDGET TYPE (INCLUDES EQUIPMENT)	LIFE TO DATE ACTUALS	FY22 BUDGET W/ CF*	FY23	FY24	FY25	FY26	ANNUAL OPERATIONAL IMPACT
02118003 LITTLE LK HOWELL/TUSKAWILLA	1,477	16,023	-	-	-	-	7
02118004 E CRYSTAL CHAIN OF LAKES	1,731	15,769	-	-	-	-	9
02218005 LAKE LINDEN - PH I MSBU	-	93,500	-	-	-	-	468
FLEET							
02118002 FORD ESCAPE S 4X2WD 05232	-	22,712	-	-	-	-	-
TECHNOLOGY							
02218001 CONTRACTS MANAGEMENT SOLUTION	-	50,000	-	-	-	-	250
02218002 MSBU MGMT SOFTWARE	-	25,000	-	-	-	-	125
OTHER NON BASE							
00285810 FEMA CONSULTING SVC (00100)	586,750	171,066	-	-	-	-	3,704
01918004 GRANT MGMT ADMINISTRATION	-	457,758	-	-	-	-	2,289
02118017 ARPA-REVENUE REPLACEMENT	-	43,803,399	-	-	-	-	-
20180540 CARES-SEMINOLE COVID RESPONSE	36,101,097	2,333,336	-	-	-	-	180,530
20180541 CARES - COVID VACCINE ADMIN	2,054,926	945,074	-	-	-	-	10,275
20180544 CARES-SMALL BUSINESS AST 00112	-	2,000,000	-	-	-	-	-
RESOURCE MANAGEMENT DEPT Total	40,294,934	50,005,684	-	-	-	-	205,401
Grand Total	320,183,717	497,535,573	91,996,290	89,318,624	55,858,115	55,068,210	3,894,209

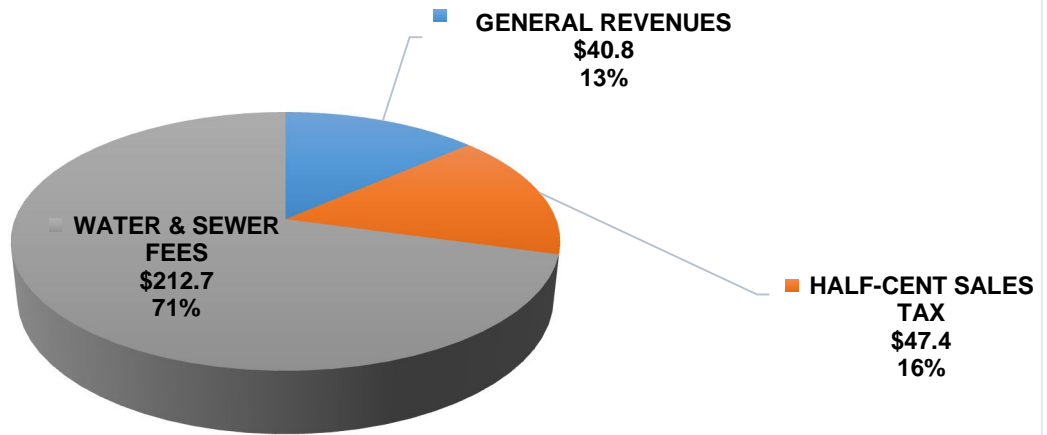
*FY22 budget figures include available FY21 project budgets that are eligible to be carried forward (not finalized at time of this printing).

SUMMARY OF OUTSTANDING DEBT

FY 2021/22 Total Outstanding Debt

\$300.9 Million

(Amounts in Millions)



As of October 1, 2021, Seminole County has a total of \$300.9 million of outstanding debt, including bonds and bank loans, which is manageable within existing revenues. Our annual debt services have minimal effect on current operations. The outstanding debt is secured by multiple revenue sources. The majority of outstanding debt is secured by revenues from the Water and Sewer System. The following are revenue pledges for County debt outstanding:

General Revenues: General revenues are non-ad valorem revenues. The County has a covenant to budget and appropriate non-ad valorem revenues to secure the Series 2014 Special Obligation Bonds, and Series 2021 Capital Improvement Revenue Bonds which refunded Series 2013A and 2013B Capital Improvement Revenue Bonds in February 2021.

Sales Tax: The State levies a 6 percent sales tax of which a portion of net proceeds is transferred to the Local Government Half-Cent Sales Tax Clearing Trust Fund for distributions by the Department of Revenue pursuant to Section 218.61 of the Florida Statutes. The County's Sales Tax Bonds are secured by half-cent sales tax revenue.

Water and Sewer Revenues: The County owns and operates a combined water and wastewater treatment system, associated distribution, collection and effluent disposal facilities. The County's Water and Sewer Bonds are secured by a pledge of net revenues derived from the ownership and operation of the system and connection fees.

Legal Debt Limits

The Constitution of the State of Florida, Statute 200.181 and Seminole County has not taken action to set legal debt limits. However, debt capacity measures such as direct and overall debt per capita and debt per taxable property value are evaluated prior to the issuance of debt.

SUMMARY OF OUTSTANDING DEBT

Capital Improvement Bonds (Bank Loans)

The \$10,000,000 and \$8,140,000 Capital Improvement Revenue Bonds, Series 2013A and 2013B (respectively) were issued to refund the \$20,125,000 Capital Improvement Revenue Bonds, Series 2010. The Series 2010 Bonds were issued to refund the \$24,060,000 Sales Tax Revenue Refunding Bonds, Series 1998. The Series 2013A and 2013B Bonds are secured by general revenues.

The \$22,000,000 Capital Improvement Revenue Bond, Series 2012 was issued to provide financing for the Public Safety Communications P25 Radio Tower Rebuild Projects. The Series 2012 Bond is secured by County Shared Revenues (Guaranteed Entitlement Funds).

The \$19,674,000 Capital Improvement Revenue Bond, Series 2021 was issued to refund the 2013A and 2013B Bonds secured by general revenues and the 2012 Capital Improvement Revenue Bond which was secured by County Shared Revenues.

FISCAL YEAR	PRINCIPAL DUE	INTEREST DUE	TOTAL DUE	PRINCIPAL BALANCE
FY22	2,984,000.00	197,909.60	3,181,909.60	16,772,000
FY23	3,000,000.00	162,698.40	3,162,698.40	13,788,000
FY24	3,019,000.00	127,298.40	3,146,298.40	10,788,000
FY25	3,052,000.00	91,674.20	3,143,674.20	7,769,000
FY26	3,087,000.00	55,660.60	3,142,660.60	4,717,000
FY27	1,630,000.00	19,234.00	1,649,234.00	1,630,000
Grand Total	16,772,000.00	654,475.20	17,426,475.20	

SUMMARY OF OUTSTANDING DEBT

Special Obligation Bonds

The \$28,000,000 Special Obligation Bonds, Series 2014 were issued to finance a portion of the costs of the acquisition, construction, equipping and installation of certain capital improvements including, without limitation, a new County Sports Complex and renovations to Soldiers Creek Park. The Series 2014 Bonds are secured by general revenues.

FISCAL YEAR	PRINCIPAL DUE	INTEREST DUE	TOTAL DUE	PRINCIPAL BALANCE
FY22	660,000.00	976,850.00	1,636,850.00	24,070,000
FY23	690,000.00	950,450.00	1,640,450.00	23,410,000
FY24	715,000.00	922,850.00	1,637,850.00	22,720,000
FY25	745,000.00	894,250.00	1,639,250.00	22,005,000
FY26	775,000.00	864,450.00	1,639,450.00	21,260,000
FY27	805,000.00	833,450.00	1,638,450.00	20,485,000
FY28	830,000.00	807,287.50	1,637,287.50	19,680,000
FY29	860,000.00	779,275.00	1,639,275.00	18,850,000
FY30	890,000.00	749,175.00	1,639,175.00	17,990,000
FY31	920,000.00	716,912.50	1,636,912.50	17,100,000
FY32	955,000.00	683,562.50	1,638,562.50	16,180,000
FY33	990,000.00	647,750.00	1,637,750.00	15,225,000
FY34	1,040,000.00	598,250.00	1,638,250.00	14,235,000
FY35	1,095,000.00	546,250.00	1,641,250.00	13,195,000
FY36	1,140,000.00	501,550.00	1,641,550.00	12,100,000
FY37	1,185,000.00	455,000.00	1,640,000.00	10,960,000
FY38	1,230,000.00	406,600.00	1,636,600.00	9,775,000
FY39	1,285,000.00	356,350.00	1,641,350.00	8,545,000
FY40	1,335,000.00	303,850.00	1,638,850.00	7,260,000
FY41	1,390,000.00	247,993.76	1,637,993.76	5,925,000
FY42	1,450,000.00	189,825.00	1,639,825.00	4,535,000
FY43	1,510,000.00	129,137.50	1,639,137.50	3,085,000
FY44	1,575,000.00	65,931.26	1,640,931.26	1,575,000
Grand Total	24,070,000.00	13,627,000.02	37,697,000.02	

SUMMARY OF OUTSTANDING DEBT

Sales Tax Bonds

The \$29,810,000 Sales Tax Revenue Refunding Bond, Series 2015 (*bank loan*) was issued to refund the outstanding Sales Tax Revenue Bonds, Series 2005A. The \$35,365,000 Sales Tax Revenue Bonds, Series 2005A were issued to finance the renovation and expansion of the County's John E. Polk Correctional Facility. The \$39,700,000 Sales Tax Revenue Refunding Bonds, Series 2005B were issued to advance refund the Series 2001 Bonds maturing in the years 2012 through 2031. The Sales Tax Bonds are secured by half-cent sales tax revenue.

FISCAL YEAR	PRINCIPAL DUE	INTEREST DUE	TOTAL DUE	PRINCIPAL BALANCE
FY22	3,115,000.00	1,861,887.50	4,976,887.50	47,355,000
FY23	3,250,000.00	1,730,662.50	4,980,662.50	44,240,000
FY24	3,385,000.00	1,593,312.50	4,978,312.50	40,990,000
FY25	3,530,000.00	1,449,562.50	4,979,562.50	37,605,000
FY26	3,670,000.00	1,299,300.00	4,969,300.00	34,075,000
FY27	5,645,000.00	1,142,237.50	6,787,237.50	30,405,000
FY28	5,855,000.00	932,225.00	6,787,225.00	24,760,000
FY29	6,075,000.00	713,387.50	6,788,387.50	18,905,000
FY30	6,295,000.00	485,337.50	6,780,337.50	12,830,000
FY31	6,535,000.00	247,800.00	6,782,800.00	6,535,000
Grand Total	47,355,000.00	11,455,712.50	58,810,712.50	

SUMMARY OF OUTSTANDING DEBT

Water and Sewer Bonds

The \$149,270,000 Water and Sewer Revenue Refunding Bonds, Series 2015A were issued to advance refund the outstanding Water and Sewer Revenue Refunding Bonds, Series 2006; and the \$32,025,000 Water and Sewer Revenue Refunding Bonds, Series 2015B were issued to refund the outstanding Water and Sewer Revenue Refunding Bonds, Series 2005. The \$5,255,000 Water and Sewer Revenue Bonds, Series 2010A and \$70,705,000 Water and Sewer Revenue Bonds, Series 2010B (Federally Taxable Build America Bonds – Direct Subsidy) were issued to finance the cost of acquisition, construction and installation of certain additions and improvements to the water and wastewater system.

The \$62,105,000 Water and Sewer Revenue Refunding Bonds, Series 2019 were issued to refund the outstanding Water and Sewer Revenue Bonds, Series 2010B.

FISCAL YEAR	PRINCIPAL DUE	INTEREST DUE	TOTAL DUE	PRINCIPAL BALANCE
FY22	6,895,000.00	8,998,575.00	15,893,575.00	212,745,000
FY23	7,840,000.00	8,658,865.00	16,498,865.00	205,850,000
FY24	8,235,000.00	8,271,675.00	16,506,675.00	198,010,000
FY25	8,635,000.00	7,864,800.00	16,499,800.00	189,775,000
FY26	9,065,000.00	7,437,050.00	16,502,050.00	181,140,000
FY27	9,555,000.00	6,988,000.00	16,543,000.00	172,075,000
FY28	10,030,000.00	6,515,000.00	16,545,000.00	162,520,000
FY29	10,435,000.00	6,108,850.00	16,543,850.00	152,490,000
FY30	10,855,000.00	5,686,200.00	16,541,200.00	142,055,000
FY31	11,295,000.00	5,246,550.00	16,541,550.00	131,200,000
FY32	11,755,000.00	4,789,050.00	16,544,050.00	119,905,000
FY33	12,230,000.00	4,312,800.00	16,542,800.00	108,150,000
FY34	12,715,000.00	3,823,600.00	16,538,600.00	95,920,000
FY35	13,215,000.00	3,321,500.00	16,536,500.00	83,205,000
FY36	13,740,000.00	2,799,600.00	16,539,600.00	69,990,000
FY37	13,270,000.00	2,250,000.00	15,520,000.00	56,250,000
FY38	13,785,000.00	1,719,200.00	15,504,200.00	42,980,000
FY39	14,320,000.00	1,167,800.00	15,487,800.00	29,195,000
FY40	14,875,000.00	595,000.00	15,470,000.00	14,875,000
Grand Total	212,745,000.00	96,554,115.00	309,299,115.00	

(1) Gross of Build America Bonds (BABs) Subsidy

TOTAL COUNTY DEBT OUTSTANDING

ISSUE AND PURPOSE	FUND	OUTSTANDING PRINCIPAL 10/1/2021	FY 2021/22 PRINCIPAL PAYMENT	FY 2021/22 INTEREST PAYMENT	OUTSTANDING PRINCIPAL 09/30/2022
SPECIAL OBLIGATION / REVENUE DEBT					
2005B SALES TAX REVENUE REFUNDING BOND ENDS 2031	22500	\$24,655,000	\$1,940,000	\$1,294,388	\$22,715,000
2014 SPECIAL OBLIGATION BONDS ENDS 2044	21235	\$24,070,000	\$660,000	\$976,850	\$23,410,000
2015 SALES TAX REVENUE REFUNDING BOND ENDS 2031 - BANK LOAN	22500	\$22,700,000	\$1,175,000	\$567,500	\$21,525,000
2021 CAPITAL IMP REV BOND ENDS 2027 - BANK LOAN	21200	\$16,772,000	\$2,984,000	\$197,910	\$13,788,000
SPECIAL OBLIGATION / REVENUE DEBT Total		\$88,197,000	\$6,759,000	\$3,036,647	\$81,438,000
ENTERPRISE DEBT					
2010A WATER & SEWER REVENUE BONDS ENDS 2026	40100	\$1,940,000	\$360,000	\$74,075	\$1,580,000
2015A WATER & SEWER REFUNDING BONDS ENDS 2036	40100	\$144,650,000	\$2,485,000	\$6,223,600	\$142,165,000
2015B WATER & SEWER REFUNDING BONDS ENDS 2022	40100	\$4,050,000	\$4,050,000	\$202,500	\$0
2019 WATER & SEWER REFUNDING BONDS ENDS 2040	40100	\$62,105,000	\$0	\$2,498,400	\$62,105,000
ENTERPRISE DEBT Total		\$212,745,000	\$6,895,000	\$8,998,575	\$205,850,000
TOTAL BONDED DEBT		\$300,942,000	\$13,654,000	\$12,035,222	\$287,288,000

PLEGGED REVENUE COVERAGE

(Amounts Expressed in Thousands)

FISCAL YEAR	(MILLION GALLONS)			CHARGES FOR SERVICES AND OTHER	LESS: OPERATING EXPENSES	NET AVAILABLE REVENUE	TOTAL CONNECTION FEE	NET AVAILABLE REVENUE AND CONNECTION FEES	DEBT SERVICE		COVERAGE NET AVAILABLE	COVERAGE NET AVAIL REV & CONNECTION FEES
	WATER	SEWER	RECLAIMED						PRINCIPAL	INTEREST		
FY22 ADOPTED	5,493	1,542	3,718	66,873	39,440	27,433	1,750	29,183	6,895	8,999	1.73	1.84
FY21 ADOPTED	5,487	1,536	3,719	64,222	40,266	23,956	1,750	25,706	6,570	9,322	1.51	1.62
FY20 ACTUALS*	5,482	1,531	3,720	65,700	32,733	32,967	4,490	37,457	6,260	14,280	1.60 ¹	1.82 ¹
FY19 ACTUALS*	5,400	1,798	3,689	64,081	28,795	35,286	5,065	40,351	5,820	11,969	1.98	2.27
FY18 ACTUALS*	5,372	1,718	3,745	60,031	27,523	32,508	2,251	34,759	5,550	12,240	1.83	1.95
FY17 ACTUALS*	5,824	1,800	3,961	59,821	28,103	31,718	4,524	36,242	5,285	12,499	1.78	2.04
FY16 ACTUALS*	5,683	1,569	3,912	55,804	25,732	30,072	2,465	32,537	5,190	12,750	1.68	1.81
FY15 ACTUALS*	5,572	1,405	3,912	53,966	23,201	30,765	2,243	33,008	5,340	13,980	1.59	1.71
FY14 ACTUALS*	5,521	1,296	3,863	51,087	23,901	27,186	3,257	30,443	5,060	14,645	1.38	1.54
FY13 ACTUALS*	5,649	1,288	3,940	48,905	22,691	26,214	2,522	28,736	4,800	14,910	1.33	1.46
FY12 ACTUALS*	5,965	1,452	4,175	50,444	21,971	28,473	1,247	29,720	4,550	15,154	1.45	1.51

* Actuals are based on the Seminole County 2020 Annual Comprehensive Financial Report with the information available at the time the FY 2021/22 Adopted Book was composed. Details regarding the County's outstanding debt can be found in the notes to the financial statements. Charges for services and other includes investment earnings not connection fees. Operating expenses do not include interest or depreciation.

¹The Debt Service Coverage ratio decreased in fiscal year 2020 due to a payment of \$4,133,399 for debt services associated with the refunding of the Water and Sewer Revenue Bonds, Series 2010B. On October 1, 2019, the County issued its Water and Sewer Revenue Refunding Bonds, Series 2019, the proceeds of which were used to defease the Series 2010B Bonds. As part of the refunding transaction, the County remitted \$4,113,399 to the Escrow Agent to reduce the outstanding principal of the Series 2010B Bonds.

DEBT COVERAGE CALCULATION			
(Amounts Expressed in Thousands)	FY20 AUDITED	FY21 ADOPTED	FY22 ADOPTED
Total Charges for Service	65,700	64,222	66,873
Total Operating Expenses	32,733	40,266	39,440
Net Revenue	32,967	23,956	27,433
Annual Debt Service (2020)	20,540	15,894	15,896
Coverage Test 1 - 110% Required	161%	151%	173%
Add: Water and Wastewater Connection Fee Revenue	4,490	1,750	1,750
Net Revenue with Connection Fee Revenues	37,457	25,706	29,183
Annual Debt Service (2020)	20,540	15,894	15,896
Coverage Test 2 - 125% Required	182%	162%	184%

The table above shows the debt coverage calculations based upon the net revenues and bond payments for the FY22 Adopted Budget. The net revenues met test No. 1 (the 110 percent requirement for Net Revenue coverage of the amortization costs) with a coverage of 173 percent and rate test No. 2 (the 125 percent requirement for the Net Revenue plus Connection Fees coverage) with a coverage of 184 percent. These levels of coverage reflect sound financial performance, management of the debt burden, and above average operating margins. Budgeted Debt Service including Principal, Interest, and Other Debt Service charges used for Annual Debt Service for FY21 and FY22 Adopted.

ASSIGNED UNDERLYING RATINGS

The following are Seminole County's assigned ratings for bonds outstanding, excluding bank loans. Seminole County has consistently maintained high quality ratings.

Rating Date	Credit	Moody's ⁽¹⁾	S&P
	Issuer Rating ⁽²⁾	Aa1	AA
January 2006	Sales Tax Revenue Bonds ⁽³⁾	Aa2	AA
February 2014	Special Obligation Bonds	Aa2	AA-
April 2015	Water and Sewer Bonds ⁽⁴⁾	Aa2	AA
August 2019	Water and Sewer Bonds ⁽⁵⁾	Aa2	AA+

(1) Moody's Global Scale Rating, May 7, 2010.

(2) Rating re-affirmed by Moody's and Standard & Poor's February 2014.

(3) Standard and Poor's upgrade September 2006.

(4) Rating re-affirmed by Moody's and upgraded by Standard & Poor's April 2015.

(5) Rating re-affirmed by Moody's and upgraded by Standard & Poor's August 2019.

Rating Definitions

An underlying rating is a published assessment of a particular debt issue's credit quality absent credit enhancement.

Moody's rates bond issues from "Aaa" to "C". Bonds which are rated "Aaa" are judged to be of the highest quality, with minimal credit risk. Moody's applies numerical modifiers 1, 2, and 3 in each rating classification from "Aa" through "Caa". The modifier 1 indicates that the issue ranks in the higher end of the rating category; the modifier 2 indicates a mid-range ranking; and the modifier 3 indicates that the issue ranks in the lower end of the category.

Standard & Poor's rates bond issues from "AAA" to "D". Bonds which are rated "AAA" are considered to have extremely strong financial security characteristics. Standard and Poor's applies modifiers of plus (+) or minus (-) signs following ratings from "AA" to "CCC", which show relative standing within the major rating categories.

The following are rating assignments for high to medium grade securities:

Category	Moody's	S&P
Prime Maximum Quality	Aaa	AAA
High Grade – High Quality	Aa1	AA+
	Aa2	AA
	Aa3	AA-
Upper Medium Grade	A1	A+
	A2	A
	A3	A-
Lower Medium Grade	Baa1	BBB+
	Baa2	BBB
	Baa3	BBB-

(1) Beginning in April 2010, Moody's recalibrated its long-term U.S. Municipal ratings to its global rating scale. The global rating scale is used to rate sovereign, sub-sovereign, financial institution, project finance, structured finance and corporate obligations. This recalibration enhances the comparability of ratings across the Moody's-rated universe. Upon recalibration Moody's will maintain a single global scale rating system. (Source: Moody's Rating Report – Recalibration of Moody's U.S. Municipal Ratings to its Global Rating Scale, March 2010)

KEY STRATEGIC PRIORITIES

FINAL REPORT

August 10, 2021



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Strategic Priorities: Executive Summary

On March 12, 2021, Staff provided updates on eight key strategic issues identified by the Board of County Commissioners at its October 24, 2019 Retreat. The Board provided feedback during the update to refine its guidance on the original eight key strategic issues, and to develop two additional key strategic issues. The 10 issues, now referred to as Key Strategic Priorities (KSPs), in order of importance as designated by the Board, are as follows:

1. Develop a strategy for effectively managing development activity.
2. Improve the quality of county government's technology infrastructure, including upgrading Seminole County Government's external website.
3. Develop a strategy for continuing capital improvements.
4. Continued emphasis on affordable and workforce housing initiatives. (Tied with 5, below)
5. Develop plans for leadership succession and talent development. (Tied with 4, above)
6. Continue funding of reserve accounts. (Tied with 7, below)
7. Create a community health initiative. (Tied with 6, above)
8. Continue implementation of the Five Points project.
9. Increase engagement with regional collaboration relationships.
10. Develop a holistic water policy plan.

On March 26th, the County Manager's Office hosted a leadership team planning session that included 68 employees from across the organization with the goal of identifying strategies and actions for each of the 10 KSPs. The planning session, facilitated by Hardy Smith, resulted in the *Key Strategic Priorities Report of Findings* presented to the Board on May 10, 2021.

Staff followed-up with individual Board members and our employees during June and July of this year for further input in preparation of the final report.

The following KSP summaries will provide insight into the status of each individual key strategic priority, including refined solutions, elements, actions, and necessary resources. Included are estimated completion dates, however, these dates may need to be adjusted due to unavailable resources (financial and staff); changes in project scope; external factors outside of staff's control and other potential unforeseen circumstances.

KSP: Develop a Strategy for Effectively Managing Development Activity

Executive Summary

At the 2019 Board Retreat, Growth Management was identified as a Key Strategic Priority; therefore, many of the strategies and action items below are already in process, nearing fruition, or fully complete. At the 2021, Board of County Commissioners Strategic Planning Retreat, Growth Management was again identified as a priority, ranking number one (1) out of all the Key Strategic Priorities. The need for enhanced community involvement and feedback was stressed by the Board, and a new strategy with action items was added to pursue development of community-driven land use policies. A working group made up of staff members from various departments was established to develop an action-oriented strategic plan to address growth management issues in a manner reflective of community values and needs.

Key Strategic Priority:

Growth Management: Effectively manage growth to ensure that development occurs in a responsible and sustainable manner that also supports population growth and maintains a healthy tax base.

Strategy:

Engage citizenry and create a community-driven Land Use Vision Plan for Seminole County that is supported by public infrastructure and implemented through the Future Land Use Map, Comprehensive Plan, and Land Development Code.

Elements of the Strategy:

- Community outreach consisting of a listening tour, significant constituent engagement, and an education component.
- A review and evaluation of the Seminole County Future Land Use Map to determine the appropriate mix of land uses based on population growth and needed tax base.
- A review of previous County land use studies and associated recommendations including “How Shall We Grow” and “How Did We Grow.”
- A plan to ensure that infrastructure and facilities are in place and funded to support land uses identified on the Future Land Use Map (infrastructure to support development), including new and expanded utilities, roadways, fire service/fire stations, and parks.

- Identification of needed Capital Improvement Projects (CIP) and funding sources.
- A plan for appropriate school capacities.
- Development of incentives to encourage development in urban core along major transportation corridors.
- Joint Planning Agreements (JPAs) to coordinate planning and development activity with other jurisdictions.
- Small Area Studies to address isolated planning issues.
- Comprehensive updates to the Land Development Code to address various issues including infill development, minimum architectural design standards (suburban vs urban), affordable housing, renewable energy, landscape/buffer and arbor codes.
- A review of the Centers and Corridors Overlay in the Comprehensive Plan and review the Mixed Use Future Land Use Category for any needed changes.
- Reviews and evaluation of previous land use studies.
- Audit of Comprehensive Plan and Land Development Code to reconcile with Vision Plan.

Actions:

The following are action items to implement the Strategy and Elements of the Strategy. Engage citizenry and create a community-driven Land Use Vision Plan to include listening tour and educational tour- Complete by September 2022.

- East Lake Mary Blvd. Small Area Study – Complete by September 2021.
- Joint Planning Area Agreements (Casselberry, Oviedo, and Sanford) - Adopt by 2022.
- Land Development Code Updates- Complete and Adopt by December 2021.
- Educational System Interlocal Agreement (ILA) - Adopted by the Board on July 13, 2021/ Task Complete.
- Impact/Mobility Fee Ordinances and Resolution- New Rates effective June 29, 2021/Task Complete.
- Land Use Analysis & Infrastructure Technical Study (by GAI) - In process; complete by March 2022.
- Department Master Plans completed for Water & Sewer and Library –September 2021 and April 2022 respectively.
- Include identified CIP projects in the 4th Generation Sales Tax proposal (TBD).
- Small Area studies and creation of rural residential enclaves in the Future Land Use Element of the Comprehensive Plan (TBD).

- Orange Boulevard Rural Residential/Transitional Area Small Area Study; coordinate with Lake Monroe Drainage Basin Study- (TBD).
- Oak Hollow Lane/Lake Marie area Rural Residential Small Area Study; Evaluating as part of the GAI study- Complete by Fall/Winter 2022.
- Transportation Exception Area (TCEA) Transportation Study - Complete by September 2022.
- Evaluation and Appraisal Report (EAR) for Comprehensive Plan –Complete by December 2022.
- EAR Based Amendments to the Comprehensive Plan- Complete/Adopted by September 2023.
- Second series of Land Development Code updates to implement EAR Based Amendments- Complete by June 2024.

Estimated Resources:

The Growth Management Key Strategic Priority is a multi-year endeavor including projects and tasks that began this fiscal year. Additional resources will be needed to accomplish action items to bring the growth management strategy to fruition. Below is a summary of the estimated resources needed for Fiscal Years thru FY25. In addition to financial resources, this priority will require a commitment of staffing resources. Existing staff as well as consultants will be performing the studies and tasks. Tasks related to the Growth Management KSP are expected to consume approximately 80% of the Planning Division Long Range Team’s time and approximately 50% of management’s time.

FUND	ACTION	COSTS	FY21	FY22	FY22 INCREASE	FY23	FY24	FY25
GENERAL FUND	LAND DEVELOPMENT CODE REWRITE	ONE TIME	211,986					
GENERAL FUND	LAND USES ANALYSIS	ONE TIME	124,999					
GENERAL FUND	IMPACT FEE STUDY	ONE TIME	73,500					
GENERAL FUND	LAKE MARY SMALL AREA STUDY	ONE TIME	64,913					
GENERAL FUND	LAND USE POLICY VISION PLAN	ONE TIME		300,000				
GENERAL FUND	TRANSPORT CONCURRENCY EXCEPTION AREA STUDY	ONE TIME		100,000				
GENERAL FUND	SMALL AREA STUDIES	ONE TIME		50,000				
GENERAL FUND	FUTURE LAND DEVELOPMENT CODE UPDATES	ONE TIME				225,000		
GENERAL FUND	FUTURE EAR BASED AMENDMENTS	ONE TIME				150,000		
MANAGING DEVELOPMENT Total			475,398	450,000		375,000		

KSP: Improve the Quality of the County Government’s Technology Infrastructure

Executive Summary

At the most recent Seminole County Board of County Commissioners Strategic Planning Retreat, improvement of the County’s technology infrastructure was once again outlined as a Key Strategic Priority. The Board has identified that an advanced technology platform, supported by a highly proficient Information Services Department, is needed to meet the demands of Seminole County. Information Services needs to transition from a break fix organization to one that is focused on innovation and advocating the needs of departments.

The strategies needed to move toward this progressive vision of Information Services include the creation of a robust internet platform that effectively communicates to stakeholders; a move towards an integrated service model that consistently delivers exceptional service; and a transition to advocacy for implementing organizational change through technology.

Key Strategic Priority:

Address the needs of our citizens, employees and community partners by investing in transformational technology.

Strategy:

1. Develop and support a “digital first” culture in Seminole County Government operations.

A holistic approach to how Seminole County Government selects and adopts technology is necessary to meet the challenges we are facing. Societal changes coupled with constrained resources indicate the need for the County to adopt a culture of “digital first.” In its report, “Top Technology Trends in Government 2021,” Gartner indicates that successful organizations will be considered trusted, agile, and resilient when they adopt a multichannel citizen engagement mindset. To embrace a digital first mindset, the County must embrace technology; train its staff; help its stakeholders adapt and adopt to this model; and finally have an internal technology team that is competent at both supporting and predicting the County’s needs.

The County can measure success in this new approach by looking at how well it increases the number of service delivery models it provides. These service models will provide micro-personal experiences to those who work with and for Seminole County.

In Gartner’s Digital Government Maturity Model, Seminole County is an initial level one organization, one that is reactive; focused on compliance; and seeking to leverage current government based technology services and put them online. It is clear that the County should move to a data-centric maturity level that is focused on constituent value, improvement of outcomes, and KPI’s. - 2021 Top Strategic Technology Trends - A Local Government Perspective (Gartner, 2021).

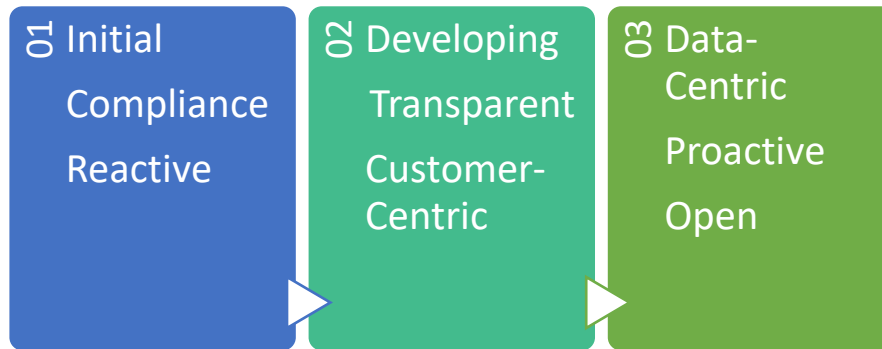


Figure 1- First three stages of the Gartner Digital Government Maturity Model 2.0

The County is currently reliant on vendors to develop solutions versus evaluating and implementing a mix of commercial and custom solutions. New advanced capabilities such as machine learning, and predictive analytics will facilitate the adoption of “voice of the citizen” solutions, advanced contract analytics, and workforce engagement solutions. Employees will not only be trained to be proficient with the basic skills needed to accomplish their job tasks but will learn how information and collaboration is perpetuated through best practices using adaptive technology.

Elements of the Strategy:

- Implement a new technology platform for our web presence.
- Address the digital divide challenges that directly affect our stakeholders by identifying and supporting innovative solutions.
- Reimagine Information Services from being a reactive organization to one that leads and advocates for positive change through technology.

Element One - Implement a new technology platform for our web presence

With the website being the County's primary Internet presence, Seminole County needs to transition the website to an actively managed, highly optimized platform for stakeholders to provide and find information and access services. Due to the lack of internal capacity and expertise, the approach forward is hiring a consultant who will help guide the website strategy, develop a new website design, identify the infrastructure needed, and recommend the size and scope of an internal team to manage.

This effort will be successful when the County implements a user first website that meets the needs of its stakeholders. The goal is a multimodal solution that supports all major social media platforms. The website would provide a pleasant experience that is simple to use and leverages advanced search technology to ensure users find the information they are looking for. It should adopt a consistent approach to accessing services throughout the site where content is dynamic, updated regularly, and easily maintained. The new solution would have dedicated staff that would maintain and enhance the platform by analyzing the website use for patterns. The team would also review emerging technologies and would adopt them as they become practical for our needs.

The largest challenge to implementing this vision will be that much of the current functionality provided on the website is actually hosted by another website and embedded to look like it is part of ours. While this approach reduces costs and leverages the technology that our departments use to provide services, it impacts how holistic the site functions and can provide to the user a disjointed experience.

Actions:

- Hire consultant and develop a formal plan to evaluate our current practices and develop an approach to create the best government website:
 - Identify stakeholders.
 - Identify current issues.
 - Timeframe of 6-9 months.

- Execute plan developed by consultant:
 - Address identified issues on current site.
 - Determine proper organization to support and maintain the site.
 - Timeframe is 9-15 months following hiring of consultant.

- Sustain and grow website once new site is developed.
 - Hire staff and implement.
 - Timeframe: 3-6 months following completion of redeveloped site.

Estimated Resources:

Estimated cost to implement – \$300,000 to hire consultant(s), \$150,000 in potential technology purchases (such as additional servers), and \$180,000 to hire two additional staff members. A total of four fulltime staff members would be dedicated to this effort and maintaining the current site. Additional time by resources throughout the County could exceed 5,000 hours (11 main departments at about 400 hours each plus project meetings and administration).

Estimated recurring cost – The estimated cost for additional staff dedicated to maintaining and growing the site and the maintenance on the newly implemented technology would be approximately \$210,000, plus staff time in the departments.

FUND	ACTION	COSTS	FY21	FY22	FY22 INCREASE	FY23	FY24	FY25
ARPA	WEBSITE INFRASTRUCTURE	ONE TIME		100,000				
ARPA	WEBSITE CONSULTANT	ONE TIME			300,000			
ARPA	WEBSITE TECHNOLOGY IMPROVEMENTS	ONE TIME			150,000			
GENERAL FUND	WEBSITE 2 ADDITIONAL FTE'S	RECURRING			180,000	180,000	180,000	180,000
GENERAL FUND	SUPPORT FOR NEW WEBSITE (TECH)	RECURRING				130,000	130,000	130,000
WEBSITE / WEB PRESENCE Total				100,000	630,000	310,000	310,000	310,000

Element two – Address the digital divide in Seminole County

The COVID-19 pandemic highlighted the challenges that segments of our population face in regard to thriving in a digital first society. Access to information, services, individual assistance, vaccines, and timely news is determined by their ability to consistently access technology. Providing opportunities to access technology and reducing the barriers to County services are two areas where Seminole County can lead in closing the digital divide.

This effort would identify barriers to participation in a society that is primarily being held online. This solution would involve developing private/public partnerships to expand broadband to un/under-served areas, as well as identifying external funding sources to potentially subsidize broadband access to qualified residents. One example is a Spectrum program, Internet Assist, wherein eligible low-income households can receive 30Mbps internet service at a discounted price. There are also opportunities to work with Seminole County Schools, and new partnerships could be forged to identify households that would most benefit from an enhanced support.

The best low tech approach to access County services would be to greatly increase our nascent Citizens Engagement Center so that stakeholders would only need access to a telephone. Another solution could greatly expand locations for citizens to access services is by creating mobile or temporary Citizen Engagement Centers; for example, use of library kiosks. Capturing how citizens engage with our County will be key to effectively using the Citizens Engagement Center resources.

The biggest challenge with reducing the digital divide is maintaining funding beyond the pandemic. Future technology decisions would also need to be evaluated for their ability to be accessed by a wider audience than the department may have originally envisioned. Department level solutions may need to be suboptimal in order to ensure that the technology fits within an overall approach to easing access.

Actions:

- Retain a broadband expansion consultant to identify gaps and opportunities.
- Leverage opportunities for Federal funding to address gaps.
- Identify assistance to pay for services; integrate into Community Services protocols.
- Staff additional 311 positions and identify opportunities to enhance access to County services.
- Evaluate and implement remote citizen engagement opportunities.

- Develop additional protocols for proactive engagement of 311 staff with citizens and customers and implement customer relationship management.
- Timeframe to hire consultant and develop plan is 6-12 months.

Estimated Resources:

Estimated cost to implement – \$200,000 to hire consultant, plus staff time to manage these efforts of about 500 hours. The estimated one time cost to improve broadband access is \$4,500,000. We will enhance our 311 capabilities by increasing staff by one position per year over the next three years. The first staffing increase will occur mid-year FY22 and is estimated to cost \$78,000 for the remainder of the year.

Estimated recurring cost –Supporting the enhanced citizen’s engagement will cost an addition \$312,000 in FY23, with support costs of \$468,000 a year for FY24 and beyond.

FUND	ACTION	COSTS	FY21	FY22	FY22 INCREASE	FY23	FY24	FY25
ARPA	HIRE BROADBAND CONSULTANT	ONE TIME			200,000			
ARPA	IMPROVE BROADBAND ACCESS	ONE TIME				4,500,000		
GENERAL FUND	IMPROVE CUST SVC - 311 (FY22 3FTE MIDYEAR; FY23 3FTE; FY24 3FTE)	RECURRING			78,000	312,000	468,000	468,000
ADDRESS DIGITAL DIVIDE Total					278,000	4,812,000	468,000	468,000

Element three – Reimagine Information Services

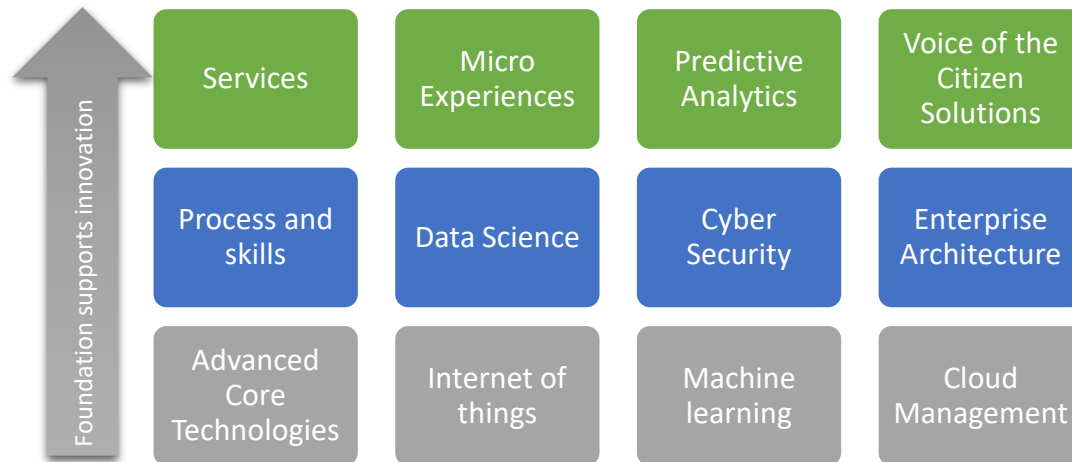
The Information Services Department needs to transition from a break/fix organization to one that leads innovation and manages transformation. This involves creating a dedicated team assigned to partnering with departments on technology. Identifying, engineering, and piloting innovative technologies are key competencies that Information Services does not currently possess at the

levels necessary to move beyond the break/fix paradigm. Information Services needs to become a learning organization that supports the County’s increasing reliance on technology.

The recent Information Services annual customer satisfaction survey revealed that while customers generally see Information Services as providing timely service (82.92% agree), they do not see the department as a leader of technology (48.78%) or an advocate for their technology needs (62.81%).

In “3 Practices to Create Business Demand for Enhanced IT Value Beyond ‘Run the Business’,” Gartner recommends progressive technology organizations invest in a business relationship office to increase engagement with the lines of business. – Gartner publication G00444856 (2019). A business relationship office would build and maintain strong relationships with business partners (County department and agencies) and would act as a liaison between Information Services and the business partner. This office would also lead in the development of business cases requiring IT-based solutions, and communicate business needs with the appropriate IT solution center to gain alignment between business needs and technical capabilities.

Information Services is configured to support current operations and provide limited support on initiatives that help departments improve operations. A progressive technology department would lead the County’s effort to transform to a “digital first” organization. There are a number of key capabilities and services in which based on existing resources, the County Information Services Department lacks competency in:



The approach to accomplish this would be to establish an innovation office and a technology training team. Success can be measured by the projects that are selected and implemented and how they directly affect the KSP performance measures. Technologies developed and services implemented would be combined and leveraged quickly to resolve pressing issues.

The innovation office would have staff dedicated to two or more departments so that departments would be able to develop and execute technology plans that align with the overall County technology architecture. The office would also contain highly skilled technologists that would evaluate and implement innovative platforms that would form the basis of rapid deployment.

One example would be the recent boil water notice. If County customers had been equipped with smart meters that would, in real-time, report water usage and the County developed technology to broadcast to consumer assistant technology like Alexa or Google Voice, the County could have sent an alert to the home directly via this pervasive technology in a medium that citizens engage with. These capabilities require significant investments in security, training of County staff, networks, and data analysis.

With regards to training, the County would need to assess the technology employees' training needs and integrate these needs into the upcoming budget. Increasing reliance on technology by Seminole County requires a workforce that is well trained in its use. Training needs to come in various modalities and should be specific to the skills and competencies that are important to our employees.

Information Services would then catalog the current technology based training available, evaluate the current learning management system, and then procure and hire a permanent technology based training team to plan and execute.

This advanced capability does not come without substantial costs and risks. An innovation team is expensive to create and maintain and it is very likely that some technology investments may not pan out and lead to expensive dead ends and failures. In order to maximize the investments in technology, a robust governance group would need to be established with the goal of ensuring all tech purchases would align with countywide technology goals. Departments may not get their preferred solution if it does not align to the countywide direction. Staffing technology positions is a challenge as the demand for highly skilled technology professionals is at an all-time high throughout all industries.

Actions:

- Develop a technology training program.
- Improve service delivery by insourcing.

- Develop an innovation office.
- Timeframe is 6-24 months.

Estimated Resources:

Estimated cost to implement – Creating a technology training team will cost \$150,000 for new material and \$150,000 for two new Technology Training positions in FY22. Implementing an innovation office could be phased in with two Project Manager positions in FY22; two Project Managers in FY23, one Project Manager and one Technologist position in FY24; and two more Technologist positions in FY25 at a cost of approximately \$200,000 a year. Insourcing will cost \$300,000 in transition costs. Developing a relationship and innovation office will cost \$150,000 for consulting support.

Other recurring costs – The cost to support the new technology training function is approximately \$180,000 a year depending on how much coursework is developed and provided. We expect the transition to an insourced support team to cost similarly or possibly less than the current cost to outsource this function assuming the level of service provided does not change. Enhancing the innovation and relationship group will cost approximately \$200,000 a year for the next four years, with a total recurring cost after the fourth year being projected to be around \$800,000.

FUND	ACTION	COSTS	FY21	FY22	FY22 INCREASE	FY23	FY24	FY25
ARPA	INSOURCE HELP DESK AND DESKTOP SUPPORT	ONE TIME			300,000			
ARPA	CONSULTANT SERVICES TO IMPROVE IS	ONE TIME			150,000			
ARPA	TECHNOLOGY TRAINING MATERIALS	ONE TIME			150,000	-	-	-
GENERAL FUND	TECHNOLOGY TRAINING MATERIALS	RECURRING			-	30,000	30,000	30,000
GENERAL FUND	TECHNOLOGY TRAINING STAFF (2 FTES)	RECURRING			150,000	150,000	150,000	150,000
GENERAL FUND	RELATIONSHIP OFFICE (2 PROJ MGR FTES FY22)	RECURRING			180,000	180,000	180,000	180,000
GENERAL FUND	RELATIONSHIP OFFICE (2 PROJ MGR FTES FY23)	RECURRING				190,000	190,000	190,000
GENERAL FUND	RELATIONSHIP OFFICE (1 PM; 1 TECHNOLOGISTS FY24)	RECURRING					210,000	210,000
GENERAL FUND	RELATIONSHIP OFFICE (2 TECHNOLOGIST FTES FY25)	RECURRING						220,000
REIMAGINE INFORMATION SVCS Total					930,000	550,000	760,000	980,000

KSP: Develop a Strategy for Continuing Capital Improvements

Executive Summary

Best practices for local governments include the establishment of a system that clearly articulates the method for assessing capital assets and planning/budgeting for capital maintenance and replacement needs. Capital assets include major government facilities, infrastructure, equipment, and networks that enable delivery of public sector services. Seminole County General Fund capital assets include Fleet, Facilities, Technology, and Park Improvements. Governments that do not prepare a multi-year capital plan and properly consider the impact of capital projects on the operating budget will be impeded by budgetary pressure, straining resources for maintenance and replacement. Currently, the General Fund capital projects are presented in the annual budget, and although staff maintains a “running list” of needs and has internal assessment tools, there is not a comprehensive coordinated policy for the process of evaluating, ranking and funding General Fund capital maintenance and replacement. The County should develop coordinated General Fund capital planning, budgeting, and reporting practices to support adequate capital spending levels and to promote appropriate investment in capital renewal, replacement, and maintenance. It is also a best practice to adopt a written policy addressing capital asset reserves for renewal and replacement. The establishment of a capital asset reserve provides flexibility in a strong asset management program for decreases in revenues and increases in general fund expenditures that may occur periodically.

Key Strategic Priority:

Establish a comprehensive and coordinated system for assessing capital assets, to plan and budget for General Fund capital maintenance and replacement needs. Plan General Fund capital projects with a description of the decision processes that determine priority and ensure unfunded needs are identified for future funding.

Strategy:

Develop policies to guide capital asset management practices that are supported by finance and operational/engineering expertise. Document the strategy for identifying and funding capital needs by establishing a rolling Five Year system for assessing capital assets and appropriately planning and budgeting for capital maintenance and replacement needs. The system should include a detailed report on Capital Assets, in plain language, every three years to the Board of County Commissioners and a Capital Reserve Policy for Renewal and Replacement.

Elements of the Strategy:

- Articulation of assessment and prioritization criteria for all General Fund capital renewal, replacement and maintenance. The prioritization strategy for the General Fund capital needs should be created based on the decision processes documented by key stakeholders of the individual plans.
- Creation of a Five-Year Plan that prioritizes projects and presents the planned funding including every identified need, levels of service and criteria for prioritization.
- Develop a Capital Reserve Policy for Renewal and Replacement defining the intended use of reserve funds.
- A Report on Capital Assets every three years (best practice) including condition ratings, life cycles and work completed will be presented to the Board of County Commissioners.
- Inventory of capital assets including all details will be the starting point for review of the capital planning process.
- Identify and review existing master plans and document levels of service and prioritization strategies. Master Plans for Leisure Services, Technology, Fleet, and Facilities will be reviewed separately, and processes documented for combining into one General Fund Capital Plan.
- Bring plans together as one General Fund Five Year Capital Plan and demonstrate how it is included in General Fund forecasting.
- Monthly meetings beginning June of 2021 to review current plans for Information Services, Public Works (Fleet and Facilities) and Leisure Services (Parks and Libraries) to document the levels of service and prioritization strategies and ultimately bring plans together for Beta Testing during the FY23 Budget Process.
- Prepare a Capital Reserve for Renewal and Replacement incorporating best practices into the policy.
- Develop utilization evaluation criteria for use of reserves based on principles such as safety and security; maintenance and utility costs; asset readiness metrics; availability of repair parts and materials; sustainability; technological innovations; general appearance; and other criteria as necessary. Establish a periodic, systematic review of all reserves to ensure they are serving their intended purpose.
- Establish and define benchmarks that will be used in the periodic review of the reserve policy.

Timeline: All of the actions are anticipated to be completed so they can be beta tested for the FY23 planning process.

Estimated Resources:

Staff Time – approximately 1,600 hours utilizing existing resources.

KSP: Continued Emphasis on Affordable and Workforce Housing Initiatives

Executive Summary

At the most recent Seminole County Board of County Commissioners Strategic Planning Retreat, the establishment of an Affordable and Workforce Housing Initiative was reaffirmed as a Key Strategic Priority. As a result, a work group was established to re-visit the pre-existing strategic project plan addressing regulatory tools, funding sources, partnership opportunities, and additional resources to address affordable and workforce housing possibilities. Through the planning process, strategies and measures were reviewed and will be refreshed in order to enhance the on-going efforts to launch the development of and access to affordable housing. The success of these initiatives will ultimately be contingent on creating community partnerships, leveraging existing resources, and engaging stakeholders with the intent of creating adequate attainable and workforce housing for all Seminole County residents.

Key Strategic Priority: To Create, Diversify and Preserve Affordable Housing.

Strategy:

How Seminole County Government approaches the complex, multifaceted affordable housing crisis will dictate the outcome of our success. It has been documented that there is no one solution to this crisis and that many approaches with multiple policies and programs will be necessary to advance an effective affordable housing agenda. The creation, diversification, and preservation of affordable housing will require the implementation of the identified actions within the Affordable Housing Strategic Plan, as well as the removal of existing regulatory barriers coupled with the engagement of community land trust organizations for the development of suitable surplus lands as affordable housing.

The County can begin to measure its success by determining the number of affordable housing units required to assist cost burdened residents and calculating the number and type of units that can realistically be generated annually. Assisting private developers both financially and with the regulatory hurdles will help lead us to housing and economic stability.

Elements of the Strategy:

- Affordable Housing Strategic Plan
- General Housing Trust Fund and Community Land Trust
- Land Bank Program

KSP: Continued Emphasis on Affordable and Workforce Housing Initiatives

Executive Summary

At the most recent Seminole County Board of County Commissioners Strategic Planning Retreat, the establishment of an Affordable and Workforce Housing Initiative was reaffirmed as a Key Strategic Priority. As a result, a work group was established to re-visit the pre-existing strategic project plan addressing regulatory tools, funding sources, partnership opportunities, and additional resources to address affordable and workforce housing possibilities. Through the planning process, strategies and measures were reviewed and will be refreshed in order to enhance the on-going efforts to launch the development of and access to affordable housing. The success of these initiatives will ultimately be contingent on creating community partnerships, leveraging existing resources, and engaging stakeholders with the intent of creating adequate affordable and workforce housing for all Seminole County residents.

Key Strategic Priority: To Create, Diversify and Preserve Affordable Housing.

Strategy:

How Seminole County Government approaches the complex, multifaceted affordable housing crisis will dictate the outcome of our success. It has been documented that there is no one solution to this crisis and that many approaches with multiple policies and programs will be necessary to advance an effective affordable housing agenda. The creation, diversification, and preservation of affordable housing will require the implementation of the identified actions within the Attainable Housing Strategic Plan, as well as the removal of existing regulatory barriers coupled with the engagement of community land trust organizations for the development of suitable surplus lands as affordable housing.

The County can begin to measure its success by determining the number of affordable housing units required to assist cost burdened residents and calculating the number and type of units that can realistically be generated annually. Assisting private developers both financially and with the regulatory hurdles will help lead us to housing and economic stability.

Elements of the Strategy:

- Attainable Housing Strategic Plan
- General Housing Trust Fund and Community Land Trust
- Land Bank Program

Element One –Attainable Housing Strategic Plan

The Attainable Housing Strategic Plan outlines the road map for the next 1-10 years using an action plan and funding recommendations that address multiple policy and program components that will positively impact the County’s affordable housing goals. With the adoption of local ordinances and amendments to existing codes and policies, the County’s ability to enhance and preserve affordable housing is within reach. It will require innovative and creative incentives to draw developers and financial partners together to secure the engagement of these stakeholders.

Identification of financial resources and the specific allocation of those funds to address the reduction or subsidy of impact fees and increasing the level of assistance for down payment assistance are just two examples of the techniques that will foster the creation and preservation of housing units.

Implementation of the Strategic Plan should also include identification of solutions to the challenges to the provision of affordable housing, including funding, regulatory restrictions, lack of community financial partners, and internal staff capacity.

Actions:

- Update existing affordable housing policies within the Comprehensive Plan and Land Development Code to include diverse housing units
 - Utilize data produced from Shimberg’s Access and Opportunity Model.
 - Establish Baselines to measure:
 - % of households that qualify under the ‘affordable’ housing definition;
 - % of households that qualify under the ‘workforce’ housing definition; and
 - The number of ‘housing burdened’ households.
 - Establish metrics or goals founded on the Baseline measurements:
 - Increase affordable housing stock by x number;
 - Increase workforce housing stock by x number; and
 - Increase the affordability of available housing by x percentage.
 - Permit Accessory Dwelling Units in all Single-Family Residential Zoning Districts.
 - Establish an Incentive Program To Reduce or Subsidize Impact Fees.

- Remove Regulatory Barriers.
- Expedite development review time frames to facilitate the development process.
- Sustain and grow the affordable housing program.
 - Hire staff:
 - Attainable Housing Program Manager – Completed.
- Timeframe – Several components have been completed, depending on the Action, certain tasks will be completed within the next 12-24 months, and overall the Attainable Housing Strategic Plan will remain a work in progress over the next 1-10 years.

Estimated Resources:

Initial estimated cost to implement:

- \$178,000 to hire three additional staff members.
 - Planner – Pursuant to the affordable housing initiative prepare all documentation pertaining to lot splits, lot combinations, rezoning, addressing, variances, conditional use, and non-conforming lots. Represent the affordable housing initiative at all Planning and Zoning Board Council and Commission meetings.
 - Project Coordinator – Assist with feasibility studies for affordable housing projects, coordinating permitting, daily reporting of construction activities.
 - Program Specialist – Track and monitor all expenses, coordinate between land management and the land bank to update the affordable housing GIS layer.

A total of four fulltime staff members would be dedicated to this effort.

- \$25,000 for additional office space (Will also accommodate other Community Service needs related to the KSPs).
- \$500,000 annual minimum contribution to the General Housing Trust Fund.

Element Two – General Housing Trust Fund and Community Land Trust

Affordable Housing Trust Funds are used to assemble financial resources to provide incentives to housing developers, nonprofit organizations, and local governments for the preservation and development of affordable and workforce housing. Affordable Housing Trust Funds require administrative oversight to collect and distribute funds. Trust Funds are amassed through dedicated

funding sources such as general revenue, linkage fees, and program proceeds. (Source: *Preserving, Protecting, and Expanding Affordable Housing/A policy Toolkit for Public Health- ChangeLab Solutions*) In March of 2021 an Ordinance creating the General Housing Trust Fund was established. The County could utilize this Housing Trust Fund to subsidize units that are about to lose affordability and to underwrite impact fee payments for affordable and workforce housing units. However, the current allowable uses under the Ordinance may need to be expanded to maximize benefits and further research will be conducted to identify additional practices.

One of the greatest challenges in addressing housing needs is the inability to provide the necessary funding to make a demonstrable impact towards affordable housing. In order to make an impact, the General Housing Trust Fund would require a significant infusion of resources.

A Community Land Trust (CLT) is a mechanism used to separate land from a house for the purpose of transferring title to the house without selling the land. It also denotes the nonprofit organization that holds title to the land and manages the ground leases on community land trust properties. Maintaining the land in a trust ensures that the housing will remain affordable permanently. (Source: *Florida Housing Coalition CLT Primer, 2015*).

Property and funds allocated to a CLT can benefit current and future residents of Seminole County. In addition to providing construction financing and down payment assistance to buyers of CLT homes, local governments can support CLTs by providing land on which the housing can be built, as well as ongoing administrative support to the nonprofit organization. Local government support can greatly enhance both the initial and long-term affordability for its residents (Source: *Florida Housing Finance Coalition CLT Primer, 2015*).

Actions:

General Housing Trust Fund

- Identify sustainable funding source(s) for the General Housing Trust Fund.
 - Finance the General Housing Trust Fund:
 - \$1 million currently committed from the General Fund.
 - Proposed \$2 million from ARPA funds to be placed in the General Housing Trust Fund (TF).
 - Dedicate Vacation Rental Fund proceeds to the TF.
 - Explore other funding opportunities for the TF:

- Adopt Linkage Fee.
- Allocate revenues from the Foreclosure registry.

Revise existing TF Ordinance to broaden the allowable uses

- Establish guidelines and procedures for activating the General Housing Trust Fund. (1-3 months).
 - Determine specific areas of impact to be targeted with TF proceeds:
 - Utilize the TF to subsidize units that are about to lose affordability; and
 - Underwrite impact fee payments in return for affordable and workforce housing units.
- Draft and release an application for a CLT. (1-3 months).
 - Finalizing the draft 'Request for Interest' proposal for non-profit Community Land Trusts.
 - Coordinate with interested CLTs to identify lands within the County's inventory that would be good candidates for donation.
 - Promote existing County-owned property located at 3500 Sanford Avenue as an initial property for a CLT to own and operate.
- Explore the County sponsoring a CLT that allows the Seminole County Board of County Commissioners to be Trustees. (1-6 months).

Estimated Resources:

An initial allocation of \$500,000 was earmarked for the General Housing Trust Fund in FY 2020/2021. An additional \$500,000 has been requested for the FY 2021/2022 budget. New funding sources and budgetary priorities to implement programs, policies, and approaches are required. Other possible resources to help grow the Trust Fund include linkage fees; Federal and State grant dollars; and program fees such as the foreclosure registry fees.

Estimated recurring cost - \$500,000 dedicated funding source from the general fund revenue is fundamental to this effort.

FUND	ACTION	COSTS	FY21	FY22	FY22 INCREASE	FY23	FY24	FY25
ARPA	HOUSING TRUST FUND	ONE TIME			2,000,000			
GENERAL FUND	HOUSING TRUST FUND	RECURRING	500,000	500,000		500,000	500,000	500,000
GENERAL FUND	ATTAINABLE HOUSING-PROJ MGR FTE	RECURRING	83,200	83,200		83,200	83,200	83,200
GENERAL FUND	NEW PLANNER FTE	RECURRING			60,580	60,580	60,580	60,580
GENERAL FUND	ADDITIONAL OFFICE SPACE	RECURRING			25,000	25,000	25,000	25,000
GENERAL FUND	PROJECT COORDINATOR FTE	RECURRING				50,067	50,067	50,067
GENERAL FUND	PROGRAM SPECIALIST FTE	RECURRING					36,132	36,132
AFFORDABLE HOUSING & TRUST Total			583,200	583,200	2,085,580	718,847	754,979	754,979

Element Three – Land Bank Program

A land bank is a governmental or nongovernmental nonprofit entity established, at least in part, to assemble, temporarily manage, and dispose of vacant land for the purpose of stabilizing neighborhoods and encouraging re-use or redevelopment of urban property. Seminole County, as the land bank, would operate in a defined geographic area(s). The County can purchase properties that have been foreclosed upon and maintain, assemble, facilitate redevelopment of, market, and dispose of the land-banked properties. As a government entity land bank, the County could also maintain foreclosed property that it does not own, provided it charges the owner of the property the full cost of the service or places a lien on the property for the full cost of the service.

Actions:

- Create a formal Land Banking policy (9 – 12 months).
 - Consider establishing an Ordinance to create a formal Land Bank.

- GIS mapping tool to identify current County-owned parcels. (Currently under development).
 - Assess existing county-owned parcels to determine development/construction/sale potential. (In process)
 - Partner with the seven (7) municipalities with respect to identifying potential parcels; and
 - Consider a swapping density for land donation.

Estimated Resources:

The financial cost to establish a land bank is minimal. A land bank will require some level of public support—whether cash or in-kind—that is proportional to the scope and scale of vacancy the land bank is expected to help resolve. Proceeds from the sale of County-owned parcels may be placed in the General Housing Trust Fund.

KSP: Develop and Implement Plans for Leadership Succession and Talent Development

Executive Summary:

In October of 2019, the Seminole County Board of County Commissioners identified succession planning and talent development as two areas that warrant enhanced County resources. To this end, staff has created a contextual, strengths-based leadership development program, a formal succession planning policy, and an enhanced, multi-platform talent development program. These tools will enhance employee performance and satisfaction as well as improve outcomes for Seminole County Government's clients and business partners.

The Board validated "develop plans for leadership succession and talent development" as a Key Strategic Priority at its March 12, 2021 retreat. Staff has integrated additional guidance received at a May, 2021 work session and KSP meetings with individual commissioners.

Key Strategic Priority:

Ensure Seminole County recruits and retains a highly skilled, competent, and dedicated workforce through the development of a comprehensive plan for leadership succession and talent development.

Strategy 1: Leadership Development

Seminole County's contextual, strengths-based leadership program developed in 2019, and paused in 2020 due to COVID-19, should be refreshed and improved with the goal to develop and manage a contextual, strengths-based leadership development program for employees that helps to retain high value employees, maintain business continuity, and contribute to improved outcomes for clients and business partners.

Formal contextual leadership development programs are supported by many well-respected thought-leaders and organizations who recognize that traditional leadership development programs have not achieved the expected level of performance.

Elements of the Strategy:

- The program will be enhanced with refreshed cohort rosters and the integration of organizational changes/improvements, such as the new succession management and Diversity, Equity, & Inclusion programs.

- The Seminole County Government Leadership Development program is a strengths-based contextual program that is comprised of three cohorts:
- Deputy county managers, the assistant county manager, directors, deputy directors, and chief administrators:
 - Team building (50%); and
 - Strengths based individual development plans (25%).
 - Continued elaboration on enterprise leadership program, all cohorts (25%).
- Division managers and program managers who report directly to directors:
 - Team building (25%);
 - Strengths based individual development plans (60%).
 - Continued elaboration on the individual/supervisory leadership program (15%).
- Individual contributors and supervisors:
 - Team building (10%).
 - Strengths based individual development plans (90%).

Actions:

- Senior Leadership Cohort Retreat (Q3, 2021):
 - Validate and refine mid-level cohort.
- Initiate Mid-Level Management Cohort by (Q4, 2021).
- Validate and refine Supervisor/Individual Contributor Cohort.
- Initiate Supervisor/Individual Cohort by (Q1, 2022).
- Deliver a formal participant survey by 02/28/22 and integrate learnings by 6/30/22.
- Integrate performance management into leadership development. (Ongoing).

Estimated Resources:

The program will use the existing leadership development program 20/21 approved budget of \$5,000 and a 21/22 proposed budget of \$8,000 to purchase books, supplies, and individual assessment tools. The 21/22 program will expand and enhance the program, including adding the Clifton Strengths Assessment to all executive and mid-level managers, an additional \$3,000 annually. The 21/22

program also includes a one-time cost of \$20,000 for consulting and management services to provide professional, third party insight and a multi-year program plan.

Full implementation with 36 students: \$5,000 in FY21, \$8,000 annually with additional 1st year consulting and management services cost of \$20,000. Total Employee Hours: 1,272 annually

FUND	ACTION	COSTS	FY21	FY22	FY22 INCREASE	FY23	FY24	FY25
GENERAL FUND	TRAINING (LEADERSHIP DEVELOPMENT)	ONE TIME			20,000			
GENERAL FUND	TRAINING (LEADERSHIP DEVELOPMENT)	RECURRING	5,000	3,000	5,000	8,000	8,000	8,000
LEADERSHIP DEVELOPMENT Total			5,000	3,000	25,000	8,000	8,000	8,000

Strategy 2: Succession Planning

The County Manager established the Succession Management Program as policy on December 26, 2019, with the stated purpose to maintain business continuity by identifying, preparing, and securing candidates for key organizational positions. The Board validated the Succession Management Program as a Key Strategic Priority at its March 12, 2021 retreat, and provided additional guidance at a May 2021 work session and KSP follow up discussions. The goal of the succession planning program is to maintain business continuity by identifying, preparing, and securing candidates for key organizational positions.

Seminole County Government Department Directors and Chief Administrators have expressed difficulty in filling vacant positions. According to Gartner, Inc., over one-third of HR leaders report struggling to develop effective senior leaders and 45% struggle to develop effective midlevel leaders. Further research concluded that 81% of HR leaders cite lack of readiness as a top reason that a high-potential candidate was unable to fill leadership positions.

Seminole County's Succession Management Program should continue to be refined and improved with the goal of retaining top talent and ensuring business continuity in critical roles.

Elements of the Strategy:

The County Manager Succession Management Policy, implemented in early 2020, provides guidance on:

- Assessing the staffing needs of the organization to ensure the selection of qualified individuals that are diverse and a good fit for the organization's purpose, vision, and values.
- Ensuring employees possess the necessary skills to meet organizational and legal requirements as well as the expectations of our community and business partners.
- Program governance and departmental requirements, including:
 - Executive oversight to ensure business continuity across the enterprise, sound departmental succession plans, and improved outcomes for clients and business partners.
 - Identifying key positions targeted for succession planning, including analysis of planned retirements, potential turnover, and other key position variables that could impact organizational outcomes.
 - Identification and development plans for individuals who show the potential needed for progression into the targeted positions.

Actions:

- Continue the existing succession planning program as described in the County Manager Policy, including the processes and date specific deliverables of the Succession Planning Committee and department heads (ongoing).
- Assess and coach high potential employees to create a shared understanding about their potential as leaders.
 - Leverage shadowing and cross-training.
- Integrate the proposed, refreshed, leadership development program as well as learnings from the emerging Diversity, Equity, and Inclusion (DEI) program with input from the recently formed Seminole County Diversity Council (ongoing).
- Identify valid succession planning program performance goals/measures.

Estimated Resources:

- Annual Employee Hours: 3,320
 - Administration 120 hours, Departments 200 hours/department.
 - Training and development opportunities for individual employees (200 employees, 8 hours training ea.).

Strategy 3: Formalize and Enhance the County Talent Development Program

Seminole County's talent development program should continue to be refined and improved to help empower and align employees with the goal of creating improved outcomes for Seminole County clients and business partners. The Society for Human Resources, a leading research organization, advocates for a strong talent development program to overcome ongoing skills shortages, adapt to changing business structures, increase worker productivity, reduce turnover, and to help align employees with organizational strategies.

Elements of the Strategy:

- Formally identify and integrate employee needs into the employee training program.
- Implement and manage an employee academy program to improve understanding, collaboration, and performance across the organization.
- Develop and manage one-on-one employee development programs such as mentoring and job shadowing.
- Produce a training service catalogue that provides employees with an intuitive knowledge repository of all courses and learning paths available to employees. Promote underutilized training programs such as Compsych and Lynda.com.
- Continue to refresh and re-introduce face to face training attending to changing social distancing guidelines and leveraging the new Percepio Learning Management System to create and manage course content.

Actions:

- Conduct training needs assessment (Q4, 2021) and integrate learnings into the employee training program (ongoing)
- Design and implement employee academy program.
- Partner with Seminole State College and Seminole Public Schools to research the feasibility and anticipated outcomes of a public service academy.
- Develop and implement a formal mentoring program for employees.

- Develop and implement a job shadowing program for employees.
- Produce a refreshed, enterprise-wide training service catalogue.
- Identify valid succession planning program performance goals/measures.

Estimated Resources:

- Estimated annual cost: TOTAL ESTIMATE - \$130,000.00 (Existing FY 21/22 budget)
 - Face to Face Training development, delivery administration, and training materials: Includes the addition of 1 FTE to create and deliver course content; (\$85,000 – includes salary and benefits of new training position).
 - Percepio LMS costs: Licensing and administration External Speakers costs: (\$26,000 annually; any increase in licensure or content would have additional costs associated).
 - Program fees for external programs and classes: \$10,000/year for Countywide; Departments have line items within budgets for training, which is not included in the \$10,000.
 - Employee Academy collateral, materials, graduation, and administrative costs: \$10,000 (includes staff time for departments presenting, does not include cost of time for staff who are attending).

FUND	ACTION	COSTS	FY21	FY22	FY22 INCREASE	FY23	FY24	FY25
GENERAL FUND	TALENT DEVELOPMENT	RECURRING	130,000	130,000	-	130,000	130,000	130,000
TALENT DEVELOPMENT Total			130,000	130,000	-	130,000	130,000	130,000

KSP: Continue Funding of Reserve Accounts

Executive Summary

Best practices for local governments require the establishment of a formal policy on the level of unrestricted fund balance that should be maintained in the general fund for GAAP and budgetary purposes. The policy should articulate a framework and process for how the level of unrestricted fund balance would increase or decrease over a specific time period. There should also be broad guidance in the policy for how resources will be directed to replenish fund balance should it fall below the level prescribed.

Government Finance Officers Association (GFOA) recommends, at a minimum, regardless of size, governments maintain unrestricted budgetary fund balance in their general funds of no less than two months of regular general fund operating revenues or expenditures. Reserve policies for the County should reflect these identified best practices.

Currently, the County does have established reserve balance policies; however, the ongoing budgeting “practices” have dictated presentation of the General Fund Reserves in one lump sum as a percent of the budget, and at levels that far exceed the adopted policy. It appears that Seminole County has more than adequate reserves which are generally understood to be for contingencies. Seminole County has other designated reserves and would improve comparison and transparency of the information to detail the reserves for approval. Necessary investment in renewal and replacement of capital needs has been impacted by the current reserve practices.

Key Strategic Priority:

Identify an appropriate level and structure of General Fund reserves (fund balance). Review current fund balance policy and recommend revisions based upon best practices, desired bond ratings, and comparisons with other county governments in Florida.

Strategy:

Review and revise existing fund balance policy consistent with best practices in industry. There are many factors to consider in review of the fund balance policy such as, predictability of revenues, perceived exposure to one-time outlays, potential drain upon general fund resources from other funds, potential impact on bond ratings and increased cost of borrowed funds, commitments and assignments.

Elements of the Strategy:

- Best Practices of Government Industry as prescribed by the GFOA and other industry guides will be employed to assist in the evaluation of our current fund balance policy and the policies of other counties in Florida.
- Establishment of appropriate minimum levels of General Fund Reserves.
- Development of an appropriate structure and classification of General Fund Reserves.

Actions:

- Research Best Practices and industry standards as well as policies and fund balances of other counties with similar bond ratings.
- Identify anticipated needs and goals with respect to the reservation of finding in the budgeting process.
- Identify risk tolerance for natural disasters and economic downturns.
- Establish an understanding of the volatility of revenues and expenditures through examination of budget forecasts including anticipated decreases in State and Federal funding.
- Presentation to Board of County Commissioners with recommendations on May 18, 2021, at Budget Worksession #2.
- Meetings with Commissioners individually to receive feedback on recommended policies.

Timeline:

- Present final Policy for approval by the end of FY21.

Estimated Resources:

Staff Time is approximately 180 hours utilizing the current staff.

KSP: Create a Community Health Initiative

Executive Summary

At the most recent Seminole County Board of County Commissioner Strategic Planning Retreat, the establishment of a Community Health Initiative was outlined as a Key Strategic Priority. As a result, a work group was established to develop an action-oriented, strategic project plan to address identified community health issues. Through the planning process, strategies and measures will be established in order to help improve the health of our community. The success of these initiatives will ultimately be contingent on creating community partnerships, leveraging existing resources, and engaging stakeholders with the intent of improving the health and wellness of all Seminole County residents.

The Seminole County Board of County Commissioners Key Strategic Priority of protecting and enhancing the physical and mental health of the Seminole County community will be brought to life through the development of a comprehensive Community Health Initiative, actuated through four complementary strategies. These four strategies include a Community Health Needs Assessment, Healthy Lifestyles Initiative, Community Mental Health Program, and a Community Paramedicine Program. The Community Health Needs Assessment will establish the key foundational element toward assuring that the County accurately identify community needs and systematically begin to improve the health, wellness, and quality of life of the Seminole County community.

Key Strategic Priority: Protect and enhance the physical and mental well-being of the Seminole County community through the development of a comprehensive Community Health Initiative.

Strategy 1: Community Health Needs Assessment

The cornerstone of all health improvement initiatives will be the establishment of a collaborative, community-focused effort to identify and prioritize health needs within the community. A comprehensive Community Health Assessment will serve as a baseline toward building a strong foundation for all health improvement initiatives on an ongoing basis. According to the Centers for Disease Control and Prevention, a Community Health Needs Assessment could serve to improve systemic coordination and collaboration; leverage community interconnectedness of efforts; identify strengths, weaknesses, opportunities, and threats (SWOT); and establish baselines and benchmarks critical to improving community health for all at risk populations regardless of socio economic status.

The Florida Department of Health in Seminole County conducts a Community Health Needs Assessment (CHNA) that is updated every three years. The CHNA is an existing process that identifies the current state of health within Seminole County. The CHNA

highlights areas of need, prevalent health risks, and community demographics. The latest version of the CHNA was produced in June of 2019. A formal presentation before the Board of County Commissioners will help identify gaps in community health and assist in directing investment and educational resources into the areas of greatest need within the community:

Elements of the Strategy:

- Utilize the CHNA’s community profile to assess desired health outcomes, health behaviors, clinical care needs, social and economic factors effecting community health, the physical environment, and identify priority areas.
- Support existing CHNA’s ongoing stakeholder driven process in order to continuously monitor priority community public health needs without incurring additional cost to the citizens of Seminole County.
- Leverage existing CHNA to accelerate programmatic implementation timelines with little to no additional resources needed to start planning initiatives, if it aligns with BOCC vision.
- Identify any issues not included in the Health Department’s CHNA and determine strategies to incorporate them into an enhanced CHNA.

Actions:

- Schedule BOCC Work Session to have presentation and discussion on the Florida Department of Health in Seminole County Community Health Needs Assessment. - 1-3 months
 - Integrate Board feedback and augment as determined by the Board.
- Identify areas of focus, resource needs, and funding opportunities. - 4-6 months
- Identify and engage community partners - 6-9 months
- Collect, analyze, and present data - 9-11 months
- Set goals, establish funding, and appropriate measure of success - 12-24 months
- Yearly assessments to determine/verify investments going forward.

Estimated Resources:

Given the unknown status of this newly identified initiative, discussion on resources should focus on the provision or production of needed capacity within the community to fill identified gaps through the community needs assessment. In essence, should Seminole County provide funding to existing community resources thereby augmenting capacity or establish new programs to meet

community needs? Initially, funding for this strategy should be pursued in conjunction with Strategies 2 and 3 as the issues are interconnected. Resource considerations:

- Staff Time Commitment
- Competing Priorities
- Addition of Staffing
- Office Space Requirements
- Equipment and Supplies.

Strategy 2: Healthy Lifestyle Initiative

The Healthy Lifestyle Initiative will offer educational resources and community engagement opportunities designed to inform residents on ways to make healthier lifestyle decisions. This initiative will seek to mitigate the effects of chronic disease, increase access to Seminole County recreational amenities, eliminate food deserts, and provide for all at-risk populations regardless of socio-economic status.

This strategy will empower our residents to make informed, healthy lifestyle choices through the promotion of health and wellness activities available via existing community based programs and expand access to these programs to all underserved segments of the community.

Elements of the Strategy:

- Improving the provision of healthy lifestyles information and educational materials to individuals, families, and community groups in order to foster improved community health.
- Building a shared understanding that lack of access to educational programs, public recreational facilities, and other resources can lead to uninformed risky behavior.
- Focusing on most critical priority areas that perpetuate unhealthy lifestyles such as poor nutrition, sedentary lifestyles, and use of addictive substances.
- Expand the reach and offering provided by existing Extension Services.

Actions:

- Establish appropriate working groups to evaluate existing healthy lifestyle offerings, current saturation of programs in at-risk individuals, families, and communities. - 1-3 months
- Identify gaps in service, select priority areas of focus, resource needs, and funding opportunities. - 4-6 months

- Develop appropriate metrics and reporting timelines to assure healthy lifestyle objective are being met. - 7-12 months
- Yearly assessments to determine/verify investments going forward.

Estimated Resources:

Discussion on resources should entail the provision or production of needed capacity within the community to fill identified gaps. Initially, funding for this strategy should be pursued in conjunction with Strategies 1 and 3 as the issues are interconnected.

Resource considerations:

- Staff Time Commitment.
- Competing Priorities.
- Expansion of existing programs.
- Transportation resources.
- Addition of Staffing.
- Office Space Requirements.
- Equipment and Supplies.

Strategy 3: Community Mental Health Program

Develop a community mental health program designed to connect residents to appropriate resources that will aid in reducing the risk of chronic diseases related to stress, anxiety, and substance abuse, while improving their quality of life and well-being, thereby reducing individual's and families' feelings of hopelessness.

Elements of the Strategy:

- Expanding community access to mental health and substance abuse programs and services.
- Increasing prevention and educational opportunities surrounding mental health and substance abuse.
- Ensuring success and sustainability of mental health and substance abuse programs and services on an ongoing basis.
- Establishing appropriate community infrastructure designed to provide support to individuals and families during recovery and reintegration into the community.
- Ensuring equity of mental health and substance abuse programs and services for underserved and at risk community members.

Actions:

- Establish appropriate working groups to evaluate mental health and well-being community priorities. - 1-3 months
- Produce a report outlining areas of health needs not currently being met through existing community programs. - 4-6 months
- Establish timeline to develop mental health offering to address selected areas of focus, provide assessment of needed resources, and identify funding opportunities. - 6-12 months
- Yearly assessments to determine/verify investments going forward.

Estimated Resources:

As with strategies 1 and 2 above, the proposed community needs assessment as well as other stakeholder and issue identification efforts, will provide insight to help reveal resource requirements. To accommodate this early need, staff recommends that resources be allocated to provide staffing within the Community Services Department to initiate all three strategies. Additional program funding through ARPA has been designated for future program use for general and mental health strategies.

Resource considerations:

- Staff time commitment.
- Competing priorities.
- Addition of staffing.
- Office space requirements.
- Equipment and supplies.

FUND	ACTION	COSTS	FY21	FY22	FY22 INCREASE	FY23	FY24	FY25
ARPA	MENTAL HEALTH PROGRAMS	ONE TIME				500,000		
ARPA	COMMUNITY HEALTH INITIATIVES	ONE TIME				800,000		
GENERAL FUND	COMMUNIT HEALTH-PROJ COORD 2	RECURRING			90,021	90,021	90,021	90,021
GENERAL FUND	COMMUNITY HEALTH-NEW PROGRAM SPECIALIST	RECURRING			38,910	38,910	38,910	38,910
ASSESS/H LIVING/MENTAL HLTH Total					128,932	1,428,932	128,932	128,932

Strategy 4: Community Paramedicine

Develop a Community Paramedicine program focused on the provision of healthcare using patient-centered, mobile resources in the out-of-hospital environment. This strategy will increase access to appropriate healthcare alternatives to underserved members of the community, those with chronic diseases, homebound individuals, and other at-risk populations.

Elements of the Strategy:

- Increasing access to care in underserved and at-risk populations of the community.
- Provide an elder care check-in program for community senior citizens.
- Providing telemedicine advice to 9-1-1 callers as an alternative to dispatch of emergency resources where appropriate.
- Utilizing community paramedics for management of high emergency service system utilizers or patients at risk for hospital admission or readmission, chronic disease management, preventive care or post-discharge follow-up visits, and transport or refer patients to a broad spectrum of appropriate care, not limited to hospital emergency departments.
- Coordination of efforts with healthcare providers (i.e. doctors, hospital systems, health insurance companies) to establish a long term funding strategy that benefits overall community health while mitigating system cost and impacts.

Actions:

- Establish appropriate working groups to evaluate Community Paramedic program and align with community priorities identified from review of CHNA. - 1-3 months
- Establish a Community Paramedicine Consortium to coordinate efforts amongst Seminole County providers.
- Develop community paramedic program based on stated objectives, select community health needs to be addressed, identify resources needed, and funding opportunities. - 2-4 months
- Begin to provide data and information from community paramedicine activities and their impact on improving community health. - 4- 6 months

Estimated Resources:

FUND	ACTION	COSTS	FY21	FY22	FY22 INCREASE	FY23	FY24	FY25
FIRE FUND	ONGOING OPERATING / SUPPLIES	RECURRING			858,000	858,000	858,000	858,000
FIRE FUND	PERSONNEL COSTS (NEW LT & OVERTIME)	RECURRING			300,000	300,000	300,000	300,000
ARPA	ONE TIME EQUIPMENT	ONE TIME			200,000			
COMMUNITY PARAMEDICINE Total					1,358,000	1,158,000	1,158,000	1,158,000

KSP: Continue Implementation of the Five Points Project

Executive Summary

Seminole County services are spread between the Five Points location, Downtown Sanford, and other remote facilities. In April of 2020, the Board of County Commissioners approved a Master Plan crafted by CGL Companies and Dewberry to relocate most of the County's operations to a consolidated site at the Five Points location. Following adoption of the Master Plan, the Wharton-Smith Company was chosen to design and build Phase I of the Master Plan which includes the Criminal Justice Center Annex, East Parking Garage, Central Chiller Plant and Central Blvd Road Improvements approved at \$116M. Also included in this phase is the Criminal Justice Center renovations. Phase II includes the Public Works Campus and County Administration building estimated at \$98.3M, and Phase III includes a Health Department Building, Fire State 35 Replacement, Amenity Park, Museum of Seminole County History Addition, John E. Polk Correctional Facility Replacement /Renovation and the West Parking Garage estimated at \$192M.

Last summer, a construction line of credit for \$75M was executed to provide funds to begin construction of Phase I of the Master Plan, with intent to issue bonds to repay the construction loan and wrap around existing debt.

Key Strategic Priority:

Continue forward momentum on the consolidation of operations at the Five Points location and implementation of the Five Points Master Plan.

Strategy:

Present the schedule for completion of Phase I, and a clear plan for all Phases, including financing, of the approved Master Plan for Five Points.

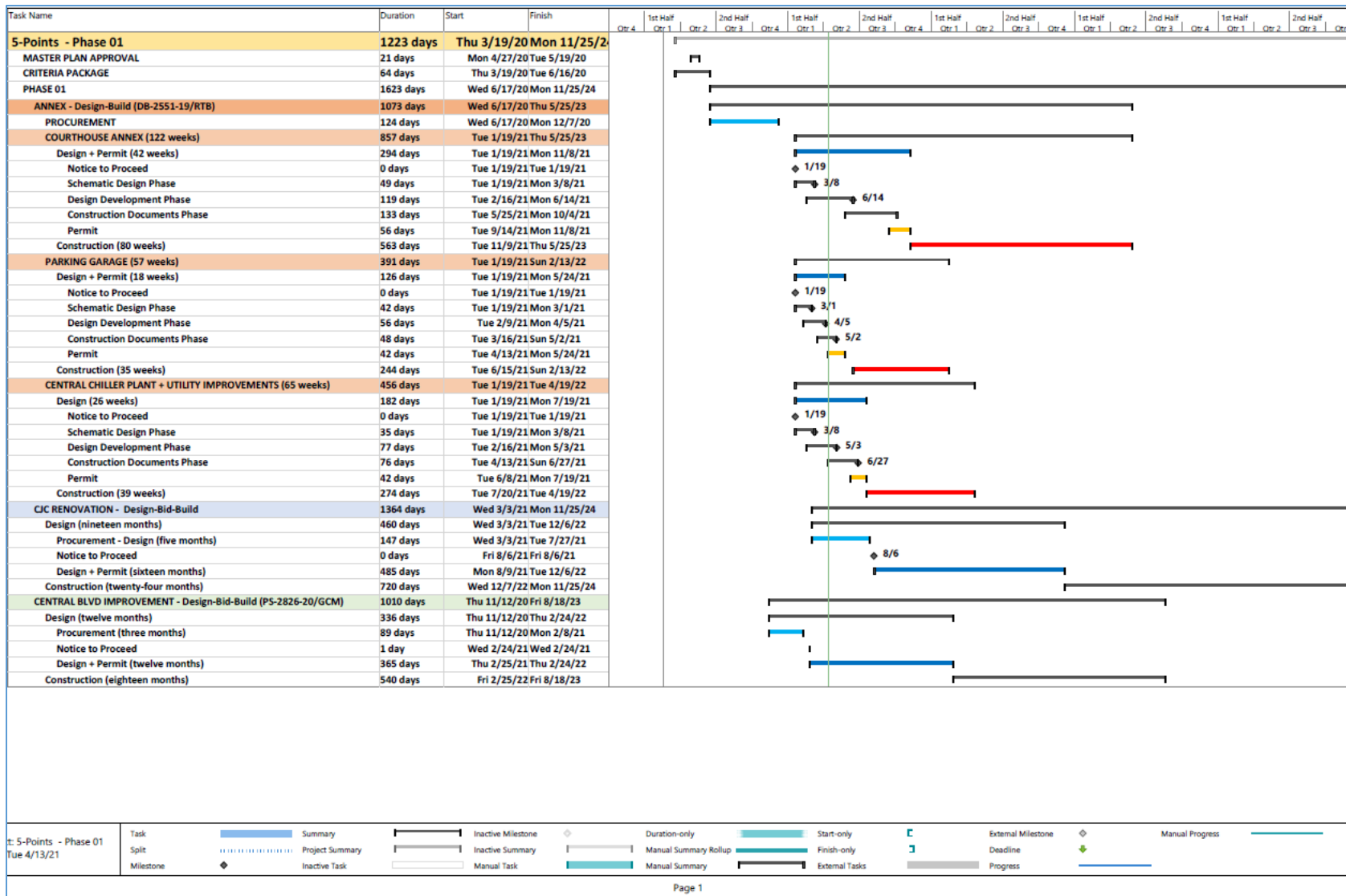
Elements of the Strategy:

- Maintenance of continued progress on Phase I and the developed financial plan.
- Assumption that Phase II to begin at completion of Phase I, estimated to be FY23-24; there will be a need to develop financing option.
- Assumption that Phase III would begin after completion of Phase II and financing options need to be developed.
- Consideration of capital plans, SunRail, and other increases to General Fund in formulating a debt service plan for the Five Points project.

- Identification of alternative funding sources for Five Points.
- Identification of opportunities presented by the vacation of the CSB and Civil Courthouse upon completion of the project, including cash inflows to reduce debt obligations.

Actions:

- Monthly meetings between Resource Management and Public Works to review the latest cost estimates and timelines in order to prepare financing options for Phase II and III.
- In August of 2021, Resource Management and Public Works presented a status update of Phase 1 of the Five Points Master Plan.
- Include all phases of the project in the Five-Year Capital Plan for transparency and to ensure awareness of the project and status.
- Provide the Board with quarterly status reports.



Estimated Resources: Staff Time of approximately 160 hours (Ongoing)

Project	Project SF	Building Cost/SF Range ¹			Low	Building Cost	Acres	Site Cost ²	Subtotal Construction Cost	Subtotal Const. Cost/SF	Project Cost Factor ³	Total Project Cost	Total Project Cost/SF
Project 0													
Renovate/Add Juvenile Detention Center ⁴		-	-	-	-	-	-	-	-	-	-	-	
Off-Site Civil Improvements		-	-	-	-	-	-	-	-	-	-	-	
Project 0 Subtotal					\$0		\$0	\$0			\$0		
Project 1 Subtotal													
Construct Courthouse Annex	104,000	\$225	\$250	\$225	\$23,400,000	5.0	\$1,250,000	\$24,650,000	\$237	130%	\$32,045,000	\$308	
CJC Renovations	144,000	\$175	\$225	\$175	\$25,200,000	1.0	\$250,000	\$25,450,000	\$177	130%	\$33,085,000	\$230	
CJC Expand Lobby	1,250	\$375	\$425	\$375	\$468,750	0.5	\$125,000	\$593,750	\$475	130%	\$771,875	\$618	
Upgrade CJC Technology	223,000	\$30	\$40	\$30	\$6,690,000	-	-	\$6,690,000	\$30	130%	\$8,697,000	\$39	
EOC/Dispatch	101,000	\$450	\$550	\$450	\$45,450,000	9.0	\$2,250,000	\$47,700,000	\$472	130%	\$62,010,000	\$614	
PSB Renovations	91,485	\$90	\$110	\$90	\$8,233,650	2.0	\$500,000	\$8,733,650	\$95	130%	\$11,353,745	\$124	
Central Boulevard	-	-	-	-	-	-	\$6,017,000	\$6,017,000	-	118%	\$7,100,060	-	
East Parking Garage ⁵	450	\$22,500	\$25,000	\$22,500	\$10,125,000	2.0	\$500,000	\$10,625,000	\$23,611	118%	\$12,537,500	\$27,861	
District Energy Plan ⁶	-	-	-	-	\$9,000,000	-	\$6,000,000	\$15,000,000	-	118%	\$17,700,000	-	
Project 1 Subtotal					\$128,567,400		\$16,892,000	\$145,459,400			\$185,300,180		
Project 2 Subtotal													
Public Works Campus - Office ⁷	47,300	\$175	\$225	\$175	\$8,277,500	2.0	\$500,000	\$8,777,500	\$186	130%	\$11,410,750	\$241	
Public Works Campus - Bay/Storage ⁷	108,000	\$100	\$120	\$100	\$10,800,000	25.0	\$6,250,000	\$17,050,000	\$158	118%	\$20,119,000	\$186	
County Administration	215,000	\$225	\$250	\$225	\$48,375,000	12.0	\$3,000,000	\$51,375,000	\$239	130%	\$66,787,500	\$311	
Project 2 Subtotal					\$67,452,500		\$9,750,000	\$77,202,500			\$98,317,250		
Project 3 Subtotal													
Health Building	65,500	\$225	\$250	\$225	\$14,737,500	6.0	\$1,500,000	\$16,237,500	\$248	130%	\$21,108,750	\$322	
Fire Station 35 Replacement	14,000	\$325	\$350	\$325	\$4,550,000	1.5	\$375,000	\$4,925,000	\$352	130%	\$6,402,500	\$457	
Amenity Park ⁸	-	-	-	-	\$3,700,000	-	\$3,250,000	\$6,950,000	-	-	\$8,759,000	-	
Museum of Seminole County History Addition	5,850	\$250	\$300	\$250	\$1,462,500	1.0	\$250,000	\$1,712,500	\$293	130%	\$2,226,250	\$381	
John E. Polk Correctional Facility Replacement/Renovation	-	-	-	-	\$117,250,000	-	\$1,250,000	\$118,500,000	-	-	\$154,050,000	-	
West Parking Garage ⁵	-	-	-	-	-	-	-	-	-	-	-	-	
Project 3 Subtotal					\$141,700,000		\$6,625,000	\$148,325,000			\$192,546,500		
Total					\$337,719,900		\$33,267,000	\$370,986,900			\$476,163,930		

Source: CGL; February 2020.

¹ Based on 2020 dollars.

² Assumes \$250,000/acre for site prep, grading, paving, parking, drainage, landscaping & lighting.

³ Project cost @ 130% assumes 6% FF&E, 5% contingency, 5% voice/data/security, 2% permit/testing fees, 8% design fees, and 4% CM-T fees.

³ Project cost @ 118% assumes 5% contingency, 2% voice/data/security, 1% permit/testing fees, 6% design fees, and 4% CM-T fees.

⁴ JDC costs not included in Five Points Master Plan budget.

⁵ Parking garage building costs based on \$/parking space.

⁶ Includes DEP building and site distribution, assumes piping installed at same time as Central Boulevard improvements are done.

⁷ Public Works to be relocated off-site, does not include land cost for new site.

⁸ Includes Lily Lake Landscape Improvements, Future Use TBD Building, Fitness Center, Day care, Food Truck Area & Intermodal Center.

KSP: Increase Engagement with Regional Partners

Executive Summary

In October of 2019, the Board established “increased engagement with regional partners” as a key strategic issue. The Board reinforced this requirement at its March 12, 2021 Retreat. Commissioners provided additional clarification at a May 10, 2021 worksession and follow up KSP discussions in June and July, 2021.

Staff will accomplish this priority by establishing, participating in, managing, and integrating performance management into regional partnerships to improve outcomes for Seminole County Government clients and business partners.

KSP Strategy:

Immediately begin pursuing partnership opportunities for significant programs and projects to maximize the potential value of collaboration. Establish and manage a Seminole County Government regional partnership governance program that includes processes to identify, respond to, engage in, and manage regional partnerships in ways that optimize organizational performance and result in improved outcomes for Seminole County Government clients and business partners.

The pandemic response underscored the significant value in partnering with other organizations and individuals to improve project and process outcomes. Examples include the Seminole County vaccine and Seminole CARES programs.

Other regional partners recognize and support developing and maintaining partnerships, as evidenced by the recently formed Public Safety Portfolio Program. Participants include SCG Fire, Emergency Ops, Information Services, and Sheriff’s Office, including Sheriff Operations and IT, as well as the Lake Mary Fire Department.

Board members have also recommended developing formal collaborative relationships with regional partners who are included in the 2021 American Rescue Plan.

Elements of the Strategy:

- Formally consider partnership opportunities in the initiation and planning stages of significant projects, programs, and strategies.
- Review and document existing regional collaboration efforts for opportunities to improve outcomes.

- Develop and manage formal processes (tiered from simple to complex) and a formal communication plan that includes dash-boarding, reporting, communication with all stakeholders, and change management.
- Perform partnership governance on an enterprise level.

Actions:

- Formally consider partnership opportunities in the initiation and planning stages for significant programs and projects. (Immediate)
 - Develop formal collaborative relationships with regional partners. Examples of emerging and potential projects, including:
 - 2021 American Rescue Plan Act.
 - Partner with municipalities to leverage ARPA funding.
 - Educational impact fees.
 - Sales tax consideration.
 - Economic Development Council.
 - East Central Florida Regional Planning Council.
 - SunRail.
 - Lynx.
 - Digital Divide Regional Planning Council (proposed).
- Identify and document existing regional collaboration efforts by the end of the 4th Quarter, 2021. Include proposed KSP related efforts, including the emerging community health initiative and holistic water policy.
- Review existing partnership effort rosters to ensure assigned Seminole County Government employees are equipped to contribute to team outcomes.
- Create a cross-departmental team and develop cross regional collaboration framework guidelines.
- Develop collaboration processes, tiered to address simple to complex partnerships that include:
 - Performance Management, including dash-boarding where appropriate.
 - Agreement requirements, including Interlocal Agreements (ILAs) and Memorandums of Understanding (MoUs).
 - Communication plans, including emphasizing the peer nature of partnerships and leveraging proactive messaging.
 - Change management, including autonomy/governance.
 - Collaboration training.

- Implement formal enterprise level governance during the 1st Quarter of 2022 on larger complex projects that require significant collaboration with regional partners.

Estimated Resources:

- Leverage proposed executive dashboard software.
- Seminole County Government Level of Effort: 400 hours utilizing existing resources.

KSP: Develop a Holistic Water Policy

Executive Summary

The Seminole County Board of County Commissioners has identified the development of a countywide holistic water policy as one of the County's ten strategic priorities. A working group was established to develop an action-oriented project plan that delivers measurable solutions that advance the holistic concept of "One Water", as expounded upon in the "One Water Movement". Engaging a broad spectrum of stakeholders in this planning process and leveraging the expertise and resources of the community are key to developing this holistic water policy, as well as maintaining Seminole County's status as Florida's Natural Choice.

Key Strategic Priority:

Develop a plan that protects and preserves all of Seminole County's water resources.

Strategy:

Develop a holistic water policy plan leveraging the One Water model.

Across the Country, supplies of clean, dependable, and economical water are more fragile than at any time in our history. Changing how the community views, values and manages water is key to protecting valuable water resources. Drinking water, stormwater, reclaimed water, ground water, surface water and wastewater are all "One Water."

A One Water mindset is key to developing a holistic water policy for Seminole County. The One Water approach envisions managing all water in an integrated, inclusive, and sustainable manner, transforming how water is viewed, valued and managed. The underlying characteristics of One Water are:

- The mindset that all water has value, from the water resources in our ecosystems to our drinking water, wastewater, and stormwater.
- A focus on achieving multiple benefits, meaning water-related investments should provide economic, environmental, and societal returns.
- Approaching decisions with a systems mindset, one that encompasses the full water cycle and large infrastructure systems.
- Utilizing watershed-scale thinking and action that respects and responds to the natural ecosystem, geology, and hydrology of an area.

- Relying on partnerships and inclusion, recognizing that real progress will only be made when all stakeholders have a seat at the table.

Elements of the Solution:

The following six “Big Ideas” are designed to convert the characteristics of One Water mindset into actionable solutions. These Big Ideas are intended to be practical solutions, focused on policy and decision making to positively change how Seminole County’s water resources and infrastructure are managed:

- Engage Stakeholders:
 - To develop a holistic water policy for Seminole County it is critical to develop a Water Roundtable to provide a discussion forum to engage stakeholders in assisting the County with developing a holistic water policy. Water related stakeholders include utility entities, businesses, agricultural interests, local politicians, local municipalities, regulatory community, and special interest groups. This type of stakeholder engagement will take several meetings, including an initial workshop with the Board, and is envisioned to take place on an annual basis moving forward.
- Protect Water Resources:
 - Protecting water resources within Seminole County is vital to the successes of a holistic water policy. Water is a valuable resource that is critical for the health and sustainability of all natural ecosystems. For humans, water plays an essential role in consumption and recreation. Protecting and preserving our water resources requires a “big picture” approach to identify problems and developing policies to protect water resources. This approach requires both short term and long term goals.
 - There are many additional benefits associated with water resource protection, such as protecting water quality for wildlife and public health, and protecting water supply availability.
 - Water resource protection includes a wide variety of actions and activities aimed at safeguarding, maintaining, or improving the quality/quantity of water sources. These activities may depend on the type of source being protected such as groundwater, drinking water, or surface water.
- Secure Long Term Water Supply:
 - All drinking water produced by utilities in Seminole County comes from groundwater in the Floridian Aquifer. However, the supply of groundwater in Central Florida is approaching its maximum limit, pushing utilities to develop alternative water sources (AWS). To secure Seminole County’s long term water supply, close coordination with the

regulatory community and stakeholders is critical to develop a plan that uses available water resources to the best benefit, both environmentally and economically.

- Enhance Water Conservation:
 - Water Conservation means using Seminole County’s limited water supply wisely and caring for it properly. Since every member of the community depends on water to sustain life, there is a collective responsibility to learn more about water conservation and how water sources can be kept pure and safe for generations to come. Seminole County can play a key role in increasing customer and citizen knowledge about One Water, and the actions that they can take to conserve these precious water resources.
- Protect Public Health:
 - One of the most important public health achievements of the 20th century is providing safe drinking water. When anyone turns on a tap in their home, school or workplace, the water from the tap should be safe to drink. Water utilities are responsible for providing safe drinking water by treating water to regulatory standards, maintaining safe high-quality water to customers. Protecting public health relies upon close coordination between the utility and FDEP, and upon communication between the utility and its customers.
- Maintain Water Affordability:
 - Water has traditionally been an undervalued resource, and true environmental costs are rarely captured. Increased pressure on a limited drinking water supply, and on the environment, will drive increases in rates and push local governments to identify additional funding sources to protect the environment. Maintaining a lifeline water rate for the lowest-income earners in this community is of critical importance.

Actions and Estimated Resources:

The holistic mindset of One Water lends itself to broad and far-reaching goals, such as “remove all septic tanks in Seminole County” or “secure long-term water supply” or “clean Lake Jesup.” There is no single actionable project that can solve large water resource problems. Instead, a continuous stream of projects and initiatives that advance one or more of the Big Ideas must be developed in order to achieve strategic success. Below are actionable project concepts that embrace the concept of One Water, and are short-term wins that advance the County’s holistic water plan.

- Board Worksession on Holistic Water Policy - timeline 3 months, (no cost, staff resources).

- Water Roundtable with Community – timeline 6 months after Board Worksession, \$1,000 per meeting, 3 meetings, and resources.
- Development of an articulated “One Water” action plan – timeline 12 months, \$150,000 for consultant.
- Septic tank conversion pilot project in Wekiva Basin – timeline: 5 years; cost \$5M - \$25M; funding from FDEP needed; 1+ FTE (potential funding from FDEP for FTE).
- Complete Wekiva Basin septic to sewer conversion - Timeline: 20 years; cost \$120M; funding from FDEP/state needed; 3 FTEs (potential funding from FDEP).
- Stormwater Harvesting pilot project – timeline: 3 years; cost EST: \$1M - \$5M (including new infrastructure to deliver stormwater); resources: engineering PM.
- Wekiva Groundwater Study - quantify nitrogen concentrations in surficial groundwater in the Wekiva PFA and utilize isotopic analysis to determine nitrogen sources. Current data will also be compared to groundwater monitoring conducted approximately 10 years ago in the area to track any changes identified. 1 yr project – timeline: 2 years; cost ~\$190K; funding already secured (FDEP grant/local sales tax); project will start May 2021; additional resources: none.
- Wekiva TMDL Basin Study – Development of a surface water/groundwater model for the greater Wekiva Basin (Big Wekiva, Little Wekiva and Yankee Lake basins) that will be utilized to assess surface and groundwater quality issues (i.e. septic tanks, fertilizer, etc.) as well as flooding and other groundwater impacts to the Wekiva Springshed system. Project initiated in 2018; will be completed in 2022 and is funded via sales tax at a total cost of \$850K. No other resources needed.
- Little Wekiva River Restoration Project 2 yr project – timeline: June 2021 – June 2023; cost estimate \$2M; seeking cost shares from various agencies (local, state, federal); have secured \$437.5K from SJRWMD, \$500K from Legislative Appropriations, and likely federal funding (\$660K) no other resources needed.
- Lake Jesup Shoreline Restoration Project 2 yr project – timeline: start May/June 2021; cost for current scope \$450K (\$350K leg appropriation; \$100K sales tax); additional resources: none.
- Enhance “One Water” education initiatives utilizing current educational outreach resources to residents- 6 months; \$30K; Resources: existing educational outreach staff.
- Shoreline Protection Ordinance – implementation timeline: 3 – 6 months; cost EST: \$200K/year for program; resources: 2 FTEs (proposed for FY 22).
- Participate in ongoing Minimum Flow and Level development workshops with SJRWMD – timeline continuous; cost estimated at \$15,000/year for consultants; staff time with no additional FTE.
- Completed desktop analysis of recharge benefits to aquifer – timeline 4 months, \$80,000, no FTEs

- Exploratory Well at YKLWRF to confirm recharge benefits to aquifer – timeline 2-3 years - \$2.5 M for drilling contractor, consultant; staff time, no additional FTEs.
- Complete desktop analysis to convert SER WTP to convert one to two Upper Floridan Aquifer (UFA) wells to LFA wells timeline 3 months, \$20,000 for consultant, staff time, no FTEs
- Drill SER # 3 at SER WTP to confirm capacity and water quality at LFA – timeline 1-2 years - \$2.5 M for drilling, consultant; staff time, no additional FTEs.
- Water Supply Facilities Work Plan Update – timeline 6 to 8 months - \$60,000 for consultant, staff time, no additional FTEs.
- Water Conservation Plan Update – Timeline 12 to 18 months - \$110,000 for consultant, staff time, no additional FTEs.
- Potable to Reclaimed Water ASR conversion – Timeline 24 to 36 months – Desktop analysis completed, currently under permit review. - \$60,000 for consultant, staff time, no additional FTEs. Construction cost may vary, may need a ground storage tank (GST) - \$ 1M to \$2M to participate in 2025 Regional Water Supply Plan – timeline 5 years, \$40,000/year in legal and consulting support, no additional FTE.
- Update Sewer Lift Station Standards – timeline 1 year, staff resources, no additional FTE.
- Water meter replacement program, with advanced AMI – timeline 18 months, \$164,000 per month for 15 years, no additional FTE.
- Targeted conservation messaging to high water using customers using H2OSav – timeline 4 months, staff time, no additional FTE.
- Improve Customer Communication for Boil Water Notices – timeline 2 months, staff time, no additional FTE.
- Water Billing tier and base fee reassessment – timeline 12 months, \$25,000 for consultant; staff time, no additional FTE.

A summary of resources necessary to complete these projects for FY 21, FY 22, and FY 23, plus funding source identification, is tabulated below. Note that the projects in FY 22/23 from Environmental Services will be included in the upcoming Utility Master Plan. Some of the FY 21 and FY 22 Environmental Projects will require a BTR, but will not require an increase to the budget. All other projects with dollar amounts have been approved by the board, or are under consideration in the current budget

FUND	ACTION	COSTS	FY21	FY22	FY22 INCREASE	FY23	FY24	FY25
GENERAL FUND	SHORELINE PROTECTION 2 FTE'S	RECURRING		125,000		125,000	125,000	125,000
GRANTS	LAKE JESUP SHORELINE RESTORATION	ONE TIME	450,000					
GRANTS	LITTLE WEKIVA RESTORATION PROJ	ONE TIME		2,000,000				
SALES TAX	WEKIVA BASIN TMDL	ONE TIME	600,000	250,000				
SALES TAX	WEKIVA GROUNDWATER STUDY	ONE TIME	134,730					
TBD	SEPTIC TO SEWER CONVERSION (COST TBD)	RECURRING				-	-	-
TBD	SEPTIC TANK UPGRADE (COST TBD)	RECURRING				-	-	-
WATER & SEWER	ONE WATER ACTION PLAN	ONE TIME	150,000					
WATER & SEWER	BENCHTOP GROUNDWATER RECHARGE ANALYSIS	ONE TIME	80,000					
WATER & SEWER	WATER SUPPLY FACILITY WORKS PLAN UPDATE	ONE TIME	60,000					
WATER & SEWER	MFL AND RWSP REGULATORY DEVELOPMENT	RECURRING	55,000	110,000		110,000	110,000	110,000
WATER & SEWER	STUDY UFA/LFA WELL CONVERSTION AT SER	ONE TIME	20,000					
WATER & SEWER	ONE WATER MEMBERSHIP	RECURRING	6,000	6,000		6,000	6,000	6,000

FUND	ACTION	COSTS	FY21	FY22	FY22 INCREASE	FY23	FY24	FY25
WATER & SEWER	HOLISTIC WATER POLICY ROUNDTABLE	RECURRING	1,000	1,000		1,000	1,000	1,000
WATER & SEWER	WATER CONSERVATION PLAN UPDATE	ONE TIME		110,000				
WATER & SEWER	ONE WATER EDUCATION PROGRAM	RECURRING		30,000		30,000	30,000	30,000
WATER & SEWER	WATER BILLING AFFORDABILITY ASSESSMENT	ONE TIME		25,000				
WATER & SEWER	UFA/LFA WELL DEEPENING AT SER	ONE TIME				2,500,000		
WATER & SEWER	YANKEE LAKE EXPLORATORY RECHARGE WELL	ONE TIME				2,500,000		
WATER & SEWER	ASR WELL CONVERSION	ONE TIME				2,000,000		
HOLISTIC WATER POLICY Total			1,556,730	2,657,000		7,272,000	272,000	272,000

KSP BUDGET INCREASE FORECAST DETAIL

FUND	ACTION	COSTS	FY21	FY22	FY22 INCREASE	FY23	FY24	FY25
1 MANAGING DEVELOPMENT ACTIVITY								
MANAGING DEVELOPMENT								
GENERAL FUND	LAND DEVELOPMENT CODE REWRITE	ONE TIME	211,986					
GENERAL FUND	LAND USES ANALYSIS	ONE TIME	124,999					
GENERAL FUND	IMPACT FEE STUDY	ONE TIME	73,500					
GENERAL FUND	LAKE MARY SMALL AREA STUDY	ONE TIME	64,913					
GENERAL FUND	LAND USE POLICY VISION PLAN	ONE TIME		300,000				
GENERAL FUND	TRANSPORT CONCURRENCY EXCEPTION AREA STUDY	ONE TIME		100,000				
GENERAL FUND	SMALL AREA STUDIES	ONE TIME		50,000				
GENERAL FUND	FUTURE LAND DEVELOPMENT CODE UPDATES	ONE TIME				225,000		
GENERAL FUND	FUTURE EAR BASED AMENDMENTS	ONE TIME				150,000		
MANAGING DEVELOPMENT Total			475,398	450,000		375,000		
2 IMPROVE TECHNOLOGY INFRASTRUCTURE								
WEBSITE / WEB PRESENCE								
ARPA	WEBSITE CONSULTANTS	ONE TIME			300,000			
ARPA	WEBSITE TECHNOLOGY IMPROVEMENTS	ONE TIME			150,000			
GENERAL FUND	WEBSITE 2 ADDITIONAL FTE'S	RECURRING			180,000	180,000	180,000	180,000
GENERAL FUND	SUPPORT FOR NEW WEBSITE (TECH)	RECURRING				30,000	30,000	30,000
WEBSITE / WEB PRESENCE Total					630,000	210,000	210,000	210,000
ADDRESS DIGITAL DIVIDE								
ARPA	HIRE BROADBAND CONSULTANT	ONE TIME			200,000			
ARPA	IMPROVE BROADBAND ACCESS	ONE TIME				4,500,000		
GENERAL FUND	IMPROVE CUST SVC - 311 (FY22 3FTE MIDYEAR; FY23 3FTE; FY24	RECURRING			78,000	312,000	468,000	468,000
ADDRESS DIGITAL DIVIDE Total					278,000	4,812,000	468,000	468,000
REIMAGINE INFORMATION SVCS								
ARPA	INSOURCE HELP DESK AND DESKTOP SUPPORT	ONE TIME			300,000			
ARPA	CONSULTANT SERVICES TO IMPROVE IS	ONE TIME			150,000			
ARPA	TECHNOLOGY TRAINING MATERIALS	ONE TIME			150,000			
GENERAL FUND	TECHNOLOGY TRAINING MATERIALS	RECURRING				30,000	30,000	30,000
GENERAL FUND	TECHNOLOGY TRAINING STAFF (2 FTES)	RECURRING			150,000	150,000	150,000	150,000
GENERAL FUND	RELATIONSHIP OFFICE (2 PROJ MGR FTES FY22)	RECURRING			180,000	180,000	180,000	180,000
GENERAL FUND	RELATIONSHIP OFFICE (2 PROJ MGR FTES FY23)	RECURRING				190,000	190,000	190,000
GENERAL FUND	RELATIONSHIP OFC (1 PM; 1 TECHNOLOGISTS FY24)	RECURRING					210,000	210,000
GENERAL FUND	RELATIONSHIP OFFICE (2 TECHNOLOGIST FTES FY25)	RECURRING						220,000
REIMAGINE INFORMATION SVCS Total					930,000	550,000	760,000	980,000

KSP BUDGET INCREASE FORECAST DETAIL

FUND	ACTION	COSTS	FY21	FY22	FY22 INCREASE	FY23	FY24	FY25
4 AFFORDABLE HOUSING								
ATTAINABLE HOUSING								
ARPA	HOUSING TRUST FUND	ONE TIME			2,000,000			
GENERAL FUND	HOUSING TRUST FUND	RECURRING	500,000	500,000		500,000	500,000	500,000
GENERAL FUND	ATTAINABLE HOUSING PROJECT MGR FTE	RECURRING	83,200	83,200		83,200	83,200	83,200
GENERAL FUND	NEW PLANNER FTE	RECURRING			60,580	60,580	60,580	60,580
GENERAL FUND	ADDITIONAL OFFICE SPACE	RECURRING			25,000	25,000	25,000	25,000
GENERAL FUND	PROJECT COORDINATOR FTE	RECURRING				50,067	50,067	50,067
GENERAL FUND	PROGRAM SPECIALIST FTE	RECURRING					36,132	36,132
ATTAINABLE HOUSING Total			583,200	583,200	2,085,580	718,847	754,979	754,979
5 LEADERSHIP & TALENT DEVELOPMENT								
LEADERSHIP DEVELOPMENT								
GENERAL FUND	TRAINING (LEADERSHIP DEVELOPMENT)	ONE TIME			20,000			
GENERAL FUND	TRAINING (LEADERSHIP DEVELOPMENT)	RECURRING	5,000	3,000	5,000	8,000	8,000	8,000
LEADERSHIP DEVELOPMENT Total			5,000	3,000	25,000	8,000	8,000	8,000
SUCCESSION PLANNING								
GENERAL FUND	SUCCESSION PLANNING		-	-	-	-	-	-
SUCCESSION PLANNING Total			-	-	-	-	-	-
TALENT DEVELOPMENT								
GENERAL FUND	TALENT DEVELOPMENT	RECURRING	130,000	130,000	-	130,000	130,000	130,000
TALENT DEVELOPMENT Total			130,000	130,000	-	130,000	130,000	130,000
7 COMMUNITY HEALTH INITIATIVES								
COMMUNITY ASSESSMENT/HEALTHY LIVING/MENTAL HEALTH								
ARPA	MENTAL HEALTH PROGRAMS	ONE TIME				500,000		
ARPA	COMMUNITY HEALTH INITIATIVES	ONE TIME				800,000		
GENERAL FUND	COMMUNITY HEALTH-NEW PROJ COORD 2	RECURRING			90,021	90,021	90,021	90,021
GENERAL FUND	COMMUNITY HEALTH-NEW PROGRAM SPECIALIST	RECURRING			38,910	38,910	38,910	38,910
COMMUNITY ASSESSMENT/HEALTHY LIVING/MENTAL HEALTH Total					128,932	1,428,932	128,932	128,932
COMMUNITY PARAMEDICINE								
ARPA	ONE TIME EQUIPMENT	ONE TIME			200,000			
FIRE FUND	ONGOING OPERATING / SUPPLIES	RECURRING			22,880	22,880	22,880	22,880
FIRE FUND	PERSONNEL COSTS (NEW LT & OVERTIME)	RECURRING			285,611	285,611	285,611	285,611
COMMUNITY PARAMEDICINE Total					508,491	308,491	308,491	308,491

KSP BUDGET INCREASE FORECAST DETAIL

FUND	ACTION	COSTS	FY21	FY22	FY22 INCREASE	FY23	FY24	FY25
10 HOLISTIC WATER POLICY								
HOLISTIC WATER POLICY								
GENERAL FUND	SHORELINE PROTECTION 2 FTE'S	RECURRING		125,000		125,000	125,000	125,000
GRANTS	LAKE JESUP SHORELINE RESTORATION	ONE TIME	450,000					
GRANTS	LITTLE WEKIVA RESTORATION PROJECT	ONE TIME		2,000,000				
SALES TAX	WEKIVA BASIN TMDL	ONE TIME	600,000	250,000				
SALES TAX	WEKIVA GROUNDWATER STUDY	ONE TIME	134,730					
TBD	SEPTIC TO SEWER CONVERSION (COST TBD)	RECURRING				-	-	-
TBD	SEPTIC TANK UPGRADE (COST TBD)	RECURRING				-	-	-
WATER & SEWER	ONE WATER ACTION PLAN	ONE TIME	150,000					
WATER & SEWER	BENCHTOP GROUNDWATER RECHARGE ANALYSIS	ONE TIME	80,000					
WATER & SEWER	WATER SUPPLY FACILITY WORKS PLAN UPDATE	ONE TIME	60,000					
WATER & SEWER	MFL AND RWSP REGULATORY DEVELOPMENT	RECURRING	55,000	110,000		110,000	110,000	110,000
WATER & SEWER	STUDY UFA/LFA WELL CONVERSTION AT SER	ONE TIME	20,000					
WATER & SEWER	ONE WATER MEMBERSHIP	RECURRING	6,000	6,000		6,000	6,000	6,000
WATER & SEWER	HOLISTIC WATER POLICY ROUNDTABLE	RECURRING	1,000	1,000		1,000	1,000	1,000
WATER & SEWER	WATER CONSERVATION PLAN UPDATE	ONE TIME		110,000				
WATER & SEWER	ONE WATER EDUCATION PROGRAM	RECURRING		30,000		30,000	30,000	30,000
WATER & SEWER	WATER BILLING AFFORDABILITY ASSESSMENT	ONE TIME		25,000				
WATER & SEWER	UFA/LFA WELL DEEPENING AT SER	ONE TIME				2,500,000		
WATER & SEWER	YANKEE LAKE EXPLORATORY RECHARGE WELL	ONE TIME				2,500,000		
WATER & SEWER	ASR WELL CONVERSION	ONE TIME				2,000,000		
HOLISTIC WATER POLICY Total			1,556,730	2,657,000		7,272,000	272,000	272,000
Grand Total			2,750,328	3,823,200	4,586,003	15,813,270	3,040,402	3,260,402

DRAFT VERSION AS OF 08/04/21

GENERAL FUND FORECAST WITH KSP & ARPA REVENUES

#		FY20 ACTUALS	FY21 PROJECTED	FY22 FORECAST	FY23 FORECAST	FY24 FORECAST	FY25 FORECAST
3		CARES		ARPA		5 POINTS DEBT SVCS	
4	COUNTYWIDE PROPERTY VALUATIONS	35,660,398,805	37,994,757,904	40,054,073,782	42,457,318,209	44,580,184,120	46,809,193,326
5	PROPERTY VALUE GROWTH	8.1%	6.5%	5.42%	6.0%	5.0%	5.0%
6	MILLAGE RATE	4.8751	4.8751	4.8751	4.8751	4.8751	4.8751
7	VALUE OF 1 MILL	\$ 34.3M	\$ 36.6M	\$ 38.4M	\$ 40.7M	\$ 42.7M	\$ 44.9M
10							
44	REVENUES						
57	AD VALOREM	167,442,584	178,664,000	187,581,910	198,829,325	208,764,541	219,196,518
58	HALF CENT SALES TAX	25,057,287	26,000,000	26,200,000	26,986,000	27,255,860	27,392,139
59	STATE SHARED REVENUES	10,204,000	10,000,000	10,000,000	10,300,000	10,403,000	10,455,015
60	UTILITY TAX	7,782,774	7,800,000	7,860,300	8,096,109	8,258,031	8,299,321
61	COMMUNICATION SERVICE TAX	5,660,917	5,200,000	5,200,000	5,200,000	5,200,000	5,200,000
92	TOTAL REVENUES*	240,637,835	243,777,522	251,821,165	264,524,762	275,130,477	285,929,113
93	CHANGE IN TOTAL REVENUES	2,273,332		11,222,659	12,703,597	10,605,715	10,798,635
96							
97	EXPENDITURES						
172	BASE BUDGETS	232,882,085	244,797,733	257,802,967	270,573,641	281,738,908	288,445,002
174	STRUCTURAL BALANCE (BASE)		(1,020,211)	(5,981,801)	(6,048,879)	(6,608,431)	(2,515,889)
	NON BASE BUDGETS	6,260,034	13,214,411	3,236,677	2,100,000	2,100,000	3,100,000
184							
188	5 POINTS PHASE 1 DEBT SVCS				2,451,108	4,500,000	4,500,000
191	KSP'S			827,512	2,557,779	2,584,911	2,804,911
	ARPA FUNDING (REVENUE)			6,873,500	6,873,500	6,873,500	6,873,500
209							
210	TOTAL EXPENDITURES*	238,325,940	258,012,143	254,166,143	266,500,141	277,715,408	286,171,502
213							
214	IMPACT ON RESERVES			(2,344,977)	(1,975,379)	(2,584,930)	(242,389)
216							
219	RESERVES	46,152,435	56,626,236	54,655,023	54,836,746	54,468,154	56,503,053
221	RESERVE %	19.2%	23.2%	21.7%	20.7%	19.8%	19.8%
240							
241	*SMALLER REVENUES & EXPENDITURES MAY NOT BE SHOWN ON THE REPORT, BUT THE TOTAL FIGURES ARE ALL INCLUSIVE						

COST SUMMARY BY KSP						
KSP	FY21	FY22	FY22 INCREASE	FY23	FY24	FY25
1 MANAGING DEVELOPMENT						
MANAGING DEVELOPMENT	475,398	450,000		375,000		
1 MANAGING DEVELOPMENT Total	475,398	450,000		375,000		
2 IMPROVE TECHNOLOGY INFRASTRUCTURE						
ADDRESS DIGITAL DIVIDE			278,000	4,812,000	468,000	468,000
REIMAGINE INFORMATION SVCS			930,000	550,000	760,000	980,000
WEBSITE / WEB PRESENCE			630,000	210,000	210,000	210,000
2 IMPROVE TECHNOLOGY INFRASTRUCTURE Total			1,838,000	5,572,000	1,438,000	1,658,000
4 AFFORDABLE HOUSING						
ATTAINABLE HOUSING	583,200	583,200	2,085,580	718,847	754,979	754,979
4 AFFORDABLE HOUSING Total	583,200	583,200	2,085,580	718,847	754,979	754,979
5 LEADERSHIP & TALENT DEVELOPMENT						
LEADERSHIP DEVELOPMENT	5,000	3,000	25,000	8,000	8,000	8,000
SUCCESSION PLANNING	-	-	-	-	-	-
TALENT DEVELOPMENT	130,000	130,000	-	130,000	130,000	130,000
5 LEADERSHIP & TALENT DEVELOPMENT Total	135,000	133,000	25,000	138,000	138,000	138,000
7 COMMUNITY HEALTH INITIATIVES						
COMMUNITY PARAMEDICINE			508,491	308,491	308,491	308,491
COMMUNITY ASSESSMENT/HEALTHY LIVING/MENTAL HEALTH			128,932	1,428,932	128,932	128,932
7 COMMUNITY HEALTH INITIATIVES Total			637,423	1,737,423	437,423	437,423
10 HOLISTIC WATER POLICY						
HOLISTIC WATER POLICY	1,556,730	2,657,000		7,272,000	272,000	272,000
10 HOLISTIC WATER POLICY Total	1,556,730	2,657,000		7,272,000	272,000	272,000
Grand Total	2,750,328	3,823,200	4,586,003	15,813,270	3,040,402	3,260,402

COST SUMMARY BY FUND						
FUND	FY21	FY22	FY22 INCREASE	FY23	FY24	FY25
GENERAL FUND	1,193,598	1,291,200	827,512	2,557,779	2,584,911	2,804,911
ARPA			3,450,000	5,800,000	-	-
FIRE FUND			308,491	308,491	308,491	308,491
SALES TAX	734,730	250,000				
WATER & SEWER	372,000	282,000		7,147,000	147,000	147,000
GRANTS	450,000	2,000,000				
Grand Total	2,750,328	3,823,200	4,586,003	15,813,270	3,040,402	3,260,402

FY22 PUBLIC HEARING ADJUSTMENTS	
FUND - KSP - ACTION	FY22 INCREASE
GENERAL FUND	827,512
WEBSITE / WEB PRESENCE	
WEBSITE 2 ADDITIONAL FTE'S	180,000
ADDRESS DIGITAL DIVIDE	
IMPROVE CUST SVC - 311 (FY22 3FTE MIDYEAR; FY23 3FTE; FY24 3FTE)	78,000
REIMAGINE INFORMATION SVCS	
RELATIONSHIP OFFICE (2 PROJ MGR FTES FY22)	180,000
TECHNOLOGY TRAINING STAFF (2 FTES)	150,000
ATTAINABLE HOUSING	
NEW PLANNER FTE	60,580
ADDITIONAL OFFICE SPACE	25,000
LEADERSHIP DEVELOPMENT	
TRAINING (LEADERSHIP DEVELOPMENT)	25,000
COMMUNITY ASSESSMENT/HEALTHY LIVING/MENTAL HEALTH	
COMMUNITY HEALTH-NEW PROGRAM SPECIALIST	38,910
COMMUNITY HEALTH-NEW PROJ COORD 2	90,021
ARPA	3,450,000
WEBSITE / WEB PRESENCE	
WEBSITE TECHNOLOGY IMPROVEMENTS	150,000
WEBSITE CONSULTANTS	300,000
ADDRESS DIGITAL DIVIDE	
HIRE BROADBAND CONSULTANT	200,000
REIMAGINE INFORMATION SVCS	
INSOURCE HELP DESK AND DESKTOP SUPPORT	300,000
CONSULTANT SERVICES TO IMPROVE IS	150,000
TECHNOLOGY TRAINING MATERIALS	150,000
ATTAINABLE HOUSING	
HOUSING TRUST FUND	2,000,000
COMMUNITY PARAMEDICINE	
ONE TIME EQUIPMENT	200,000
FIRE FUND	308,491
COMMUNITY PARAMEDICINE	
ONGOING OPERATING / SUPPLIES	22,880
PERSONNEL COSTS (NEW LT & OVERTIME)	285,611
Grand Total	4,586,003



**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ADMINISTRATION DEPT

<p>ANIMAL SERVICES</p> <p>BOARD COUNTY COMMISSIONERS</p> <p>COMMUNITY INFORMATION</p> <p>COUNTY ATTORNEY</p> <p>COUNTY MANAGER</p> <p>E-911</p> <p>ECON DEV-COMMUNITY RELATION</p> <p>EMERGENCY MANAGEMENT</p> <p>EMPLOYEE BENEFITS</p> <p>HUMAN RESOURCES</p> <p>ORGANIZATIONAL EXCELLENCE</p> <p>TELECOMMUNICATIONS</p> <p>TOURISM ADMINISTRATION</p> <p>TOURIST DEVELOPMENT</p>
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**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ADMINISTRATION DEPT

Department Message

County Administration consists of the areas of government that provide leadership and formulate policies that fulfill County government's responsibilities as identified in the County Charter, Florida Statutes, and the State Constitution, for the ultimate purpose of providing quality services to the citizens of Seminole County.

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ADMINISTRATION DEPT

Department Goals/Objectives/Performance Measures

THE FOLLOWING GOAL SUPPORTS KSPs: CREATE A COMMUNITY HEALTH INITIATIVE; and INCREASE ENGAGEMENT WITH REGIONAL COLLABORATION RELATIONSHIPS.

GOAL: PROVIDE RESPONSIBLE, RELIABLE AND EFFICIENT SERVICES TO CITIZENS AND STRIVE TO PRESERVE THE LIVES OF ALL ANIMALS.

Objective: Increase adoptions through extended adoption hours, adoptions offsite, in-house spay/neuters programs, front lobby renovations to include a pet viewing area, and enhanced advertising.

Performance Measure: # of dog and cat adoptions (does not include transfers to rescues)

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
2,500	1,871	2,050	2,200

Objective: Increase public education/awareness through participation in community events, school programs, recruitment of volunteers, and television/radio/print.

Performance Measure: # of activities conducted

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
280	186	110	120

Objective: Increase licensing and awareness through advertising, online payments, in-house processing, and reminder programs by mailers and emails.

Performance Measure: # of licenses issued

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
15,000	14,790	12,373	13,000

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ADMINISTRATION DEPT

Department Goals/Objectives/Performance Measures (CONT.)

THE FOLLOWING GOAL SUPPORTS KSP: IMPROVE THE QUALITY OF COUNTY GOVERNMENT'S TECHNOLOGY INFRASTRUCTURE, INCLUDING UPGRADING SEMINOLE COUNTY GOVERNMENT'S EXTERNAL WEBSITE.

GOAL: TO MAINTAIN A RELIABLE AND ROBUST 911 SYSTEM AND TO SUPPORT OUR PUBLIC SAFETY ANSWERING CENTERS TO ENSURE ALL CITIZEN'S CALLS FOR HELP ARE ANSWERED.

Objective: Improve internal processes, where applicable, so as to increase efficiency as it relates to providing addressing services and resolution of addressing problems.

Performance Measure: # of projects (development review, permits, posting letters, new addresses, and readdresses)

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
8,253	9,332	3,832*	3,870

*Casselberry began doing their own addressing as of October 1, 2020

Objective: To ensure the 911 Administration's business processes, tools and competencies support the effective delivery of high quality, socially responsible service.

Performance Measure: # of calls received / processed

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
191,230	181,948	187,823	189,200

THE FOLLOWING GOAL SUPPORTS KSPs: DEVELOP PLANS FOR LEADERSHIP SUCCESSION AND TALENT DEVELOPMENT; and INCREASE ENGAGEMENT WITH REGIONAL COLLABORATION RELATIONSHIPS.

GOAL: PLANNING, TRAINING, EXERCISING, AND COORDINATING RESOURCES TO READY OUR COMMUNITY FOR ANY EMERGENCY, WHILE PROMOTING A CULTURE OF PREPAREDNESS THAT WILL ENSURE SEMINOLE COUNTY IS A SAFE PLACE TO WORK, LIVE, AND PLAY.

Objective: Enhance current capabilities to prepare the community for all identified hazards.

Performance Measure: # of public education activities conducted

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
89	17	18	21

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ADMINISTRATION DEPT

Department Goals/Objectives/Performance Measures (CONT.)

Performance Measure: # of disaster tabletop, function and full-scale exercises conducted

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
18	7	6	12

Performance Measure: # of trainings conducted

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
39	14	10	14

THE FOLLOWING GOAL SUPPORTS KSPs: IMPROVE THE QUALITY OF COUNTY GOVERNMENT’S TECHNOLOGY INFRASTRUCTURE, INCLUDING UPGRADING SEMINOLE COUNTY GOVERNMENT’S EXTERNAL WEBSITE; and DEVELOP PLANS FOR LEADERSHIP SUCCESSION AND TALENT DEVELOPMENT.

GOAL: TO MAINTAIN A RELIABLE AND INTEROPERABLE RADIO TELECOMMUNICATIONS SYSTEM FOR FIRST RESPONDERS AND GOVERNMENTAL STAFF THROUGHOUT ALL MUNICIPALITIES, SCHOOL DISTRICT, HIGHER EDUCATION INSTITUTIONS, AND COUNTY GOVERNMENT AGENCIES.

Objective: Enhance current capabilities to prepare the community for all identified hazards.

Performance Measure: # of completed work orders

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
4342	2102	1297	1598

Objective: To maintain a qualified and technically educated staff to develop, repair, maintain, and support radio telecommunication services throughout the County.

Performance Measure: # of training courses completed

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
23	29	28	34

ADMINISTRATION

FUNDING SOURCE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BY FUND TYPE					
REPLACEMENT FUNDS	1,051,890	316,949	70,657	(246,292)	-77.7%
INTERNAL SERVICE FUNDS	23,919,547	28,781,980	29,327,926	545,946	1.9%
GENERAL FUND	7,115,568	5,695,782	6,938,177	1,242,394	21.8%
TOURISM FUNDS	2,522,657	2,306,661	2,659,517	352,855	15.3%
AGENCY FUNDS	39,040	20,000	0	(20,000)	-100.0%
CRA FUNDS	0	0	0	0	
SPECIAL REVENUE FUNDS	2,553,230	2,085,009	1,975,139	(109,870)	-5.3%
FIRE DISTRICT FUNDS	36,805	0	0	0	
EMERGENCY 911 FUNDS	1,515,788	2,127,733	2,141,562	13,829	0.6%
SALES TAX FUNDS	0	0	0	0	
GRANT FUNDS	1,193,440	47,529	10,467	(37,062)	-78.0%
CAPITAL FUNDS	42,870	0	0	0	
ADMINISTRATION Total	39,990,833	41,381,643	43,123,445	1,741,801	4.2%

BUDGET TYPE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BASE BUDGETS					
17-92 CRA	0	0	0	0	
ANIMAL SERVICES	2,309,591	2,681,855	2,885,238	203,383	7.6%
BOARD COUNTY COMMISSIONERS	1,151,685	1,182,102	1,353,475	171,374	14.5%
COMMUNITY INFORMATION	713,378	989,640	986,987	(2,653)	-0.3%
COUNTY ATTORNEY	1,793,622	2,035,771	2,247,286	211,515	10.4%
COUNTY MANAGER	1,314,552	1,338,902	1,599,662	260,760	19.5%
E-911	1,722,027	2,339,746	2,395,011	55,265	2.4%
ECON DEV-COMMUNITY RELATION	2,528,230	2,085,009	1,975,139	(109,870)	-5.3%
EMERGENCY MANAGEMENT	857,598	1,199,761	1,743,693	543,932	45.3%
EMPLOYEE BENEFITS	23,919,547	28,776,980	29,327,926	550,946	1.9%
HUMAN RESOURCES	997,693	1,095,115	1,203,509	108,394	9.9%
ORGANIZATIONAL EXCELLENCE	314,842	311,544	535,110	223,566	71.8%
TELECOMMUNICATIONS	2,697,970	3,394,080	3,608,094	214,014	6.3%
TOURISM ADMINISTRATION	2,149,255	1,627,561	1,900,417	272,855	16.8%
TOURIST DEVELOPMENT	390,500	703,100	783,100	80,000	11.4%
BASE BUDGETS Total	42,860,490	49,761,165	52,544,647	2,783,481	5.6%
CIP	2,466,192	176,000	56,000	(120,000)	-68.2%
FLEET	180,533	271,449	70,657	(200,792)	-74.0%
OTHER NON BASE	339,791	125,000	360,000	235,000	188.0%
TECHNOLOGY	955,691	95,500	225,000	129,500	135.6%
FACILITIES PROJECTS	73,500	27,500	70,950	43,450	158.0%

ADMINISTRATION

GRANTS	1,193,440	47,529	10,467	(37,062)	-78.0%
ADMINISTRATION DEPT Total	48,069,637	50,504,143	53,337,721	2,833,578	5.6%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ADMINISTRATION DEPT

Animal Services

Program Message

The Animal Services Program is charged with the enforcement of the Seminole County Code, Chapter 20, Animals and Fowl, while providing shelter to the lost, stray and unwanted animals in Seminole County. To provide for the health and safety of the citizens of Seminole County and their pets, through the active enforcement of local ordinances and adherence to State laws, to provide for the humane sheltering and disposition of stray and unwanted animals and to promote responsible pet ownership and animal welfare through community education, adoption and outreach programs.

This program contains the following service(s) which have the ultimate purpose of protecting the health and safety of the public, while providing humane services to the animal population through the enforcement of applicable laws and ordinances:

- Animal Shelter Operations
- Dispatch and Field Operations
- Coordination of Volunteer and Foster Care Programs
- Customer Support, Education and Outreach

ADMINISTRATION

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
ANIMAL SERVICES					
BASE BUDGETS					
MISCELLANEOUS REVENUES					
369900 MISCELLANEOUS-OTHER	(90)	0	0	0	
369910 COPYING FEES	(221)	0	0	0	
MISCELLANEOUS REVENUES Total	(312)	0	0	0	
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	1,150,977	1,295,120	1,366,721	71,601	5.5%
510140 OVERTIME	53,486	72,562	72,562	0	0.0%
510150 SPECIAL PAY	5,032	6,000	6,000	0	0.0%
510210 SOCIAL SECURITY MATCHING	88,592	104,628	110,105	5,478	5.2%
510220 RETIREMENT CONTRIBUTIONS	106,665	136,768	155,730	18,962	13.9%
510230 HEALTH INSURANCE - EMPLOYER	373,966	367,457	408,370	40,914	11.1%
510240 WORKERS COMPENSATION	12,669	15,765	14,751	(1,014)	-6.4%
PERSONNEL SERVICES Total	1,791,386	1,998,299	2,134,240	135,941	6.8%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	32,907	29,050	26,850	(2,200)	-7.6%
530340 OTHER SERVICES	3,050	9,500	9,500	0	0.0%
530400 TRAVEL AND PER DIEM	415	1,700	1,700	0	0.0%
530401 TRAVEL - TRAINING RELATED	1,020	4,300	4,300	0	0.0%
530439 UTILITIES-OTHER	16,105	18,000	18,500	500	2.8%
530460 REPAIRS AND MAINTENANCE	2,493	10,900	10,900	0	0.0%
530470 PRINTING AND BINDING	1,782	5,000	5,000	0	0.0%
530480 PROMOTIONAL ACTIVITIES	2,892	2,500	2,600	100	4.0%
530490 OTHER CHARGES/OBLIGATIONS	9,883	12,300	12,300	0	0.0%
530494 CREDIT CARD FEES	0	11,000	11,000	0	0.0%
530510 OFFICE SUPPLIES	5,391	3,500	4,500	1,000	28.6%
530520 OPERATING SUPPLIES	131,107	204,650	204,650	0	0.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	35,596	29,000	34,800	5,800	20.0%
530540 BOOKS, DUES PUBLICATIONS	816	1,075	1,275	200	18.6%
530550 TRAINING	4,560	7,000	7,000	0	0.0%
OPERATING EXPENDITURES Total	248,018	349,475	354,875	5,400	1.5%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	255,979	318,692	376,248	57,556	18.1%
540202 INTERNAL SERVICE FEES TECH	14,208	15,390	19,875	4,485	29.1%
INTERNAL SERVICE CHARGES Total	270,187	334,081	396,123	62,042	18.6%
BASE BUDGETS Total	2,309,280	2,681,855	2,885,238	203,383	7.6%
CIP	53,690	0	0	0	
FLEET	94,547	85,697	0	(85,697)	-100.0%
OTHER NON BASE	(14,029)	0	0	0	
FACILITIES PROJECTS	73,500	0	70,950	70,950	
ANIMAL SERVICES Total	2,516,987	2,767,552	2,956,188	188,636	6.8%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ADMINISTRATION DEPT

Board of County Commissioners

Program Message

Board of County Commissioners - A five member Board elected by the voters to represent the County's five districts. Elected by the County at large, each serves a four-year term and the terms are staggered. The Board is the legislative Branch of County government and individual Commissioners serve as both legislative officers and fiscal representatives of the County. The Board is charged with governing the jurisdiction of Seminole County per applicable Florida Statutes. Acting in good faith and within their statutory authority, the Commissioners have wide discretion.

The Board takes official action through creation of policies, ordinances and resolutions at advertised public hearings and public meetings, and conducts worksessions as needed to discuss matters of general importance to the County.

The Board of County Commissioners provide the following services:

- Set policies for the operation of County government in order to provide services to the public which are cost effective, efficient in delivery, and add value to the community
- Communicate with the Public to ensure that County policies reflect the interests of the citizens
- Provide information to the public to keep them informed of Seminole County's policies, services and direction
- Participate in community organizations so that policy decisions are made with as much information as possible

ADMINISTRATION

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BOARD COUNTY COMMISSIONERS					
BASE BUDGETS					
PERSONNEL SERVICES					
510110 EXECUTIVE SALARIES	406,611	426,630	443,248	16,618	3.9%
510120 REGULAR SALARIES & WAGES	267,590	247,173	323,015	75,842	30.7%
510150 SPECIAL PAY	615	600	600	0	0.0%
510210 SOCIAL SECURITY MATCHING	50,492	51,546	57,632	6,086	11.8%
510220 RETIREMENT CONTRIBUTIONS	231,477	234,534	256,230	21,696	9.3%
510230 HEALTH INSURANCE - EMPLOYER	128,021	119,169	149,204	30,035	25.2%
510240 WORKERS COMPENSATION	1,077	1,145	1,205	60	5.2%
PERSONNEL SERVICES Total	1,085,883	1,080,797	1,231,134	150,337	13.9%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	242	0	0	0	
530400 TRAVEL AND PER DIEM	5,822	25,000	25,000	0	0.0%
530410 COMMUNICATIONS	328	0	0	0	
530510 OFFICE SUPPLIES	2,469	1,500	1,500	0	0.0%
530520 OPERATING SUPPLIES	0	500	500	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	10,381	10,550	10,550	0	0.0%
OPERATING EXPENDITURES Total	19,243	37,550	37,550	0	0.0%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	41,006	56,921	76,684	19,763	34.7%
540202 INTERNAL SERVICE FEES TECH	5,553	6,834	8,107	1,273	18.6%
INTERNAL SERVICE CHARGES Total	46,559	63,755	84,791	21,037	33.0%
BASE BUDGETS Total	1,151,685	1,182,102	1,353,475	171,374	14.5%
BOARD COUNTY COMMISSIONERS Total	1,151,685	1,182,102	1,353,475	171,374	14.5%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ADMINISTRATION DEPT

County Attorney

Program Message

The County Attorney's Office provides quality legal services in a timely manner to the Board of County Commissioners, the County Manager's Office, Departments, boards and in limited areas, upon request of elected Constitutional Officers.

The County Attorney's Office provides the following services:

- Advise all BCC members and County staff on all County legal matters.
- Drafting of legal opinions, ordinances, resolutions, contracts and other legal documents.
- Carry out ethics, public records and sunshine training for the Board of County Commissioners, advisory boards, employees and new employee orientation.
- Carry out and/or monitor all litigation to which the County is a party, while attempting to resolve all disputes through settlement negotiations and mediations.
- Participate in a direct or support capacity to accomplish County and departmental projects in accordance with priorities established by the Board of County Commissioners and the County Manager's Office.

ADMINISTRATION

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
COUNTY ATTORNEY					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	1,197,373	1,347,362	1,462,024	114,662	8.5%
510130 OTHER PERSONAL SERVICES	5,984	0	0	0	
510150 SPECIAL PAY	3,395	3,600	2,400	(1,200)	-33.3%
510210 SOCIAL SECURITY MATCHING	81,910	103,073	111,845	8,772	8.5%
510220 RETIREMENT CONTRIBUTIONS	202,334	231,097	259,378	28,281	12.2%
510230 HEALTH INSURANCE - EMPLOYER	156,917	146,658	193,573	46,915	32.0%
510240 WORKERS COMPENSATION	1,658	1,931	2,057	125	6.5%
PERSONNEL SERVICES Total	1,649,572	1,833,722	2,031,277	197,555	10.8%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	29,904	45,204	45,204	0	0.0%
530330 COURT REPORTER SERVICES	0	3,000	3,000	0	0.0%
530400 TRAVEL AND PER DIEM	8	2,200	2,200	0	0.0%
530401 TRAVEL - TRAINING RELATED	268	4,000	4,000	0	0.0%
530420 TRANSPORTATION	31	200	200	0	0.0%
530460 REPAIRS AND MAINTENANCE	0	500	500	0	0.0%
530470 PRINTING AND BINDING	4,454	7,200	7,200	0	0.0%
530490 OTHER CHARGES/OBLIGATIONS	62	200	200	0	0.0%
530510 OFFICE SUPPLIES	2,728	4,000	4,000	0	0.0%
530520 OPERATING SUPPLIES	777	500	500	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	37,685	49,183	49,183	0	0.0%
530550 TRAINING	996	6,600	6,600	0	0.0%
OPERATING EXPENDITURES Total	76,913	122,787	122,787	0	0.0%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	60,122	70,667	84,764	14,097	19.9%
540202 INTERNAL SERVICE FEES TECH	7,014	8,595	8,458	(137)	-1.6%
INTERNAL SERVICE CHARGES Total	67,136	79,262	93,222	13,960	17.6%
BASE BUDGETS Total	1,793,622	2,035,771	2,247,286	211,515	10.4%
TECHNOLOGY	0	0	225,000	225,000	
COUNTY ATTORNEY Total	1,793,622	2,035,771	2,472,286	436,515	21.4%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ADMINISTRATION DEPT

County Manager

Program Message

The County Manager's Office purpose is to provide leadership, encourage and stimulate excellence throughout the organization to ensure the efficient and effective delivery of public services to Seminole County residents in accordance with the overall policy of the Board of County Commissioners.

The County Managers Office provides the following services:

- Ensure the delivery of quality and timely services to Seminole County residents in accordance with the overall policy of the Board of County Commissioners
- Cultivate, throughout the organization, a continuous improvement mindset and a customer service attitude that strives to anticipate, meet and exceed customer expectations
- Facilitate communication across the organization
- Provide information to the public regarding County services
- Establish a partnership with the private sector in facilitating economic development and job creation in Seminole County
- Ensure long-term fiscal sustainability

ADMINISTRATION

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
COUNTY MANAGER					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	698,045	695,217	815,911	120,694	17.4%
510150 SPECIAL PAY	13,960	9,900	12,150	2,250	22.7%
510210 SOCIAL SECURITY MATCHING	46,592	53,184	62,417	9,233	17.4%
510220 RETIREMENT CONTRIBUTIONS	151,295	158,836	202,220	43,384	27.3%
510230 HEALTH INSURANCE - EMPLOYER	86,633	79,652	95,463	15,811	19.9%
510240 WORKERS COMPENSATION	1,042	1,182	1,305	124	10.5%
PERSONNEL SERVICES Total	997,568	997,971	1,189,467	191,496	19.2%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	0	2,750	32,750	30,000	1090.9%
530320 ACCOUNTING AND AUDITING	18,268	0	0	0	
530340 OTHER SERVICES	192,000	205,000	205,000	0	0.0%
530400 TRAVEL AND PER DIEM	600	2,500	0	(2,500)	-100.0%
530490 OTHER CHARGES/OBLIGATIONS	2,086	4,674	13,174	8,500	181.9%
530510 OFFICE SUPPLIES	876	2,000	2,000	0	0.0%
530520 OPERATING SUPPLIES	639	1,000	1,000	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	61,416	72,673	74,344	1,671	2.3%
530550 TRAINING	0	0	2,500	2,500	
OPERATING EXPENDITURES Total	275,884	290,597	330,768	40,171	13.8%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	37,414	45,894	72,568	26,674	58.1%
540202 INTERNAL SERVICE FEES TECH	3,687	4,441	6,859	2,418	54.5%
INTERNAL SERVICE CHARGES Total	41,100	50,335	79,427	29,092	57.8%
BASE BUDGETS Total	1,314,552	1,338,902	1,599,662	260,760	19.5%
CIP	2,338,468	120,000	0	(120,000)	-100.0%
OTHER NON BASE	39,399	100,000	0	(100,000)	-100.0%
COUNTY MANAGER Total	3,692,419	1,558,902	1,599,662	40,760	2.6%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ADMINISTRATION DEPT

E-911

Program Message

The 911 Administration encompasses 911 GIS mapping support, 911 operator training, administration of 911 services and equipment in support of all 911 centers in Seminole County; these centers include Seminole County Sheriff, Seminole County Fire/EMS Communications and Winter Springs P.D. Communications.

The Addressing Office maintains all addresses throughout Seminole County. This information is used for 911 emergency response purposes, building and planning, utilities, code enforcement, and mail. Addressing staff directly address for unincorporated Seminole County and the cities of Lake Mary and Longwood. All other cities address in partnership with Seminole County Addressing. New development projects and building permits are reviewed for assigning addresses and ensuring the correct address is being used.

Initiatives: Continue to create and update GIS layers and Master Street Address Guide (MSAG) for Next Generation 911 Compliance

Complete cross reference and matching all GIS addresses for every jurisdiction with the emergency services address data

Establish a method of receiving photos along with text messaging within the PSAPs

The program provides the following services:

- Provide oversight of training for PSAP Operators in various issues
- Ensures compliance with State Statutes regarding 911
- Administers the monies collected from the 911 surcharge fees
- Insures PSAP equipment works correctly and efficiently
- Evaluation and design of new equipment and networks for 911
- Work with addressing authorities, telephone companies and GIS personnel to ensure an accurate 911 database
- Review and address all new development within unincorporated Seminole County as well as the cities of Longwood and Lake Mary
- Maintain a comprehensive address point GIS layer for the entire county
- Investigate and review all address discrepancies within the county

ADMINISTRATION

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
E-911					
BASE BUDGETS					
CHARGES FOR SERVICES					
341910 ADDRESSING FEES	(29,490)	(30,000)	(30,000)	0	0.0%
CHARGES FOR SERVICES Total	(29,490)	(30,000)	(30,000)	0	0.0%
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	314,158	387,092	409,057	21,965	5.7%
510140 OVERTIME	873	1,560	1,560	0	0.0%
510210 SOCIAL SECURITY MATCHING	22,533	29,732	31,412	1,680	5.7%
510220 RETIREMENT CONTRIBUTIONS	29,103	38,865	44,429	5,564	14.3%
510230 HEALTH INSURANCE - EMPLOYER	92,900	101,500	114,462	12,962	12.8%
510240 WORKERS COMPENSATION	584	661	657	(4)	-0.6%
PERSONNEL SERVICES Total	460,150	559,409	601,577	42,167	7.5%
OPERATING EXPENDITURES					
530400 TRAVEL AND PER DIEM	1,161	3,400	3,400	0	0.0%
530401 TRAVEL - TRAINING RELATED	120	9,000	9,000	0	0.0%
530410 COMMUNICATIONS	504,928	772,245	773,245	1,000	0.1%
530460 REPAIRS AND MAINTENANCE	201,810	255,459	255,459	0	0.0%
530510 OFFICE SUPPLIES	548	2,000	2,000	0	0.0%
530520 OPERATING SUPPLIES	0	3,100	3,100	0	0.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	21,504	45,138	52,434	7,296	16.2%
530540 BOOKS, DUES PUBLICATIONS	142	1,800	1,800	0	0.0%
530550 TRAINING	499	15,550	16,050	500	3.2%
OPERATING EXPENDITURES Total	730,711	1,107,691	1,116,487	8,796	0.8%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	100,957	110,756	115,492	4,736	4.3%
540202 INTERNAL SERVICE FEES TECH	4,765	6,889	6,455	(434)	-6.3%
INTERNAL SERVICE CHARGES Total	105,722	117,645	121,947	4,302	3.7%
GRANTS & AIDS					
580811 AID TO GOVT AGENCIES	443	130,000	130,000	0	0.0%
GRANTS & AIDS Total	443	130,000	130,000	0	0.0%
CONSTITUTIONAL TRANSFERS					
590963 TRANSFER SHERIFF	425,000	425,000	425,000	0	0.0%
CONSTITUTIONAL TRANSFERS Total	425,000	425,000	425,000	0	0.0%
BASE BUDGETS Total	1,692,537	2,309,746	2,365,011	55,265	2.4%
TECHNOLOGY	(48,000)	0	0	0	
FACILITIES PROJECTS	0	27,500	0	(27,500)	-100.0%
E-911 Total	1,644,537	2,337,246	2,365,011	27,765	1.2%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ADMINISTRATION DEPT

Economic Development & Community Relations

Program Message

Economic Development: The Seminole County Economic Development Office works directly with businesses while utilizing strategic partnerships to strengthen Seminole County's economy and create new employment opportunities.

The objective of the Economic Development Program is the creation of high-wage jobs and the recruitment of targeted businesses. Diverse job opportunities for Seminole County residents are essential to our community's future prosperity. In FY2020/2021, Economic Development continued to work towards this objective by strengthening our economy through strategic partnerships, business development services, business retention and expansion programs, and professional and technical outreach. Key relationships include: Orlando Economic Partnership, Seminole State College Center for Economic Development, Prospera, University of Central Florida Business Incubation Program, City of Altamonte Springs, City of Casselberry, City of Lake Mary, City of Longwood, City of Oviedo, City of Sanford, City of Winter Springs, Seminole County Public Schools, Seminole County Regional Chamber of Commerce, Oviedo-Winter Springs Regional Chamber of Commerce, Sanford Regional Chamber of Commerce, CareerSource Central Florida, and local businesses. Our collaborative partnership with these organizations resulted in hundreds of local business start-ups.

Seminole County incentivized one economic development project in FY2020/21, creating 100 new jobs with an average annual wage of \$80,150 and a capital investment of \$25,500,000.

According to the United States Bureau of Labor Statistics Seminole County maintained the lowest unemployment rate in the region along with one of the highest average annual wages.

Business retention and expansion programs continue to be a primary focus for Seminole County Economic Development.

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ADMINISTRATION DEPT

Economic Development & Community Relations (CONT.)

Program Message

Community Information: The vision of the Community Information Program is to provide transparent, timely, and accurate information to the citizens of Seminole County by informing and engaging residents, strengthening and expanding the County's reputation and reach, and fostering community pride.

The Community Information Program is responsible for media relations, social media content and strategy, special events, writing, videography, graphic design, and the County's public access channel, SGTV. Communication efforts are carried out by focusing on a combination of activities across the key areas of media relations, digital media, community relations, external outreach, public access, and communication support for the Board of County Commissioners and County Manager. Outreach is reinforced through branding, graphic design, and videography efforts that communicate the message of Seminole County Government across all media platforms, further reinforcing the story to residents in the most effective manner.

The primary goal of the Community Information Program is to enhance communication between Seminole County Government and external audiences. This is carried out through the following objectives:

- Tell Our Story;
- Advance Proactive and Transparent Communications;
- Create Meaningful Engagement with External Audiences;
- Become Stronger Partners with Local Media; and
- Improve Brand Consistency.

SGTV, coordinates production of all publicly noticed meetings held in the Board of County Commissioners Chambers. These meetings can be viewed live on select cable channels, the County website and YouTube, and are replayed via the same outlets. SGTV staff members develop short and full-length programs for use on television, web, and social media.

The Graphics team provides professional design services, artwork, signage, and photography for all internal and external communications. Graphics upholds County branding standards, produces marketing collateral, and serves as an internal support service for all County departments.

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ADMINISTRATION DEPT

Economic Development & Community Relations (CONT.)

Program Message

Tourism: Seminole County Tourism serves as the local resource for Seminole County visitors, providing information, resources, and support for the hospitality and tourism industries. The Tourism Program primarily manages leisure and sports tourism efforts, marketing Seminole County as a destination throughout the southeast. Additionally, Tourism staff members support the Seminole County Tourist Development Council.

According to Smith Travel Research, Seminole County had the highest occupancy in the region throughout the recovery from the pandemic.

In FY 2020/2021 Seminole County athletic venues hosted more than 80 tournaments with over 3,000 participating teams bringing in over 150,000 total visitors. These tournaments resulted in an economic impact of more than \$30M and 30,000 room nights generated in Seminole County.

Seminole County is proud to be home to rising stars in youth soccer. In July 2019, the Elite Clubs National League (ECNL) extended their contract for an additional three years and has committed to hosting both the Girls and Boys National Soccer Tournaments in Seminole County through 2023. These tournaments generate more than 5,000 hotel room nights alone and nearly \$5M in economic impact.

Boombah Sports Complex

Since opening in May 2016, the Boombah Sports Complex has:

- Hosted more than 240 tournaments and upwards of 580,000 visitors;
- Produced more than 75,000 room nights for Seminole County hotels;
- Generated a \$95M economic impact towards County businesses;
- FY2020/21, hosted 43 events, 1,811 teams, and 82,000 visitors;
- Produced 17,000 room nights for Seminole Count Hotels;
- \$16M in economic impact was generated in FY2020/21 alone.

SEMINOLE COUNTY GOVERNMENT FY 2021/22 ADOPTED BUDGET DOCUMENT

Economic Development & Community Relations (CONT.)

Program Message

The program provides the following services:

- Business development programs designed to recruit targeted businesses offering high-wage jobs;
- Business retention and expansion support and programs;
- Host forums and work sessions that focus on workforce development education and expansion opportunities;
- Direct new and expanding business surveys and interviews;
- Serve as local business liaison to partners such as Seminole State College, University of Central Florida Incubator, Prospera, Orlando Economic Partnership, and chambers of commerce;
- External communication efforts, including: social media, County website, You Tube, newsletters and press releases, the County Manager's Annual Report, and the State of the County address;
- Provide an unimpeded flow of factual, unbiased information related to the County, local governmental agencies and government partners;
- Manage relationships with members of the media and coordinate the fulfillment of their requests;
- SGTV broadcasts of Seminole County meetings and production of original, County-related programming;
- Professional design, artwork and photography services for internal and external County communication materials;
- Local resource for Seminole County's visitors, providing information, resources, and support for the hospitality and tourism industry;
- Manages requests related to conferences and events, the leisure traveler, sporting events, and serve as a liaison to Seminole County's hotel, attraction, and food & beverage industries;
- Marketing of Seminole County throughout the southeast;
- Internal administrator for the Seminole County Tourist Development Council.

ADMINISTRATION

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
ECON DEV-COMMUNITY RELATION					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	315,917	350,480	294,154	(56,326)	-16.1%
510150 SPECIAL PAY	3,330	3,450	1,200	(2,250)	-65.2%
510210 SOCIAL SECURITY MATCHING	23,465	26,812	22,503	(4,309)	-16.1%
510220 RETIREMENT CONTRIBUTIONS	41,073	47,818	31,827	(15,991)	-33.4%
510230 HEALTH INSURANCE - EMPLOYER	51,358	53,029	55,686	2,657	5.0%
510240 WORKERS COMPENSATION	294	596	471	(125)	-21.0%
PERSONNEL SERVICES Total	435,437	482,184	405,841	(76,343)	-15.8%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	466,490	541,490	541,490	0	0.0%
530400 TRAVEL AND PER DIEM	1,690	4,000	4,000	0	0.0%
530401 TRAVEL - TRAINING RELATED	0	4,500	4,500	0	0.0%
530440 RENTAL AND LEASES	18,679	19,680	20,680	1,000	5.1%
530470 PRINTING AND BINDING	0	1,500	1,500	0	0.0%
530480 PROMOTIONAL ACTIVITIES	165	13,000	13,000	0	0.0%
530510 OFFICE SUPPLIES	130	875	875	0	0.0%
530520 OPERATING SUPPLIES	0	1,500	1,500	0	0.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	0	175	175	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	7,092	12,000	17,270	5,270	43.9%
530550 TRAINING	1,075	3,000	3,000	0	0.0%
OPERATING EXPENDITURES Total	495,321	601,720	607,990	6,270	1.0%
GRANTS & AIDS					
580811 AID TO GOVT AGENCIES	425,000	425,000	425,000	0	0.0%
580821 AID TO PRIVATE ORGANIZATIONS	1,172,472	576,105	536,308	(39,797)	-6.9%
GRANTS & AIDS Total	1,597,472	1,001,105	961,308	(39,797)	-4.0%
BASE BUDGETS Total	2,528,230	2,085,009	1,975,139	(109,870)	-5.3%
OTHER NON BASE	25,000	0	0	0	
ECON DEV-COMMUNITY RELATION Total	2,553,230	2,085,009	1,975,139	(109,870)	-5.3%

ADMINISTRATION

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
COMMUNITY INFORMATION					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	409,940	585,084	582,241	(2,843)	-0.5%
510140 OVERTIME	506	0	0	0	
510150 SPECIAL PAY	766	1,200	1,200	0	0.0%
510210 SOCIAL SECURITY MATCHING	30,325	44,759	44,541	(217)	-0.5%
510220 RETIREMENT CONTRIBUTIONS	41,955	64,455	62,999	(1,457)	-2.3%
510230 HEALTH INSURANCE - EMPLOYER	89,130	105,866	115,947	10,081	9.5%
510240 WORKERS COMPENSATION	765	995	932	(63)	-6.3%
PERSONNEL SERVICES Total	573,385	802,359	807,860	5,501	0.7%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	4,905	1,500	1,500	0	0.0%
530400 TRAVEL AND PER DIEM	192	1,600	1,600	0	0.0%
530460 REPAIRS AND MAINTENANCE	4,394	13,500	13,500	0	0.0%
530470 PRINTING AND BINDING	4,276	6,000	6,000	0	0.0%
530510 OFFICE SUPPLIES	279	500	500	0	0.0%
530520 OPERATING SUPPLIES	14,403	16,500	16,500	0	0.0%
530521 EQUIPMENT \$1000-\$4999	0	8,000	8,000	0	0.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	642	7,000	15,580	8,580	122.6%
530540 BOOKS, DUES PUBLICATIONS	2,254	1,750	1,750	0	0.0%
530550 TRAINING	0	1,000	1,000	0	0.0%
OPERATING EXPENDITURES Total	31,345	57,350	65,930	8,580	15.0%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	91,469	112,498	101,313	(11,185)	-9.9%
540202 INTERNAL SERVICE FEES TECH	10,884	17,433	11,884	(5,549)	-31.8%
INTERNAL SERVICE CHARGES Total	102,353	129,931	113,197	(16,734)	-12.9%
CAPITAL OUTLAY					
560642 EQUIPMENT >\$4999	6,296	0	0	0	
CAPITAL OUTLAY Total	6,296	0	0	0	
BASE BUDGETS Total	713,378	989,640	986,987	(2,653)	-0.3%
FLEET	20,624	0	0	0	
TECHNOLOGY	0	45,500	0	(45,500)	-100.0%
COMMUNITY INFORMATION Total	734,002	1,035,140	986,987	(48,153)	-4.7%

ADMINISTRATION

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
TOURISM ADMINISTRATION					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	445,110	500,704	497,994	(2,710)	-0.5%
510150 SPECIAL PAY	1,691	1,650	1,650	0	0.0%
510210 SOCIAL SECURITY MATCHING	32,260	38,304	38,097	(207)	-0.5%
510220 RETIREMENT CONTRIBUTIONS	52,416	62,841	68,136	5,295	8.4%
510230 HEALTH INSURANCE - EMPLOYER	122,261	116,563	110,405	(6,157)	-5.3%
510240 WORKERS COMPENSATION	610	851	797	(54)	-6.4%
PERSONNEL SERVICES Total	654,348	720,912	717,079	(3,833)	-0.5%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	687,541	27,150	28,605	1,455	5.4%
530340 OTHER SERVICES	173,606	211,500	211,800	300	0.1%
530400 TRAVEL AND PER DIEM	6,068	15,500	15,295	(205)	-1.3%
530440 RENTAL AND LEASES	91,941	103,679	103,679	0	0.0%
530460 REPAIRS AND MAINTENANCE	119	0	0	0	
530470 PRINTING AND BINDING	0	12,000	12,000	0	0.0%
530480 PROMOTIONAL ACTIVITIES	473,665	394,200	670,200	276,000	70.0%
530510 OFFICE SUPPLIES	1,251	2,000	2,000	0	0.0%
530520 OPERATING SUPPLIES	45	77	77	0	0.0%
530521 EQUIPMENT \$1000-\$4999	4,717	3,800	1,500	(2,300)	-60.5%
530522 OPERATING SUPPLIES-TECHNOLOGY	229	2,700	3,450	750	27.8%
530540 BOOKS, DUES PUBLICATIONS	9,662	16,000	16,000	0	0.0%
530550 TRAINING	3,329	15,500	15,500	0	0.0%
OPERATING EXPENDITURES Total	1,452,174	804,106	1,080,106	276,000	34.3%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	38,162	46,812	48,451	1,640	3.5%
540202 INTERNAL SERVICE FEES TECH	4,571	5,732	4,780	(951)	-16.6%
INTERNAL SERVICE CHARGES Total	42,733	52,544	53,232	688	1.3%
GRANTS & AIDS					
580821 AID TO PRIVATE ORGANIZATIONS	0	50,000	50,000	0	0.0%
GRANTS & AIDS Total	0	50,000	50,000	0	0.0%
BASE BUDGETS Total	2,149,255	1,627,561	1,900,417	272,855	16.8%
OTHER NON BASE	25,000	0	0	0	
TOURISM ADMINISTRATION Total	2,174,255	1,627,561	1,900,417	272,855	16.8%

ADMINISTRATION

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
TOURIST DEVELOPMENT					
BASE BUDGETS					
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	0	0	350,000	350,000	
530340 OTHER SERVICES	0	300,000	0	(300,000)	-100.0%
530480 PROMOTIONAL ACTIVITIES	0	103,100	133,100	30,000	29.1%
OPERATING EXPENDITURES Total	0	403,100	483,100	80,000	19.8%
GRANTS & AIDS					
580821 AID TO PRIVATE ORGANIZATIONS	390,500	300,000	300,000	0	0.0%
GRANTS & AIDS Total	390,500	300,000	300,000	0	0.0%
BASE BUDGETS Total	390,500	703,100	783,100	80,000	11.4%
CIP	31,164	56,000	56,000	0	0.0%
TOURIST DEVELOPMENT Total	421,664	759,100	839,100	80,000	10.5%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ADMINISTRATION DEPT

Emergency Management

Program Message

The Office of Emergency Management (OEM) is responsible for performing technical work in the development, implementation, and management of countywide disaster prevention, protection, response, recovery, and mitigation activities. OEM staff provide countywide planning, training and exercise programs in order to be prepared for natural, technological, and/or man-made emergencies. In addition, staff manage and coordinate the County's Emergency Operations Center during times of emergency.

The development of the Comprehensive Emergency Management Plan (CEMP), Continuity of Operations Plan (COOP), and Local Mitigation Strategy (LMS) is a cooperative effort with various local government entities, non-profit agencies, and faith based organizations.

OEM staff is responsible for the development and maintenance of plans that keep Seminole County safe during a disaster. The Office also provides guidance to its municipalities and support agencies on the development of disaster management plans.

The program provides the following services:

- Disaster Planning, Training and Exercise
- Homeland Security / Prevention
- Public Education / Outreach
- Response Coordination
- Short/Long Term Recovery Activities from Previous Disasters
- Mitigation / Resiliency Program Management / Coordination

ADMINISTRATION

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
EMERGENCY MANAGEMENT					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	180,170	387,553	484,936	97,383	25.1%
510140 OVERTIME	2,000	3,605	3,605	0	0.0%
510150 SPECIAL PAY	574	0	0	0	
510210 SOCIAL SECURITY MATCHING	13,888	29,924	37,373	7,450	24.9%
510220 RETIREMENT CONTRIBUTIONS	15,639	36,771	52,096	15,325	41.7%
510230 HEALTH INSURANCE - EMPLOYER	22,874	48,781	84,344	35,564	72.9%
510240 WORKERS COMPENSATION	513	1,616	1,755	138	8.6%
PERSONNEL SERVICES Total	235,659	508,250	664,110	155,860	30.7%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	2,600	0	0	0	
530340 OTHER SERVICES	18,111	0	254,000	254,000	
530400 TRAVEL AND PER DIEM	0	1,500	1,500	0	0.0%
530401 TRAVEL - TRAINING RELATED	175	0	0	0	
530410 COMMUNICATIONS	5,025	6,000	6,000	0	0.0%
530440 RENTAL AND LEASES	481	0	0	0	
530460 REPAIRS AND MAINTENANCE	0	4,000	4,000	0	0.0%
530480 PROMOTIONAL ACTIVITIES	5,266	11,600	11,600	0	0.0%
530494 CREDIT CARD FEES	528	0	0	0	
530510 OFFICE SUPPLIES	42	0	0	0	
530520 OPERATING SUPPLIES	44,407	10,500	15,500	5,000	47.6%
530521 EQUIPMENT \$1000-\$4999	2,182	0	0	0	
530522 OPERATING SUPPLIES-TECHNOLOGY	2,205	15,000	15,000	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	701	0	0	0	
530550 TRAINING	0	10,000	10,000	0	0.0%
OPERATING EXPENDITURES Total	81,723	58,600	317,600	259,000	442.0%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	483,289	566,082	697,425	131,343	23.2%
540202 INTERNAL SERVICE FEES TECH	56,927	66,829	64,558	(2,271)	-3.4%
INTERNAL SERVICE CHARGES Total	540,216	632,911	761,983	129,072	20.4%
BASE BUDGETS Total	857,598	1,199,761	1,743,693	543,932	45.3%
FLEET	33,072	121,933	0	(121,933)	-100.0%
OTHER NON BASE	152,198	0	0	0	
GRANTS	(87)	0	0	0	
EMERGENCY MANAGEMENT Total	1,042,780	1,321,694	1,743,693	421,999	31.9%

**SEMINOLE COUNTY GOVERNMENT
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ADMINISTRATION DEPT

Benefits

Program Message

Benefits administers the overall health and wellness programs for the employees of Seminole County Government.

The program provides the following services:

- Management of the Self-Insured Health Plan
- Organization of the Employees Benefits Annual Open Enrollment
- Management of the Annual Wellness Program (Physical/Biometrics/Tobacco non-use)
- Coordination of the retirement process, FRS and deferred compensation providers

ADMINISTRATION

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
EMPLOYEE BENEFITS					
BASE BUDGETS					
CHARGES FOR SERVICES					
341230 BOCC INSURANCE EMPLOYEE	(3,026)	0	0	0	
341240 BOCC INSURANCE RETIREE	(1,080,576)	0	0	0	
341250 BOCC INSURANCE COBRA	(31,509)	0	0	0	
341260 TAX COLLECTOR INSURANCE	(1,628,728)	0	0	0	
341265 PROPERTY APPRAISER INSURANCE	(1,099,099)	0	0	0	
341270 SUPERVISOR OF ELECTIONS INSUR	(83,151)	0	0	0	
341280 PORT AUTHORITY INSURANCE	(57,555)	0	0	0	
341290 BOCC HEALTH PROGRAM	(33,580)	0	0	0	
CHARGES FOR SERVICES Total	(4,017,224)	0	0	0	
MISCELLANEOUS REVENUES					
366100 CONTRIBUTIONS & DONATIONS	0	(5,000)	(75,000)	(70,000)	1400.0%
369900 MISCELLANEOUS-OTHER	(77,000)	0	0	0	
369935 REIMBURSEMENTS - REBATES	(660,765)	0	0	0	
MISCELLANEOUS REVENUES Total	(737,765)	(5,000)	(75,000)	(70,000)	1400.0%
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	233,402	230,506	260,179	29,673	12.9%
510150 SPECIAL PAY	846	825	825	0	0.0%
510210 SOCIAL SECURITY MATCHING	16,656	17,634	19,904	2,270	12.9%
510220 RETIREMENT CONTRIBUTIONS	26,782	28,875	34,652	5,777	20.0%
510230 HEALTH INSURANCE - EMPLOYER	101,646	59,502	67,753	8,251	13.9%
510240 WORKERS COMPENSATION	386	392	416	24	6.2%
PERSONNEL SERVICES Total	379,717	337,733	383,729	45,996	13.6%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	138,801	107,460	113,900	6,440	6.0%
530340 OTHER SERVICES	850,060	943,780	943,780	0	0.0%
530400 TRAVEL AND PER DIEM	161	1,050	1,050	0	0.0%
530440 RENTAL AND LEASES	0	404	404	0	0.0%
530450 INSURANCE	1,816,592	1,835,879	2,037,000	201,121	11.0%
530451 BOCC INSURANCE CLAIMS	16,326,663	21,598,472	22,000,000	401,528	1.9%
530452 OTHER ENTITY INSURANCE CLAIMS	4,376,510	3,904,600	3,800,000	(104,600)	-2.7%
530460 REPAIRS AND MAINTENANCE	3,142	10,000	10,000	0	0.0%
530490 OTHER CHARGES/OBLIGATIONS	12,838	20,000	20,000	0	0.0%
530510 OFFICE SUPPLIES	0	250	250	0	0.0%
530520 OPERATING SUPPLIES	6,853	7,350	7,350	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	0	500	500	0	0.0%
530550 TRAINING	954	1,400	1,400	0	0.0%
OPERATING EXPENDITURES Total	23,532,574	28,431,145	28,935,634	504,489	1.8%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	6,159	6,901	7,456	555	8.0%
540202 INTERNAL SERVICE FEES TECH	1,096	1,200	1,107	(93)	-7.8%
INTERNAL SERVICE CHARGES Total	7,256	8,101	8,563	462	5.7%
BASE BUDGETS Total	19,164,558	28,771,980	29,252,926	480,946	1.7%
OTHER NON BASE	(5,000)	0	0	0	

ADMINISTRATION

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
EMPLOYEE BENEFITS Total	19,159,558	28,771,980	29,252,926	480,946	1.7%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ADMINISTRATION DEPT

Human Resources

Program Message

The Office of Human Resources provides centralized support to Seminole County Government through, providing guidance and support to the Board of County Commissioners on all employee related matters, including but not limited to, State and Federal regulations and labor laws, providing professional counsel on personnel issues facing the County and its employees daily; cultivating a proficient and high performing workforce based on competencies and values needed to accomplish SCG vision; promoting the health and well-being of employees; Increasing responsibility for positive behavior and performance both individually and collectively; and adhering to the values of ethical conduct, innovation, responsibility, leadership, professionalism, respect, customer service and teamwork, to meet the needs of the County. We strive for Seminole County Government to be the employer of choice in the Central Florida.

The program provides the following services:

- Employee and Labor Relations
- Employment and Recruiting
- Classification and Compensation
- Human Resources/Personnel Records
- Training and Development
- Position Control

ADMINISTRATION

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
HUMAN RESOURCES					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	524,143	560,311	620,699	60,387	10.8%
510140 OVERTIME	341	0	0	0	
510150 SPECIAL PAY	2,606	2,475	3,675	1,200	48.5%
510210 SOCIAL SECURITY MATCHING	37,211	42,864	47,483	4,620	10.8%
510220 RETIREMENT CONTRIBUTIONS	63,980	73,504	86,661	13,158	17.9%
510230 HEALTH INSURANCE - EMPLOYER	162,073	145,442	139,694	(5,748)	-4.0%
510240 WORKERS COMPENSATION	714	953	993	41	4.3%
PERSONNEL SERVICES Total	791,068	825,548	899,205	73,657	8.9%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	16,074	39,000	38,000	(1,000)	-2.6%
530340 OTHER SERVICES	15,032	18,500	24,000	5,500	29.7%
530400 TRAVEL AND PER DIEM	438	1,500	1,000	(500)	-33.3%
530401 TRAVEL - TRAINING RELATED	0	400	400	0	0.0%
530460 REPAIRS AND MAINTENANCE	5,867	9,020	8,600	(420)	-4.7%
530490 OTHER CHARGES/OBLIGATIONS	20,639	34,500	34,500	0	0.0%
530510 OFFICE SUPPLIES	1,649	3,000	2,500	(500)	-16.7%
530520 OPERATING SUPPLIES	630	4,500	4,500	0	0.0%
530521 EQUIPMENT \$1000-\$4999	2,697	0	0	0	
530522 OPERATING SUPPLIES-TECHNOLOGY	29,637	30,000	32,000	2,000	6.7%
530540 BOOKS, DUES PUBLICATIONS	2,586	1,610	1,610	0	0.0%
530550 TRAINING	43,975	60,000	60,000	0	0.0%
OPERATING EXPENDITURES Total	139,223	202,030	207,110	5,080	2.5%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	59,916	59,656	88,398	28,742	48.2%
540202 INTERNAL SERVICE FEES TECH	7,486	7,881	8,796	915	11.6%
INTERNAL SERVICE CHARGES Total	67,402	67,537	97,194	29,657	43.9%
BASE BUDGETS Total	997,693	1,095,115	1,203,509	108,394	9.9%
OTHER NON BASE	90,000	0	200,000	200,000	
HUMAN RESOURCES Total	1,087,693	1,095,115	1,403,509	308,394	28.2%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ADMINISTRATION DEPT

Office of Organizational Excellence

Program Message

The Office of Organizational Excellence (OOE) partners with individuals, teams, and other organizations to improve outcomes for our community and business partners. The OOE accomplishes this goal by applying sound business principles to project management, business process management, performance management, strategic planning, employee development, and formal research. More specifically, the OOE provides project management expertise through active involvement in formal projects and by providing project management training via an on-staff certified Project Management Professionals (PMPs). The OOE also partners with departmental teams to improve performance by integrating process toolkits such as The Project Management Institute's Business Analysis Body of Knowledge (BABOK). The Office of Organizational Excellence provides strategic planning services to assist departments develop and manage their strategic plans. Additionally, the OOE provides formal analysis and recommendations to help individual employees and teams realize their potential. The OOE also performs high quality research on a wide range of issues that impact programs and clients.

The program provides the following services:

- Formal Program and Project Management
- Formal Business Process Analysis
- Performance Management
- Strategic Planning
- Employee Development
- Formal Research

ADMINISTRATION

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
ORGANIZATIONAL EXCELLENCE					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	200,917	192,751	336,934	144,183	74.8%
510150 SPECIAL PAY	760	600	600	0	0.0%
510210 SOCIAL SECURITY MATCHING	14,161	14,745	25,775	11,030	74.8%
510220 RETIREMENT CONTRIBUTIONS	39,941	41,484	61,244	19,760	47.6%
510230 HEALTH INSURANCE - EMPLOYER	53,496	50,600	69,205	18,605	36.8%
510240 WORKERS COMPENSATION	276	2,720	3,029	309	11.4%
PERSONNEL SERVICES Total	309,551	302,900	496,787	193,887	64.0%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	0	0	20,000	20,000	
530400 TRAVEL AND PER DIEM	0	250	250	0	0.0%
530510 OFFICE SUPPLIES	0	320	320	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	732	970	970	0	0.0%
530550 TRAINING	0	5,000	10,000	5,000	100.0%
OPERATING EXPENDITURES Total	732	6,540	31,540	25,000	382.3%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	4,204	2,104	6,244	4,141	196.8%
540202 INTERNAL SERVICE FEES TECH	356	0	539	539	
INTERNAL SERVICE CHARGES Total	4,560	2,104	6,783	4,679	222.4%
BASE BUDGETS Total	314,842	311,544	535,110	223,566	71.8%
ORGANIZATIONAL EXCELLENCE Total	314,842	311,544	535,110	223,566	71.8%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ADMINISTRATION DEPT

Telecommunications

Program Message

Mission Critical Radio System and Tower Structure: The program encompasses the following services and operational capabilities; programming, template development, installation, repair, preventive maintenance, modification and integration of two way radio communication to include the tower infrastructure for first responders and County operations personnel of Seminole County Government to include but not limited to City of Altamonte Springs, Casselberry, Lake Mary, Longwood, Oviedo, Sanford and Winter Springs. Services are also provided to Sanford Airport Authority, Central Florida Regional Hospital, South Seminole Community Hospital, Florida Hospital Altamonte, Seminole County School Board Authority, Seminole State College, Florida Highway Patrol, local news agencies, and Federal agencies (U.S. Marshalls, U.S. Drug Enforcement Administration, U.S. Immigration and Customs Enforcement, and U.S. Customs and Border Protection). This team maintains and updates all surveillance camera systems for transmitter sites and server rooms. In addition, the team maintains cyber security access systems and all matters FCC within Seminole County Government jurisdiction.

Critical Telecommunication Infrastructure: The telecommunications infrastructure team supports the wiring and connections throughout Seminole County to include fiber, wiring schemas, connections with outside agencies, and connections in all County buildings. Staff maintains cable television connectivity, audio/visual systems, judicial assisted listening systems, public building addressing systems, and fire station audio systems. The team oversees uninterrupted power supply systems for buildings and transmitter sites. Finally, the team oversees the fiscal monitoring of a critical asset and manages inventory network to ensure supplies are available in the stockroom to ensure fiscal and budget compliance.

The program provides the following services:

- Radio programming to all Seminole County agencies
- Installation of mobile radios in vehicles and specialty apparatus
- Tower maintenance on County owned towers
- Tower collocation services with private industry
- Provides Interlocal services to governmental agencies
- Security to all Telecommunication and network rooms
- Provides cable services to all Seminole County owned buildings
- Provides building connectivity to building sensors and applications
- Provides Interlocal services to governmental agencies
- Provides audio visual services to Seminole County owned buildings

ADMINISTRATION

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
TELECOMMUNICATIONS					
BASE BUDGETS					
CHARGES FOR SERVICES					
343901 TOWER COMM FEES	(110,138)	(120,000)	(125,000)	(5,000)	4.2%
343902 FIBER WAN FEES	(9,000)	(15,000)	(9,000)	6,000	-40.0%
CHARGES FOR SERVICES Total	(119,138)	(135,000)	(134,000)	1,000	-0.7%
MISCELLANEOUS REVENUES					
369940 REIMBURSEMENTS - RADIOS	(72,912)	(115,000)	(100,000)	15,000	-13.0%
MISCELLANEOUS REVENUES Total	(72,912)	(115,000)	(100,000)	15,000	-13.0%
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	473,070	603,546	640,472	36,926	6.1%
510140 OVERTIME	15,923	20,095	20,095	0	0.0%
510150 SPECIAL PAY	977	1,200	1,200	0	0.0%
510210 SOCIAL SECURITY MATCHING	34,799	47,709	50,533	2,825	5.9%
510220 RETIREMENT CONTRIBUTIONS	47,047	67,129	76,920	9,791	14.6%
510230 HEALTH INSURANCE - EMPLOYER	136,857	160,114	174,312	14,198	8.9%
510240 WORKERS COMPENSATION	9,753	10,683	10,733	49	0.5%
PERSONNEL SERVICES Total	718,425	910,476	974,264	63,788	7.0%
OPERATING EXPENDITURES					
530340 OTHER SERVICES	12,450	0	0	0	
530400 TRAVEL AND PER DIEM	1,426	4,000	4,000	0	0.0%
530401 TRAVEL - TRAINING RELATED	4,497	9,000	9,000	0	0.0%
530410 COMMUNICATIONS	175	6,740	38,740	32,000	474.8%
530460 REPAIRS AND MAINTENANCE	1,748,632	2,167,013	2,315,730	148,717	6.9%
530510 OFFICE SUPPLIES	244	1,500	1,500	0	0.0%
530520 OPERATING SUPPLIES	58,341	119,800	64,300	(55,500)	-46.3%
530521 EQUIPMENT \$1000-\$4999	10,125	0	0	0	
530540 BOOKS, DUES PUBLICATIONS	739	5,460	3,500	(1,960)	-35.9%
530550 TRAINING	935	10,000	10,000	0	0.0%
OPERATING EXPENDITURES Total	1,837,565	2,323,513	2,446,770	123,257	5.3%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	132,091	146,133	173,584	27,451	18.8%
540202 INTERNAL SERVICE FEES TECH	9,889	13,958	13,476	(481)	-3.4%
INTERNAL SERVICE CHARGES Total	141,980	160,091	187,060	26,969	16.8%
BASE BUDGETS Total	2,505,919	3,144,080	3,374,094	230,014	7.3%
CIP	42,870	0	0	0	
FLEET	32,290	63,819	70,657	6,838	10.7%
OTHER NON BASE	0	0	160,000	160,000	
TECHNOLOGY	955,691	50,000	0	(50,000)	-100.0%
TELECOMMUNICATIONS Total	3,536,771	3,257,899	3,604,751	346,852	10.6%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

CONSTITUTIONAL OFFICERS DEPT

**CLERK OF THE COURT
PROPERTY APPRAISER
SHERIFF'S OFFICE
SUPERVISOR OF ELECTIONS
TAX COLLECTOR**

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

CONSTITUTIONAL OFFICERS DEPT

Department Message

The offices of the Sheriff, Property Appraiser, Tax Collector, Clerk of the Court, and Supervisor of Elections are constitutional offices within Seminole County . The Constitutional Officers are elected by the residents of Seminole County to perform executive and administrative functions as specified by general law, the State Constitution and any specific provisions included in the Seminole County Home Rule Charter. The Constitutional Offices submit their budgets annually to the State for approval. The County will budget a transfer of general funds to each constitutional officer for the amount they request or what is approved.

CONSTITUTIONAL OFFICERS

FUNDING SOURCE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BY FUND TYPE					
CLERK OF THE COURT	3,970,998	4,185,133	4,666,740	481,607	11.5%
REPLACEMENT FUNDS	0	0	0	0	
GENERAL FUND	3,970,998	4,185,133	4,666,740	481,607	11.5%
PROPERTY APPRAISER	6,216,206	6,227,266	6,418,770	191,505	3.1%
GENERAL FUND	5,431,881	5,434,976	5,590,368	155,392	2.9%
TRANSPORTATION FUNDS	21,283	21,904	22,563	660	3.0%
FIRE DISTRICT FUNDS	763,042	770,386	805,839	35,453	4.6%
SHERIFF'S OFFICE	97,358,272	138,144,557	143,370,494	5,225,937	3.8%
REPLACEMENT FUNDS	222,420	0	387,431	387,431	
LAW ENFORCEMENT FUNDS	455,308	150,000	150,000	0	0.0%
GENERAL FUND	96,330,043	137,744,557	142,587,422	4,842,865	3.5%
SPECIAL REVENUE FUNDS	40,000	95,000	95,000	0	0.0%
COURT FUNDS	145,146	155,000	150,641	(4,359)	-2.8%
SALES TAX FUNDS	165,356	0	0	0	
SUPERVISOR OF ELECTIONS	4,831,478	3,751,364	4,290,779	539,415	14.4%
GENERAL FUND	4,831,478	3,751,364	4,290,779	539,415	14.4%
TAX COLLECTOR	8,427,430	8,882,521	9,224,609	342,088	3.9%
GENERAL FUND	8,075,972	8,511,021	8,833,109	322,088	3.8%
TRANSPORTATION FUNDS	9,613	10,500	11,500	1,000	9.5%
FIRE DISTRICT FUNDS	341,846	361,000	380,000	19,000	5.3%
CONSTITUTIONAL OFFICERS DEP Total	120,804,385	161,190,840	167,971,391	6,780,551	4.2%

BUDGET TYPE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BASE BUDGETS					
CLERK OF THE COURT	3,940,191	4,155,133	4,666,740	511,607	12.3%
PROPERTY APPRAISER	6,216,206	6,227,266	6,418,770	191,505	3.1%
SHERIFF'S OFFICE	96,618,299	136,569,557	142,008,063	5,438,506	4.0%
SUPERVISOR OF ELECTIONS	4,831,478	3,751,364	4,290,779	539,415	14.4%
TAX COLLECTOR	8,427,430	8,882,521	9,224,609	342,088	3.9%
BASE BUDGETS Total	120,033,604	159,585,840	166,608,960	7,023,120	4.4%
OTHER NON BASE	229,610	630,000	0	(630,000)	-100.0%
TECHNOLOGY	0	0	0	0	
FACILITIES PROJECTS	541,170	975,000	1,362,431	387,431	39.7%
CONSTITUTIONAL OFFICERS DEP Total	120,804,385	161,190,840	167,971,391	6,780,551	4.2%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

CONSTITUTIONAL OFFICERS DEPT

Clerk of the Court

Program Message

The Clerk of the Court Office's mission is to maintain the records of the County and safeguard the public assets of the Seminole County citizens. The Clerk's Office handles different functions including the County's Finance Department, financial auditing, record keeping, court related cases (civil and criminal) , jury summons, marriage licenses and passports. The Office consists of an elected Clerk of the Court and 30.94 additional FTEs that assists the County.

The program provides the following services:

- Maintain the records of the Court
- Process Jurors for trials
- Act as financial custodian for County funds
- Audit County operations and financial transactions for consistency with Board direction

CONSTITUTIONAL OFFICERS

EXCLUDES CONTRAS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
02 CLERK OF THE COURT					
BASE BUDGETS					
CERTIFIED TRANSFER	3,230,540	3,901,244	4,392,123	490,879	12.6%
INTERNAL SERVICE CHARGES	231,632	253,889	274,617	20,728	8.2%
BASE BUDGETS Total	3,462,172	4,155,133	4,666,740	511,607	12.3%
OTHER NON BASE	30,000	30,000	0	(30,000)	-100.0%
02 CLERK OF THE COURT Total	3,492,172	4,185,133	4,666,740	481,607	11.5%

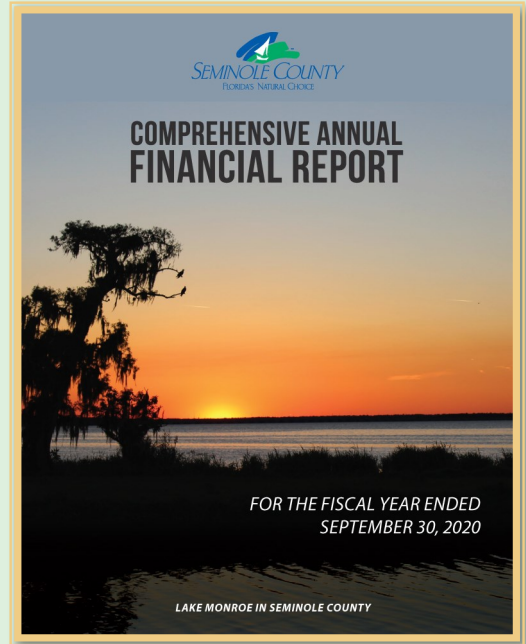


NON-COURT GENERAL FUND PROPOSED BUDGET

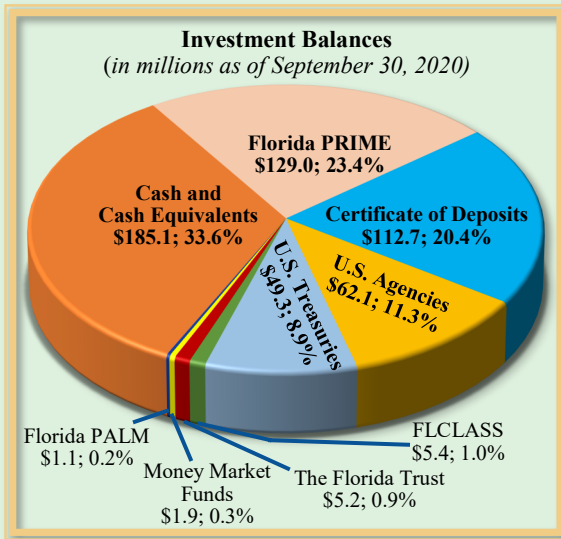
For the Fiscal Year Ending September 30, 2022

Grant Maloy
Seminole County
Clerk of the Circuit Court
and Comptroller

Comptroller's Office



Investments



Accounts Payable and Payroll

Seq.	Pay Type	Pay/Accrual Description	Deduction Description	Hours
1	P	Regular	Gross Wages	80.00
2	P	FT - PTO	FEDERAL INCOME TAX	
3	P	Birthday	Federal FICA Withheld	
4	P	Work Life	Federal Medicare Withheld	
5	P	Holiday	Dental Pretax	
6	B	Life Excess	Life Emp Opt	
7	B	Paid County Benefits	FRS EMP DED	
8	B	Med Opt Out	Deferred Comp	
9	B	FRS County Paid		
10	A	PTO Earned		

**County Recorder
Commission Minutes & Records**

VAB Online Portal Access

Right to an informal hearing to support your property value.

webapps.seminoleclerk.org/bccMinutes/

Value Adjustment Board

Inspector General/Auditor







GRANT MALOY
Clerk of the Circuit Court and Comptroller
Seminole County

April 30, 2021

Commissioner Constantine, Chairman
Seminole County Board of County Commissioners
1101 E. First Street
Sanford, Florida 32771

RE: Clerk of the Circuit Court Non-Court General Fund Budget for Fiscal Year 21-22

Dear Chairman Constantine:

Attached is the fiscal year 21-22 non-court budget for the *Seminole County Clerk of the Circuit Court and Comptroller* (the "Clerk"). The non-court budget includes expenditures relating to the Clerk's functions as Clerk to the Board of County Commissioners, Comptroller, Auditor, County Recorder, Value Adjustment Board Clerk and Custodian of funds for the *Seminole County Board of County Commissioners* (the "County").

We continue to increase our electronic operations to assist residents and facilitate the community's needs, which was vital due to the COVID-19 pandemic. The fiscal workload and responsibilities continue to increase and have been compounded by the COVID-19 responses to the community.

The total transfer request from the County for fiscal year 21-22 is \$4,392,123. This constitutes an increase of approximately \$460,000 over the approved funding received for fiscal year 20-21.

Staffing

The proposed budget includes two new positions totaling approximately \$193,000. One of the positions is for the Comptroller's Office to compensate for the rising transaction volumes brought by Fleet being in-sourced instead of the previously outsourced contract. In addition, the County's accounts payable activity has increased as a result of the Infrastructure Sales Tax projects, the transactions in connection with the various stimulus dollars and the expected increase activity for the Five Points Project.

The other position is for the Information Services Department to help protect technology resources in response to increased ransomware attacks against government agencies, resulting in multimillion-dollar payouts and the loss of public records. This position will work in concert with the County's two new Network Administrator (Security/Cybersecurity Administrator) positions to strengthen Seminole County's overall cybersecurity capabilities.

The other remaining increase of approximately \$267,000 is primarily attributable to anticipated increase in health insurance, FRS and three percent salary increase.

Cost per Resident

We are providing comparisons of the non-court budgets for the Clerk’s operations in terms of cost per resident in comparison with other counties. Our cost remains at the low end of funding per resident.

COUNTY NAME	2021 NONCOURT CLERK FUNDING	2021 TOTAL GENERAL FUND REVENUE	TRANSFER AS PERCENT OF TOTAL GENERAL FUND	POPULATION AS LISTED IN 2021 ADOPTED BUDGET	COST PER RESIDENT
SEMINOLE	\$ 3,932,127	\$ 289,898,506	1%	476,727	\$ 8.25
LAKE	\$ 5,041,064	\$ 189,184,340	3%	357,247	\$ 14.11
SARASOTA	\$ 10,736,102	\$ 322,893,016	3%	438,816	\$ 24.47

Summary

As Clerk, I have attempted to maintain a high level of service to the public, while keeping costs within minimal growth limits. We continue to look for better ways to do business through technology and the streamlining of processes. We strive to maintain an efficient and effective operation. I believe that we have accomplished this, even though we have experienced ongoing increases in workload for non-court.

We will continue to work as a team with the County to address the community’s needs as we work through the impacts of the pandemic.

If you should have any questions or need additional information regarding this budget request, please do not hesitate to contact me at 407-665-4335 or Jenny Spencer, Director of Comptroller’s Office at 407-665-7665.

Respectfully submitted,



Grant Maloy, Clerk of the Circuit Court and Comptroller

Attachments

- Cc: Commissioner Bob Dallari
- Commissioner Jay Zembower
- Commissioner Amy Lockart
- Commissioner Andria Herr
- County Manager Nicole Guillet
- Resource Management



**CLERK OF THE CIRCUIT COURT & COMPTROLLER
SEMINOLE COUNTY
FY 21-22 BUDGET REQUEST**

	Approved and Funded Budget Fiscal Year 20-21	Requested Budget Fiscal Year 21-22
Comptroller's Office and County Commission Records		
Personnel Services:		
Comptroller's Office	\$ 1,604,767	\$ 1,561,864
County Commission Records	260,178	279,617
Total Personnel Services and Related Benefits	1,864,945	1,841,481
Operating Expenditures		
Comptroller's Office	42,300	71,500
County Commission Records	5,050	14,750
	47,350	86,250
Other Operating Expenses:		
Disclosure Counsel	1,500	1,500
Valuation of OPEB (Other Post Employment Benefits)	30,000	-
Investment Custodian Fees	60,000	60,000
Professional Services for Financial Reporting	60,000	60,000
AP Automation Solution Maintenance	-	25,000
Total Other Operating Expenditures	151,500	146,500
Total Comptroller's Office & County Commission Records	2,063,795	2,074,231
Records Management:		
Personnel Services	66,704	29,409
Operating Expenditures	1,449	2,711
Total Records Management	68,153	32,121
Information Services Support:		
Personnel Services	417,620	571,149
Operating Expenditures	23,161	46,915
Communications	65,000	94,900
Maintenance Contracts	72,771	54,876
Professional Services	77,962	80,479
Capital Outlay	-	5,937
Total Information Services	656,514	854,256
Inspector General:		
Personnel Services	381,554	413,902
Operating Expenditures	10,575	10,575
Total Inspector General	392,129	424,477
Records Center Lease, Taxes & Maintenance:		
Records Center Building Lease	372,424	387,321
Records Center Property Taxes, Repairs & Maintenance	55,100	57,000
Capital Equipment	-	75,125
Total Records Center Lease and Related Expenditures	427,524	519,446
Administrative Support:		
Purchasing and Mail - Personnel and Operating	22,953	26,189
Administration and Clerk Finance - Personnel and Operating	233,263	418,190
Human Resources - Personnel and Operating	36,913	43,213
Total Administrative Support	293,129	487,593
Total Budget Approved and Proposed Budget	3,901,244	4,392,123
Budget Amendment - 3% Salary Increase - BAR 21-030	30,883	-
Total Budgeted Amount	\$ 3,932,127	\$ 4,392,123
Increase From Fiscal Year 20-21 Approved Funding		\$ 459,996
Less: New Accountant I Position in Comptroller's Office		(73,699) <input checked="" type="checkbox"/>
Less: New Information Services Network Administrator		(119,552) <input checked="" type="checkbox"/>
Less: Back up Generator for Vault at Records Center		(64,200)
Net Increase Without New Items		\$ 202,545
Adjusted Percentage of increase		5.2%

Includes Backup Generator for Vault at Records Center

Includes related benefits



**CLERK OF THE CIRCUIT COURT & COMPTROLLER
SEMINOLE COUNTY
FY 21-22 SUMMARY BUDGET BY OBJECT ACCOUNT**

Object Account Description	Requested Budget Fiscal Year 21-22
510 Personnel Services	
510110 Executive Salaries	\$ 28,490
510120 Regular Salaries	2,167,334
510210 Social Security Matching	165,822
510220 Retirement Contributions	294,600
510230 Health, Life and Other Benefits	659,400
510250 Unemployment	2,220
510 Personnel Services TOTAL	3,317,865
530 Operating Expenditures	
530301 Bank Charges - Custodian Fees	60,086
530310 Professional Expenses	112,147
530312 Legal Services	6,163
530320 Accounting and Auditing	60,000
530340 Other Services	25,145
530400 Travel and Per Diem	12,893
530410 Communications	94,900
530420 Postage	760
530430 Utilities	5,550
530440 Rentals and Leases	390,122
530451 Property Taxes	19,500
530461 Repairs and Maintenance	19,452
530462 Maintenance Contracts	84,501
530470 Printing and Binding	13,623
530490 Other Current Charges	2,000
530510 Office Supplies	11,354
530512 Office Supplies - Equipment	6,568
530520 Operating Supplies	12,843
530521 Operating Supplies-Equipment	621
530522 Operating Supplies Tech	18,634
530540 Books, Dues, Publications	8,078
530550 Training	28,255
530 Operating Expenditures TOTAL	993,196
560 Capital Outlay	
560640 Equipment & Software	5,937
560650 Leasehold Improvements	75,125
560 Operating Expenditures TOTAL	81,062
GRAND TOTAL	\$ 4,392,123



**CLERK OF THE CIRCUIT COURT & COMPTROLLER
SEMINOLE COUNTY
BUDGETED FULL TIME EQUIVALENTS (FTE)'S**

Department	20-21 Budget	21-22 Budget	Change
Comptroller's Office	17.70	17.83	0.13
County Commission Records	3.00	3.00	0.00
Records Management	1.14	0.45	-0.69
Information Services	3.35	4.71	1.36
Inspector General	3.00	3.00	0.00
Purchasing and Mail	0.31	0.34	0.03
Administration and Clerk Finance	1.82	2.57	0.75
Human Resources	<u>0.31</u>	<u>0.34</u>	<u>0.03</u>
Total	<u>30.63</u>	<u>32.25</u>	<u>1.62</u>



Grant Maloy
Seminole County
Clerk of the Circuit Court and Comptroller
www.seminoleclerk.org

Clerk of Court Locations

Civil Courthouse
301 N Park Ave., Sanford, FL 32771



Criminal Justice Courthouse
101 Eslinger Way, Sanford, FL 32773



Records Center
1750 E. Lake Mary Blvd., Sanford, FL 32773



Juvenile Justice Center
190 Eslinger Way, Sanford, FL 32773



Altamonte Springs Branch
990 N. State Road 434, #1124
Altamonte Springs, FL 32714

Casselberry Branch
376 Wilshire Blvd., Casselberry, FL 32707



FY 2021/22 ADOPTED BUDGET
Altamonte Springs, FL



Casselberry, FL



Lake Mary, FL



SEMINOLE COUNTY FLORIDA
Sanford, FL

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

CONSTITUTIONAL OFFICERS DEPT

Property Appraiser

Program Message

The Seminole County Property Appraiser is responsible for identifying, locating, and fairly valuing all property, both real and personal, within the county for tax purposes. The "market" value of real property is based on the current real estate market. Finding the "market" value of your property means discovering the price most people would pay for your property. Determining a fair and equitable value is the only role of this office in the taxing process.

The property appraiser does not create the value. People make the value by buying and selling real estate in the market place. The property appraiser has the legal responsibility to study those transactions and appraise your property accordingly.

The Seminole County Property Appraiser's Office has a state-of-the-art technological approach to the valuation process. A progressive Computer Assisted Mass Appraisal (C.A.M.A.) system is used by experienced appraisers to ensure that fair values are set for all Seminole County property owners.

Appraisers are also assisted by our Geographic Information System (GIS) which helps us to provide detailed and up-to-date property ownership maps for field appraisers. The GIS system is updated daily to reflect new changes to the land in Seminole County. This information is also used to analyze property data and gives appraisers yet another tool for comparing similar properties. The Office is made up of an elected Property Appraiser and 48 FTEs.

The program provides the following services:

- Track ownership changes of real property
- Maintains maps of parcel boundaries
- Keeps descriptions of buildings and property characteristics up to date
- Accepts and approves applications from individuals eligible for exemptions and other forms of property tax relief
- Analyzes trends in sales prices, construction costs, and rents to best estimate the value of assessable property

CONSTITUTIONAL OFFICERS

EXCLUDES CONTRAS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
02 PROPERTY APPRAISER					
BASE BUDGETS					
CERTIFIED TRANSFER	6,160,044	6,163,713	6,352,590	188,877	3.1%
INTERNAL SERVICE CHARGES	52,661	63,553	66,180	2,628	4.1%
BASE BUDGETS Total	6,212,704	6,227,266	6,418,770	191,505	3.1%
02 PROPERTY APPRAISER Total	6,212,704	6,227,266	6,418,770	191,505	3.1%



September 29, 2021

Honorable Lee Constantine, Chairman
Seminole County Board of County Commissioner
1101 East First Street
Sanford, FL 32771

Dear Mr. Constantine:

On August 13, 2021, the Seminole County Property Appraiser's 2021-2022 budget was approved by the Department of Revenue which did not include final salary calculations for the Official's salary.

On September 28, 2021 we received Final Salary calculations for the Officials which are included in this approved budget amount.

Based on this approval, the Seminole County Board of County Commissioner's proportionate share is \$5,525,879.03, which is 85.69% of the total approved budget. The amount that will be billed in one annual installment is \$5,525,879.03.

If you have any questions or need additional information, please call Tyra Miller, Chief Financial Officer, at (407) 665-7560.

Sincerely,

David Johnson, CFA
Seminole County Property Appraiser

CC: Lorie Bailey Brown, Resource Management Director
Timothy Jecks, Budget Division Manager
Wendy Aviles, Accounting Specialist



September 29, 2021

Honorable Lee Constantine, Chairman
Seminole County Unincorporated Road District
1101 East First Street
Sanford, FL 32771

Dear Mr. Constantine:

On August 13, 2021, the Seminole County Property Appraiser's 2021-2022 budget was approved by the Department of Revenue which did not include final salary calculations for the Official's salary.

On September 28, 2021 we received Final Salary calculations for the Officials which are included in this approved budget amount.

Based on this approval, the Seminole County Unincorporated Road District's proportionate share is \$22,570.40, which is .35% of the total approved budget. The amount that will be billed in one annual installment is \$22,570.40.

If you have any questions or need additional information, please call Tyra Miller, Chief Financial Officer, at (407) 665-7560.

Sincerely,

David Johnson, CFA
Seminole County Property Appraiser

CC: Lorie Bailey Brown, Resource Management Director
Timothy Jecks, Budget Division Manager
Wendy Aviles, Accounting Specialist



September 29, 2021

Honorable Lee Constantine, Chairman
Seminole County/Municipal Fire District
1101 East First Street
Sanford, FL 32771

Dear Mr. Constantine:

On August 13, 2021, the Seminole County Property Appraiser's 2021-2022 budget was approved by the Department of Revenue which did not include final salary calculations for the Official's salary.

On September 28, 2021 we received Final Salary calculations for the Officials which are included in this approved budget amount.

Based on this approval, the Seminole County/Municipal Fire District's proportionate share is \$806,085.75, which is 12.50% of the total approved budget. The amount that will be billed in one annual installment is \$806,085.75.

If you have any questions or need additional information, please call Tyra Miller, Chief Financial Officer, at (407) 665-7560.

Sincerely,

David Johnson, CFA
Seminole County Property Appraiser

CC: Lorie Bailey Brown, Resource Management Director
Timothy Jecks, Budget Division Manager
Wendy Aviles, Accounting Specialist

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

CONSTITUTIONAL OFFICERS DEPT

Sheriff's Office

Program Message

The Sheriff's mission is to enhance the quality of life by reducing crime and fear throughout Seminole County. The Sheriff's Office performs the following functions: law enforcement services, court security services for the County's three court facilities, and correctional services through operation of the John E. Polk Correctional Facility and Seminole County Juvenile Detention Center. Some programs included in the Sheriff's Office are law enforcement, jail operations and maintenance, judicial security, police education, probation, PAY Program/Teen Court for at-risk youth, juvenile detention, and administration. The Office includes an elected Sheriff and 1343 other personnel.

The program provides the following services:

- Enforces laws enacted by our legislature
- Patrol the County in an effort to keep the peace
- Provide security within the Court facilities
- Maintain the County Jail
- Provide services to citizens on probation

CONSTITUTIONAL OFFICERS

EXCLUDES CONTRAS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
02 SHERIFF'S OFFICE					
BASE BUDGETS					
CERTIFIED TRANSFER	128,695,746	132,990,000	137,670,641	4,680,641	3.5%
OPERATING EXPENDITURES	1,614,000	1,455,000	1,455,000	0	0.0%
INTERNAL SERVICE CHARGES	2,295,918	2,124,557	2,282,422	157,865	7.4%
CAPITAL OUTLAY	0	0	600,000	600,000	
BASE BUDGETS Total	132,605,664	136,569,557	142,008,063	5,438,506	4.0%
FACILITIES PROJECTS	1,246,500	975,000	1,362,431	387,431	39.7%
OTHER NON BASE	600,000	600,000	0	(600,000)	-100.0%
02 SHERIFF'S OFFICE Total	134,452,164	138,144,557	143,370,494	5,225,937	3.8%

FISCAL YEAR 2021/2022 PROPOSED BUDGET



SEMINOLE COUNTY SHERIFF'S OFFICE

SHERIFF DENNIS M. LEMMA

FY 2021/22 ADOPTED BUDGET

377

SEMINOLE COUNTY FLORIDA

FISCAL YEAR 2021/2022 PROPOSED BUDGET

PRESENTED TO THE SEMINOLE COUNTY
BOARD OF COUNTY COMMISSIONERS

Lee Constantine ♦ Chairman ♦ District 3

Amy Lockhart ♦ Vice Chairman ♦ District 4

Bob Dallari ♦ District 1

Jay Zembower ♦ District 2

Andria Herr ♦ District 5

SHERIFF'S OFFICE MISSION

To enhance the quality of life by reducing crime and the fear of crime throughout Seminole County



BUDGET TRANSMITTAL LETTER



Dear Commissioners:

In accordance with my obligation as Sheriff under Florida Statutes Chapter 30.49, I respectfully submit for your consideration the Seminole County Sheriff's Office proposed budget for Fiscal Year 2021/2022. The proposed budget reflects the funding required for the upcoming fiscal year to carry out the powers, duties, and operations vested with my constitutional office. The proposed budget is based upon a fiscally conservative philosophy that demonstrates reasonable and efficient use of public funds and prioritizes resources to accomplish our agency's responsibilities and address the community's greatest needs.

Thanks to the hard work and dedication of the men and women of the Sheriff's Office, I am proud to share that the crime rate in Seminole County is the lowest in its history. The most serious crimes (Part 1 crimes: murder, sexual offenses, robbery, and aggravated assault) that affect our quality of life dropped in unincorporated Seminole County by 24.4% in 2020. This could not be possible without the continued support of our citizens and from the Board of County Commissioners.

SHERIFF'S OFFICE TOP PRIORITIES / COMMUNITY INVESTMENT NEEDS

The Sheriff's Office priorities are focused on internal needs as a modern-day criminal justice organization and external community investments based on the most significant concerns to the citizens of Seminole County. Together, the shared success of these priorities build value and improve the well-being of the citizens we have the honor to serve, which is our top priority. The Sheriff's Office has taken steps to better address and combat the multifaceted opioid epidemic; implementing new and innovative services in our community through partnerships and collaboration. Still, there is much more work to be done to save lives and prevent further tragedy. Vital improvements to the mental health system are needed that provide a collaborative community approach with stabilization, rehabilitation, and treatment to assist those suffering from untreated mental health disorders.

COVID-19 has further influenced these problems and changed societal trends, which left unaddressed can lead to compounding problems, including criminal activity. A holistic approach is required to address mental illness which includes co-occurring conditions, homelessness, and other post-pandemic social concerns. The Sheriff's Office recently reorganized internally and as part of this reorganization, additional resources were directed toward these areas of community need. However, more funding is required to truly establish an effective system of service to the community. The Sheriff's Office has submitted a request to allocate approximately \$9 million through the American Rescue Act Funding to address behavioral services in our community for adults and our youth. These issues are more critical than ever and demand a strategic and thoughtful positioning of resources to serve our community.

SHERIFF'S OFFICE CERTIFIED BUDGET

The Fiscal Year 2021/2022 Certified Budget proposal of \$137,330,000 represents estimated expenditures necessary to support the general fund operational responsibilities of the Sheriff's Office for the upcoming year; including the provision of law enforcement services, adult and juvenile detention services, court security services covering the County's three court facilities, and various other operational responsibilities entrusted with the Office of the Sheriff.

The Sheriff's Office is united with the Board in its objective to ensure continued fiscal sustainability. I am proud to deliver a 3.5% budget increase in the Sheriff's Office Certified Budget. The requested increase in personnel services is essential to maintain and support our human capital to the benefit of our community. Operating and capital expenditures were reviewed in detail and reduced where feasible to offset increased requirements in other areas. The increase in total operating expenditures is attributed primarily to the anticipated increase in fuel and technology costs.

FUTURE BUDGETS

The Sheriff's Office will continue to modernize, adjust, and prioritize the "need to have" and the "nice to have," resulting in reduced costs of doing business into the future. The pandemic has required everyone to take a closer look at what is necessary to get the job done, and we have had great success in implementing non-traditional work processes that may not have been acceptable in the past. Out of all of this, we have the opportunity to implement positive change that can result in reduced spending in future budgets and thereby mitigate future budget increases. It is important that we continue to invest public funds in the tools necessary to work smarter and continue to look for efficiencies to reduce costs without compromising services.

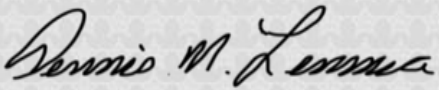
CONCLUSION

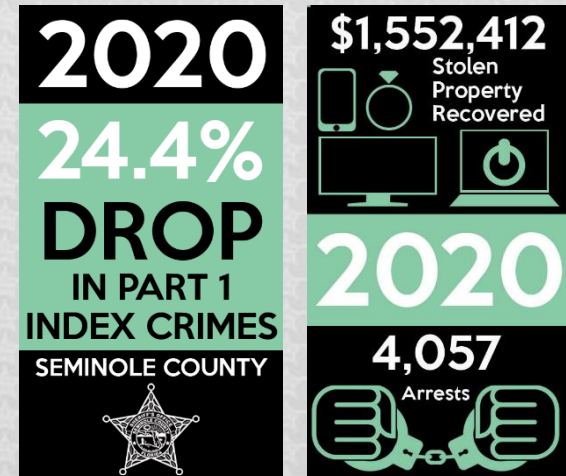
Each year as I prepare my budget proposal, I remain mindful that public safety is a fundamental quality of life government service that requires a significant investment of the community's resources. My philosophy has been and will continue to be, to plan for today as well as look for ways to challenge the basic assumptions of traditional law enforcement service delivery.

The most significant responsibility we have to our community is to prevent crime, and our overall success is a direct result of the sustained budgetary resources that have been allocated. Considering only 10-20% of crime is reported and unreported crime is often perpetrated upon our most vulnerable populations, the most important thing we can do is to prevent crime from occurring in the first place.

I am so proud of the men and women of the Seminole County Sheriff's Office, their commitment to the highest standards in professionalism, their dedication to the community they have the privilege to serve, and how they have conducted business during this incredibly difficult and evolving time of uncertainty. We appreciate the support provided by the Board to ensure essential service to the community is not compromised and look forward to our continued partnership throughout the upcoming fiscal year.

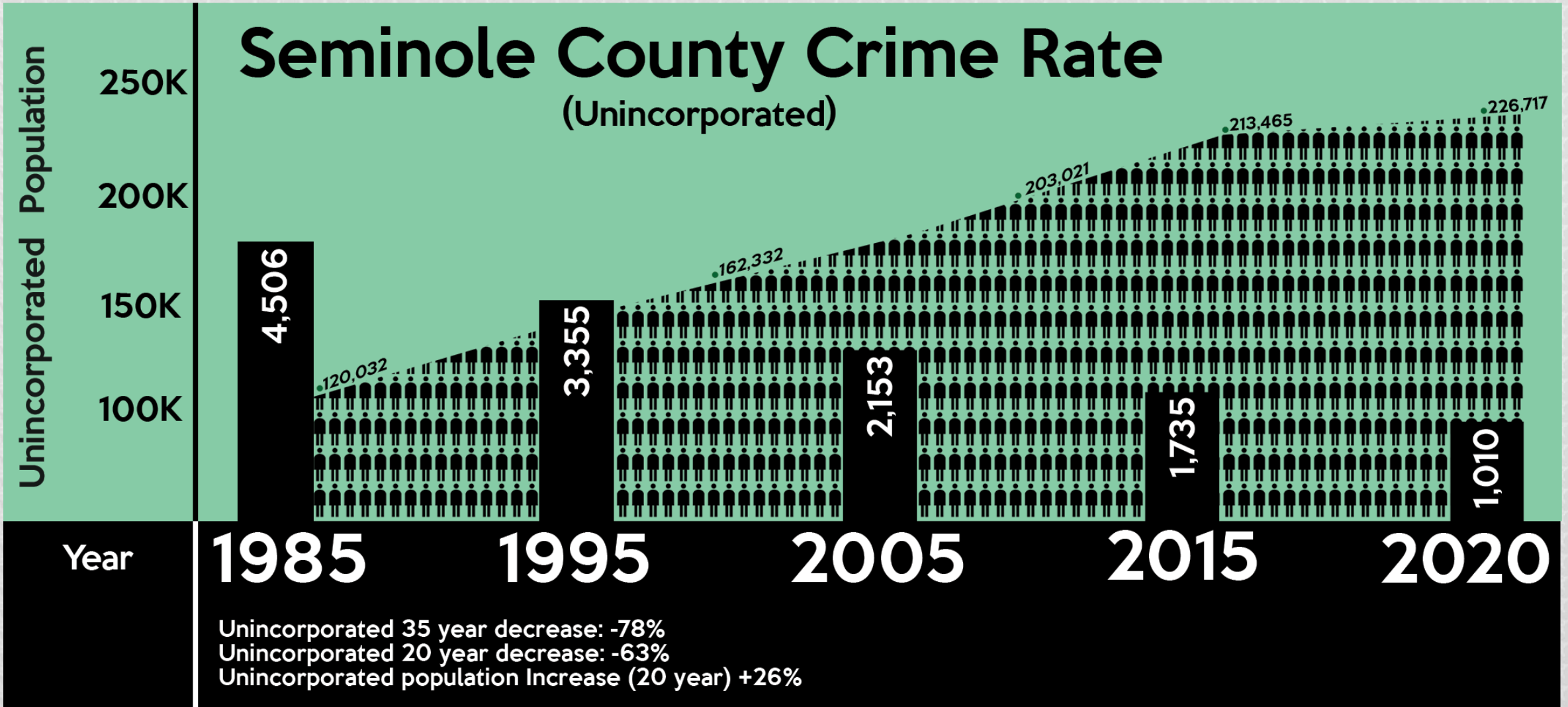
Sincerely,


Sheriff Dennis M. Lemma



Seminole County Crime Rate

(Unincorporated)





Community Investments

Provide a collaborative, community approach to addressing the opioid epidemic and drug addiction and vital improvements to the mental health system (including addressing co-occurring conditions, homelessness, and other post-pandemic social concerns) through stabilization, rehabilitation and treatment

OUR AGENCY PRIORITIES

Our internal priorities and community investments are based on our greatest needs as a modern-day criminal justice organization and the most significant concerns to the citizens of Seminole County. Together, these priorities are an essential part of our shared successes. They will improve our agency, the lives of agency members, and the well-being of the citizens we have the honor to serve. Through these priorities, we will build long-term value as an agency, a profession, and as one community.

INTERNAL PRIORITIES

**PAY &
COMPENSATION**

STAFFING

LEADERSHIP

**CAREER
DEVELOPMENT**

**EQUIPMENT &
TECHNOLOGY**

FY 2021/2022 SHERIFF'S OFFICE BUDGET SUMMARY

Object Classification	Certified Budget	Special Revenue Funds	BCC Facilities	Total
Personnel Services	\$ 116,753,000	\$ 6,460,068	\$ -	\$ 123,213,068
Operating Expenditures	17,042,000	2,800,062	-	19,842,062
Capital Outlay	3,375,000	-	-	3,375,000
Contingency	160,000	-	-	160,000
BCC Facilities	-	-	2,975,000	2,975,000
TOTAL BUDGET	\$ 137,330,000	\$ 9,260,130	\$ 2,975,000	\$ 149,565,130

AGENCY-WIDE POSITION TOTALS

Position Type	General Fund	Special Revenue	Total
Sworn	453	1	454
Certified	228	-	228
Civilian	522	87	609
Full-Time	1,203	88	1,291
Part-Time	148	3	151
Total	1,351	91	1,442

GENERAL FUND SUMMARY

Object Classification	FY 2021/22	FY 2020/21	\$ Change	% Change
Personnel Services	\$ 116,753,000	\$ 113,053,000	\$ 3,700,000	3.3%
Operating Expenditures	17,042,000	16,057,000	985,000	6.1%
Capital Outlay	3,375,000	3,375,000	-	0.0%
Contingency	160,000	160,000	-	0.0%
TOTAL CERTIFIED BUDGET	\$ 137,330,000	\$ 132,645,000	\$ 4,685,000	3.5%
BCC Facilities	2,975,000	2,975,000	-	0.0%
TOTAL GENERAL FUND BUDGET	\$ 140,305,000	\$ 135,620,000	\$ 4,685,000	3.5%

BCC FACILITIES

In accordance with Chapter 30.49(d), Florida Statutes, the BCC Facilities Budget is requested separately from the Sheriff's Certified Budget for consideration in the County Budget for funding FY 2021/2022 annual operating and capital improvements of county-owned facilities operated by the Sheriff. The total request is equal to the current year budget amount of \$2,975,000.

- **OPERATING AND MAINTENANCE:** The facilities annual operating and maintenance budget is requested in the amount of \$2 million for day-to-day repair, maintenance and utilities for the John E. Polk Correctional Facility (JEPCF) and Seminole County Juvenile Detention Center. Also included in this budget are maintenance, repair and replacement of security camera systems, cell locks, magnetometers and x-ray equipment at the three court facilities, two correctional facilities, juvenile assessment center and Building 100.
- **CRITICAL CAPITAL IMPROVEMENTS:** The critical infrastructure capital improvement budget request of \$975,000 is proposed as follows:
 - **Hot Water Upgrades Pods A to H \$315,000** - Installation of gas-fired boilers and hot water storage tanks would reduce the load on the existing boilers and provide better heating of water for inmates and staff. This would also reduce our dependence on aging boiler lines throughout the JEPCF and provide better redundancy in the systems to reduce both outages and low water temperatures.
 - **Additional Electrical Improvements \$215,000** - A review of electrical panels along with the replacement of original main breakers for both the chiller building and the warehouse is needed due to obsolescence. Since many of the electrical panels in the JEPCF are nearing the end of their useful life, an electrical infrastructure review would look for potential hazards using thermal imaging, along with determining availability of replacement parts to assist in a comprehensive proactive replacement plan. A failure of the chiller building main breaker would cause a prolonged outage and serious issues with maintaining temperature in the facility. A failure of the warehouse main breaker would cause a prolonged outage affecting the kitchen, laundry, and all of Zone 3, including the fire alarm panel.
 - **Courtroom Renovations \$160,000** - Courtrooms 1 and 2 in the JEPCF are dated and extremely worn condition, and are in need of floor to ceiling renovations.
 - **Additional Security Fence Improvements \$160,000** - Continued improvements to the perimeter fencing are needed in areas of improperly installed razor wire and in areas where only a single perimeter fence was installed. Security personnel have expressed a need to have secondary fence around housing areas that currently have only one layer of security fencing.
 - **Control 1 Attorney Visitation Conversion to IT Closet \$125,000** - Due to the age and construction of the facility, server rooms are in very short supply. This labor-intensive project would create a room for IT equipment and move the floor-mounted server rack from Control 1 into the adjacent attorney visitation room and provide much needed additional space and infrastructure for future IT equipment.

GENERAL FUND REVENUES

GENERAL REVENUES	FY 2021/22	FY 2020/21	\$ CHANGE	% CHANGE
Federal Inmate Contracts	\$ 2,380,000	\$ 2,415,000	\$ (35,000)	(1.4%)
Probation Revenues	903,000	799,000	104,000	13.0%
Inmate Telephone Commissions	600,000	650,000	(50,000)	(7.7%)
Civil Fees	225,000	250,000	(25,000)	(10.0%)
Inmate Daily Fees	205,000	430,000	(225,000)	(52.3%)
Investigation & Restitution Recovery	200,000	185,000	15,000	8.1%
Miscellaneous Revenues	47,000	90,000	(43,000)	(47.8%)
TOTAL GENERAL REVENUES	\$ 4,560,000	\$ 4,819,000	\$ (259,000)	(5.4%)

SHERIFF'S SPECIAL REVENUE FUNDS

Special Revenue Funds are established to account for the proceeds of specific earmarked revenue sources that are restricted by law or committed to expenditure for specified purposes. Included in the Special Revenue Funds are grant revenues received through contracts with federal and state agencies to finance particular programs or activities and transfers from the County of statutory revenues restricted for uses within the Sheriff's operations.

The Seminole County Sheriff's Office is one of seven Sheriff's Offices contracted by the Florida Department of Children and Families to provide Child Protective Services on behalf of the State. In addition, the Seminole County Sheriff's Office is under contract with the Department of Juvenile Justice to provide various transition programs for adjudicated youth. The current Special Revenue Funding for the Seminole County Sheriff's Office includes funding for 88 full-time positions and 3 part-time positions, of which 60 full-time positions and 2 part-time position are under the Child Protective Services agreement.

SPECIAL REVENUE FUND SUMMARY

SOURCES	FY 2021/22	FY 2020/21	\$ CHANGE
GRANTS AND CONTRACTS:			
Child Protective Services	\$ 4,833,297	\$ 4,832,427	\$ 870
HIDTA Program	1,209,187	1,219,627	(10,440)
Florida Department of Juvenile Justice (DJJ) Programs	784,509	784,509	-
Statutory Inmate Welfare Program	600,000	560,000	40,000
BJA Overdose Detection Mapping Application Program (ODMAP) Statewide Expansion and Response Project	308,000	347,022	(39,022)
VOCA Crime Victim Assistance	257,402	241,301	16,101
Florida Network SNAP Program	240,601	240,601	-
Violence Against Women InVEST Program	116,704	112,415	4,289
BJA Implementation Youth Crisis Response	82,089	325,898	(243,809)
Edward Byrne Memorial Justice Assistance Grant (JAG) Program	62,700	-	62,700
SUBTOTAL GRANTS AND CONTRACTS	8,494,489	8,663,800	(169,311)

SPECIAL REVENUE FUND SUMMARY

SOURCES	FY 2021/22	FY 2020/21	\$ CHANGE
TRANSFERS FROM COUNTY			
Emergency 911 Fund	\$ 425,000	\$ 425,000	\$ -
Teen Court Fund	150,641	155,000	(4,359)
Police Education Fund	150,000	150,000	-
Alcohol/Drug Abuse Fund	40,000	40,000	-
SUBTOTAL TRANSFERS FROM COUNTY	765,641	770,000	(4,359)
TOTAL SOURCES	\$ 9,260,130	\$ 9,433,800	\$ (173,670)

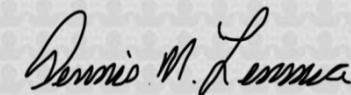
USES	FY 2021/22	FY 2020/21	\$ CHANGE
Personnel Services	\$ 6,460,068	\$ 7,017,100	\$ (557,032)
Operating Expenditures	2,800,062	2,416,700	383,362
Capital Outlay	-	-	-
TOTAL USES	\$ 9,260,130	\$ 9,433,800	\$ (173,670)

FISCAL YEAR 2021/2022 PROPOSED BUDGET CERTIFICATION

Object Classification	Law Enforcement	Corrections	Court Security	Total
Personnel Services	\$ 61,510,000	\$ 47,574,000	\$ 7,669,000	\$ 116,753,000
Operating Expenditures	11,998,000	4,753,000	291,000	17,042,000
Capital Outlay	3,052,000	225,000	98,000	3,375,000
Contingency	160,000	-	-	160,000
CERTIFIED BUDGET	\$ 76,720,000	\$ 52,552,000	\$ 8,058,000	\$ 137,330,000

As required by Chapter 30.49(2)(a), Florida Statutes, I hereby certify that the proposed expenditures for Fiscal Year 2021/2022 are reasonable and necessary for the proper and efficient operation of the Seminole County Sheriff's Office.

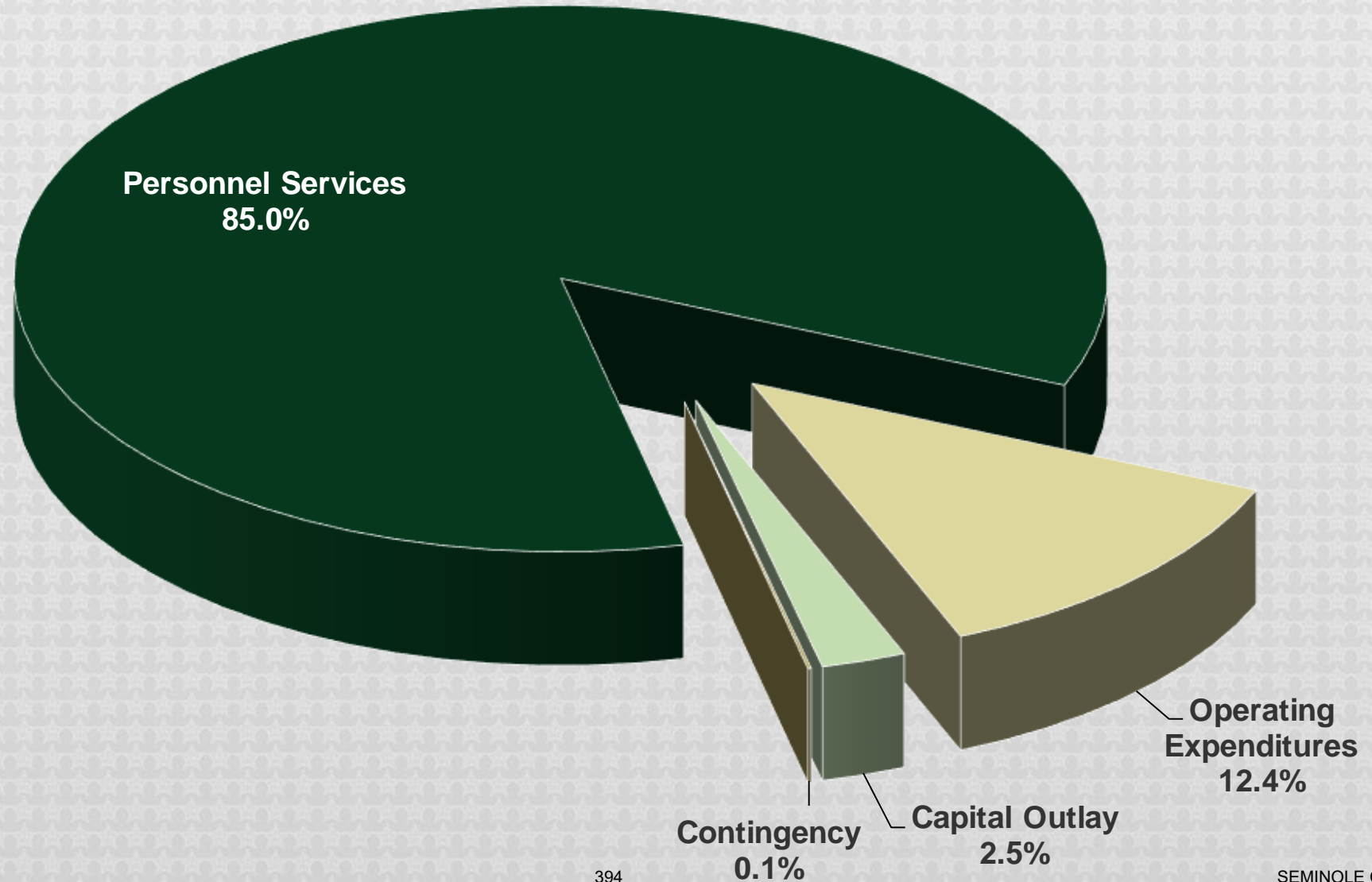
Respectfully submitted,



Sheriff Dennis M. Lemma

SEMINOLE COUNTY FLORIDA

CLASSIFICATION BREAKDOWN OF FISCAL YEAR 2021/2022 PROPOSED CERTIFIED BUDGET



FISCAL YEAR 2021/2022 CERTIFIED BUDGET BY SUB-OBJECT CLASSIFICATION

Personnel Services	FY 2021/22	FY 2020/21	\$ CHANGE
Salaries and Wages	\$ 67,786,000	\$ 65,657,000	\$ 2,129,000
Overtime	5,911,000	5,703,000	208,000
Special Pay	417,000	415,000	2,000
FICA Tax	5,887,000	5,743,000	144,000
Retirement Contributions	15,275,000	14,240,000	1,035,000
Life and Health Insurance	18,769,000	18,591,000	178,000
Workers Compensation	2,708,000	2,704,000	4,000
TOTAL PERSONNEL SERVICES	\$ 116,753,000	\$ 113,053,000	\$ 3,700,000

FISCAL YEAR 2021/2022 CERTIFIED BUDGET BY SUB-OBJECT CLASSIFICATION

Operating Expenditures	FY 2021/22	FY 2020/21	\$ CHANGE
Professional Services	\$ 2,505,000	\$ 2,455,000	\$ 50,000
Contractual Services	2,261,000	2,159,000	102,000
Investigations	258,000	272,000	(14,000)
Travel and Per Diem	43,000	37,000	6,000
Communication Services	1,081,000	1,074,000	7,000
Freight and Postage Services	9,000	16,000	(7,000)
Utility Services	178,000	172,000	6,000
Rental and Leases	1,690,000	1,809,000	(119,000)

FISCAL YEAR 2021/2022 CERTIFIED BUDGET BY SUB-OBJECT CLASSIFICATION


Operating Expenditures, Continued	FY 2021/22	FY 2020/21	\$ CHANGE
Insurance	\$ 2,387,000	\$ 2,323,000	\$ 64,000
Repair and Maintenance Services	1,152,000	1,010,000	142,000
Printing and Binding	25,000	25,000	-
Office Supplies	78,000	85,000	(7,000)
Operating Supplies	4,789,000	4,102,000	687,000
Subscriptions & Memberships	160,000	143,000	17,000
Training	426,000	375,000	51,000
TOTAL OPERATING EXPENDITURES	\$ 17,042,000	\$ 16,057,000	\$ 985,000

FISCAL YEAR 2021/2022 CERTIFIED BUDGET BY SUB-OBJECT CLASSIFICATION

Capital Outlay	FY 2021/22	FY 2020/21	\$ CHANGE
Machinery and Equipment	\$ 3,375,000	\$ 3,375,000	\$ -
TOTAL CAPITAL OUTLAY	\$ 3,375,000	\$ 3,375,000	\$ -

Other Uses	FY 2021/22	FY 2020/21	\$ CHANGE
Reserve for Contingency	\$ 160,000	\$ 160,000	\$ -
TOTAL CONTINGENCY	\$ 160,000	\$ 160,000	\$ -

Grand Total Certified Budget	\$ 137,330,000	\$ 132,645,000	\$ 4,685,000
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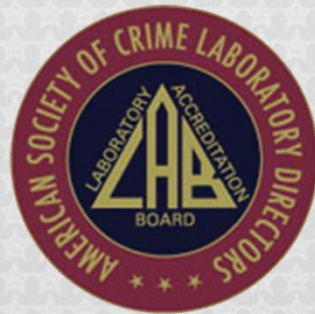
Seminole County
Sheriff's Office

Community FOUNDATION



ACCREDITATION

Committed to the Highest Standards of Professionalism and Service





SHERIFF'S OFFICE CERTIFIED BUDGET BY DIVISION FY 2021/2022

OFFICE OF THE SHERIFF

Budget	
Personnel Services	\$ 1,859,377
Operating Expenses	75,750
Capital Outlay	-
Contingency	-
Total	\$ 1,935,127

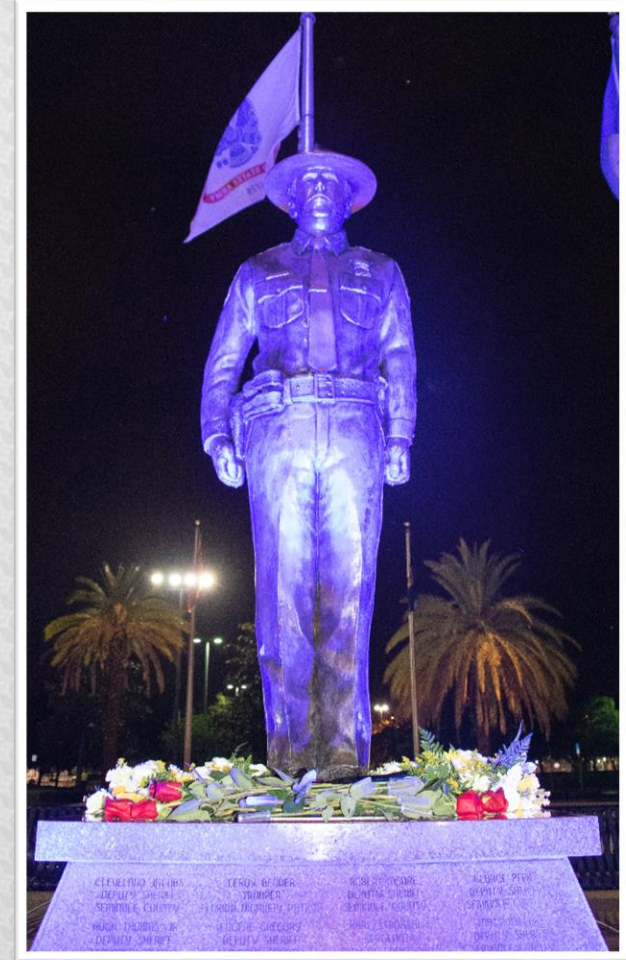
Positions	
Sworn	3
Certified	-
Civilian	7
Total Full-Time	10
Part-Time	-
Total	10



GENERAL COUNSEL

Budget	
Personnel Services	\$ 675,152
Operating Expenses	96,500
Capital Outlay	-
Contingency	-
Total	\$ 771,652

Positions	
Sworn	-
Certified	-
Civilian	5
Total Full-Time	5
Part-Time	-
Total	5



PROFESSIONAL DEVELOPMENT

Budget	
Personnel Services	\$ 1,508,774
Operating Expenses	211,000
Capital Outlay	292,320
Contingency	-
Total	\$ 2,012,094

Positions	
Sworn	10
Certified	1
Civilian	3
Total Full-Time	14
Part-Time	-
Total	14



hours of training
delivered to employees
and agency volunteers



PROFESSIONAL STANDARDS

Budget	
Personnel Services	\$ 674,992
Operating Expenses	23,325
Capital Outlay	-
Contingency	-
Total	\$ 698,317

Positions	
Sworn	4
Certified	-
Civilian	2
Total Full-Time	6
Part-Time	-
Total	6



PUBLIC AFFAIRS

Budget	
Personnel Services	\$ 1,087,107
Operating Expenses	52,905
Capital Outlay	-
Contingency	-
Total	\$ 1,140,012

Positions	
Sworn	3
Certified	-
Civilian	8
Total Full-Time	11
Part-Time	2
Total	13



FISCAL SERVICES

Budget	
Personnel Services	\$ 1,785,773
Operating Expenses	967,888
Capital Outlay	213,435
Contingency	160,000
Total	\$ 3,127,096

Positions	
Sworn	-
Certified	-
Civilian	20
Total Full-Time	20
Part-Time	1
Total	21



BUILDING SERVICES

Budget	
Personnel Services	\$ 1,170,902
Operating Expenses	1,923,430
Capital Outlay	2,500
Contingency	-
Total	\$ 3,096,832

Positions	
Sworn	-
Certified	-
Civilian	14
Total Full-Time	14
Part-Time	-
Total	14



FLEET SERVICES

Budget	
Personnel Services	\$ 715,545
Operating Expenses	2,898,120
Capital Outlay	1,250,000
Contingency	-
Total	\$ 4,863,665

Positions	
Sworn	1
Certified	-
Civilian	6
Total Full-Time	7
Part-Time	-
Total	7




HUMAN RESOURCES & RECRUITMENT

Budget	
Personnel Services	\$ 2,102,334
Operating Expenses	198,850
Capital Outlay	-
Contingency	-
Total	\$ 2,301,184

Positions	
Sworn	2
Certified	-
Civilian	19
Total Full-Time	21
Part-Time	2
Total	23



20,005 
Hours Of Service

were given by **268** agency volunteers (Citizens on Patrol, reserve deputies, chaplains, jail volunteers and administrative volunteers)

These hours are equal to the value of **10** full-time positions and **\$350,000** in salaries

SEMINOLE NEIGHBORHOOD POLICING

Budget	
Personnel Services	\$ 23,273,077
Operating Expenses	283,865
Capital Outlay	-
Contingency	-
Total	\$ 23,556,942

Positions	
Sworn	200
Certified	-
Civilian	20
Total Full-Time	220
Part-Time	-
Total	220

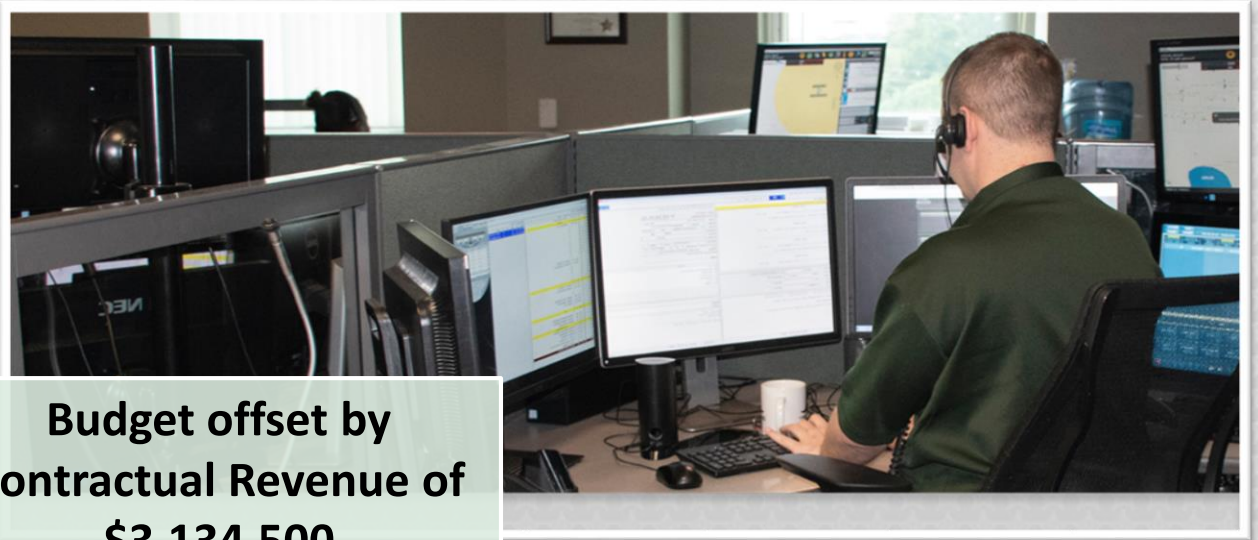


COMMUNICATIONS

Budget	
Personnel Services	\$ 6,008,479
Operating Expenses	29,500
Capital Outlay	-
Contingency	-
Total	\$ 6,037,979

Positions	
Sworn	-
Certified	-
Civilian	110
Total Full-Time	110
Part-Time	3
Total	113

Communications Center



**Budget offset by
Contractual Revenue of
\$3,134,500**

SPECIAL OPERATIONS

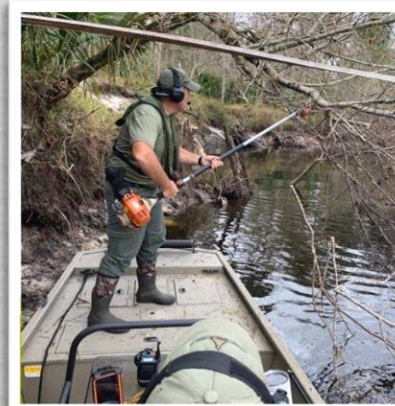
Budget	
Personnel Services	\$ 2,893,562
Operating Expenses	771,925
Capital Outlay	-
Contingency	-
Total	\$ 3,665,487

Positions	
Sworn	20
Certified	-
Civilian	2
Total Full-Time	22
Part-Time	1
Total	23



Aviation Section

- 1379 Responses to calls for service
- 158 Arrest assists
- 28 Stolen vehicles secured
- 48 Lost or missing persons found
- 63 Bambi bucket rescues
- 190 Traffic stops
- 63 Alert crew initiated
- 17 Foot pursuit
- 5 Vehicle pursuit



FULL SERVICE K9s

- 69 deployments
- 17 detection deployments
- 52 patrol deployments
- 21 apprehended subjects without bite
- 0 apprehended subjects with bite

HANOVER HOUNDS

- 13 responses to requests for assistance both in and out of Seminole County

DIVERSIFIED INVESTIGATIVE SERVICES

Budget	
Personnel Services	\$ 2,406,300
Operating Expenses	50,650
Capital Outlay	-
Contingency	-
Total	\$ 2,456,950

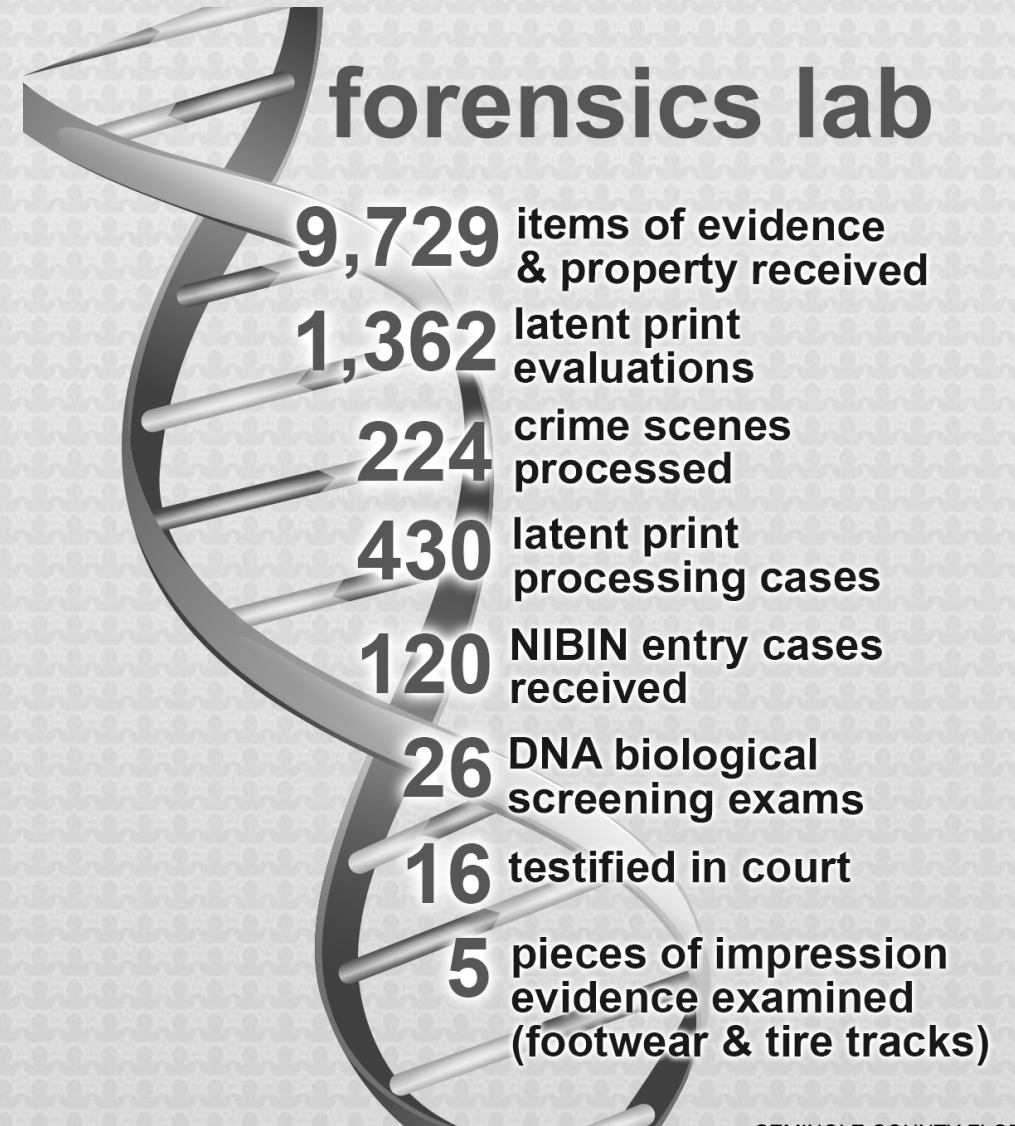
Positions	
Sworn	21
Certified	-
Civilian	1
Total Full-Time	22
Part-Time	1
Total	23



FORENSIC SERVICES

Budget	
Personnel Services	\$ 1,997,988
Operating Expenses	78,610
Capital Outlay	-
Contingency	-
Total	\$ 2,076,598

Positions	
Sworn	-
Certified	-
Civilian	19
Total Full-Time	19
Part-Time	1
Total	20



DOMESTIC SECURITY

Budget		
Personnel Services	\$	3,245,693
Operating Expenses		409,748
Capital Outlay		-
Contingency		-
Total	\$	3,655,441

Positions		
Sworn		19
Certified		-
Civilian		14
Total Full-Time		33
Part-Time		-
Total		33

Domestic Security Division



DRUG ENFORCEMENT & BEHAVIORAL SERVICES

Budget	
Personnel Services	\$ 3,156,705
Operating Expenses	57,280
Capital Outlay	-
Contingency	-
Total	\$ 3,213,985

Positions	
Sworn	22
Certified	-
Civilian	7
Total Full-Time	29
Part-Time	-
Total	29



City County Investigative Bureau Seizures



SCHOOL SAFETY

Budget	
Personnel Services	\$ 4,496,810
Operating Expenses	67,650
Capital Outlay	-
Contingency	-
Total	\$ 4,564,460

Positions	
Sworn	59
Certified	-
Civilian	4
Total Full-Time	63
Part-Time	135
Total	198



Budget offset by Contractual Revenue of \$3,447,200

FAMILY SERVICES

Budget	
Personnel Services	\$ 1,945,545
Operating Expenses	34,005
Capital Outlay	-
Contingency	-
Total	\$ 1,979,550

Positions	
Sworn	15
Certified	-
Civilian	2
Total Full-Time	17
Part-Time	-
Total	17



**+ Special Revenue:
\$5,207,400
+64 FTE; 3 PTE**



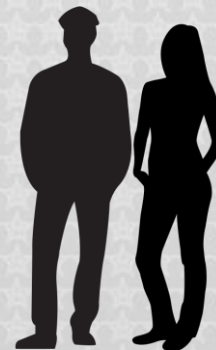
JUVENILE JUSTICE

Budget	
Personnel Services	\$ 8,103,450
Operating Expenses	243,541
Capital Outlay	-
Contingency	-
Total	\$ 8,346,991

Positions	
Sworn	7
Certified	22
Civilian	56
Total Full-Time	85
Part-Time	2
Total	87



Juvenile Detention Center
345 Youths Housed
 Average length of stay **13.5** days



Juvenile Assessment Center

arrestees **367**
 runaways **42**
 remanded by the court **27**
 total youth referred to the JAC **818**

+ Special Revenue:
\$1,107,200
+23 FTE

COMMUNITY JUSTICE & REHABILITATION

Budget	
Personnel Services	\$ 2,054,453
Operating Expenses	25,090
Capital Outlay	-
Contingency	-
Total	\$ 2,079,543

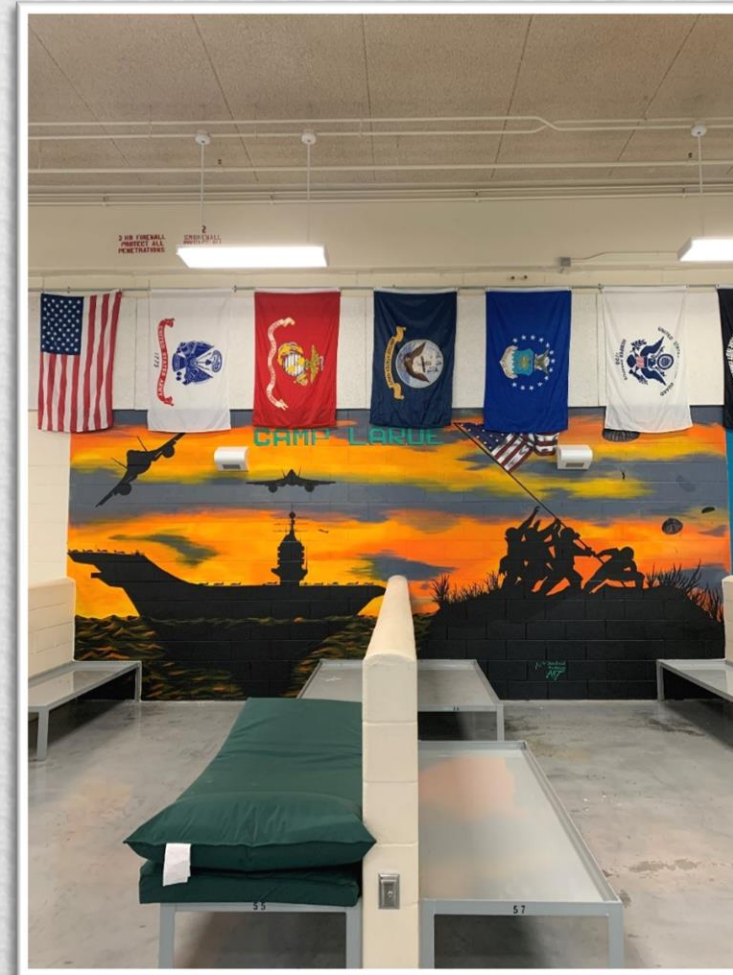
Positions	
Sworn	-
Certified	-
Civilian	24
Total Full-Time	24
Part-Time	-
Total	24



CORRECTIONS: SECURITY OPERATIONS

Budget	
Personnel Services	\$ 23,118,931
Operating Expenses	2,716,040
Capital Outlay	222,080
Contingency	-
Total	\$ 26,057,051

Positions	
Sworn	1
Certified	165
Civilian	66
Total Full-Time	232
Part-Time	-
Total	232



John E. Polk
Correctional Facility

8,021

**inmates
booked**



Average
Daily
Population

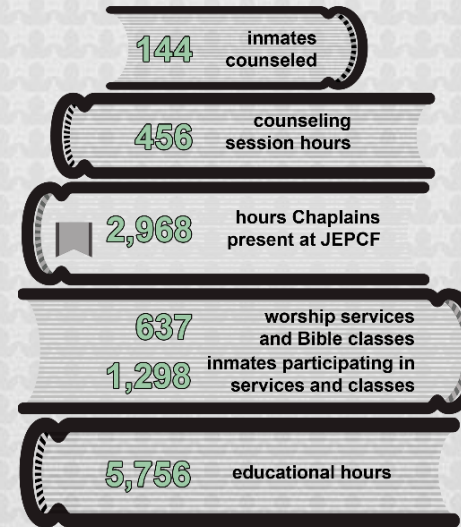
725

CORRECTIONS: INTAKE/RELEASE & PROGRAMS

Budget		
Personnel Services	\$	6,420,807
Operating Expenses		135,000
Capital Outlay		-
Contingency		-
Total	\$	6,555,807

Positions		
Sworn		-
Certified		40
Civilian		22
Total Full-Time		62
Part-Time		-
Total		62

Inmate Education



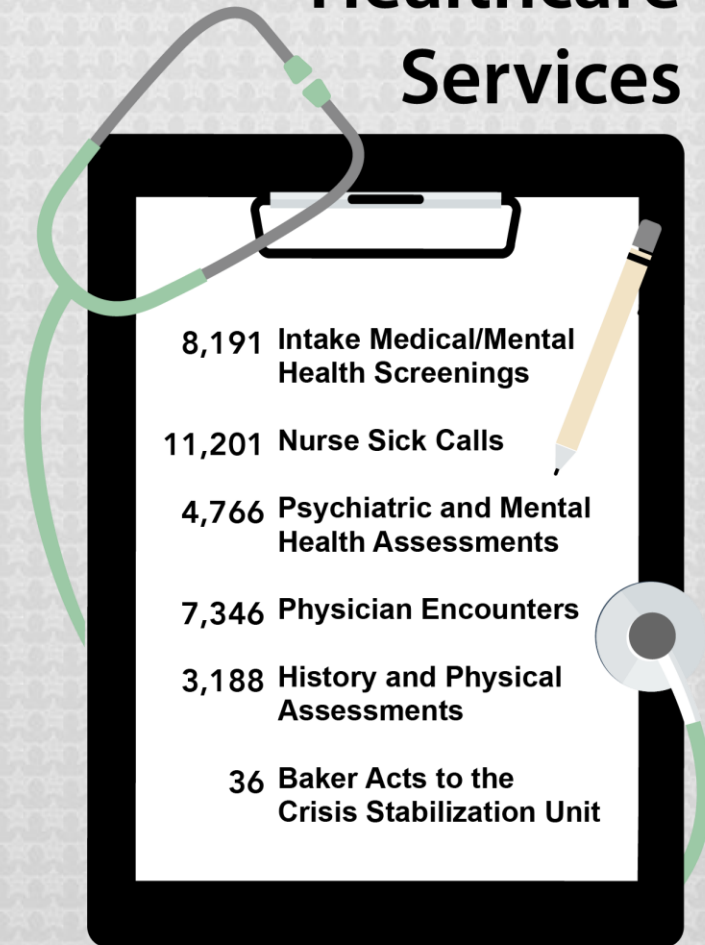
**+ Special Revenue:
\$66,300
+1 FTE**

CORRECTIONS: INMATE HEALTH SERVICES

Budget	
Personnel Services	\$ 4,618,961
Operating Expenses	1,876,800
Capital Outlay	2,500
Contingency	-
Total	\$ 6,498,261

Positions	
Sworn	-
Certified	-
Civilian	44
Total Full-Time	44
Part-Time	-
Total	44

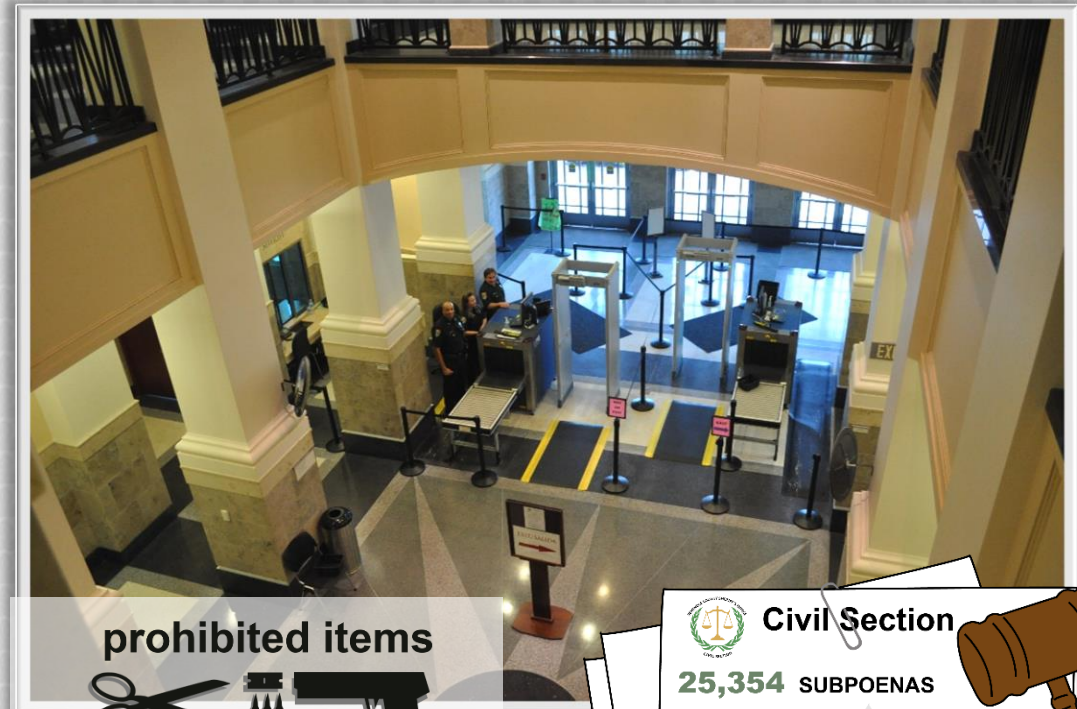
Inmate Healthcare Services



JUDICIAL SERVICES

Budget	
Personnel Services	\$ 8,345,230
Operating Expenses	305,184
Capital Outlay	97,800
Contingency	-
Total	\$ 8,748,214

Positions	
Sworn	66
Certified	-
Civilian	17
Total Full-Time	83
Part-Time	-
Total	83



prohibited items



211,710 Items scanned at courthouses

Items confiscated **201**

655 Prohibited items intercepted by deputies

Visitors to Seminole County's three courthouses **200,653**

5,971 Visitors to the Public Safety Building

Civil Section

- 25,354** SUBPOENAS
- 3,848** CRIMINAL SUMMONS
- 2,391** INJUNCTIONS FOR PROTECTION
- 785** WRITS OF POSSESSION
- 341** EX-PARTE ORDERS
- 71** RISK PROTECTION ORDERS
- 7** WRITS OF EXECUTION
- 10** WRITS OF REPLEVIN

#WeAreSCSO



Date: April 30, 2021

To: Nicole Guillet, County Manager

From: Lisa Spriggs, Chief of Administrative Services

RE: Revised Recommendation: American Rescue Act Funding

As an update to our preliminary requests under the American Rescue Act (ARA) Funding, attached is a refined and prioritized list for discussion with the County. Attending the BCC meeting on April 13th and listening to the discussion provided a better understanding of the BCC's approach to utilizing these resources to support community investment. The original request included needs related to the John E. Polk Corrections Facility, largely technology infrastructure which has been removed from this list as we feel this discussion is better served outside of the ARA Funding. Additionally, the original request has been modified to address Homelessness Outreach under our Behavioral Services Unit, providing centralized services to more effectively focus on what are often co-occurring issues.

The updated table reflects costs on an annual and three-year basis. Also included for consideration are one-time capital costs. It should be noted that the approach to provision of services is fluid and still being evaluated by our team. In addition, opportunities for collaboration with community partners are being explored and welcomed as part of this service delivery model. The following is a brief discussion of the community needs these resources would address throughout Seminole County.

The Seminole County Sheriff's Office's (SCSO) internal priorities and community investments are based on our greatest needs as a modern-day criminal justice organization and the most significant concerns to the citizens of Seminole County. The well-being of the citizens we have the honor to serve is top priority. SCSO has already taken steps to better address and combat the multifaceted opioid epidemic; implementing new and innovative services in our community through partnerships and collaboration. Still, there is much more work to be done to save lives and prevent further tragedy. Vital improvements to the mental health system are needed that provide a collaborative community approach with stabilization, rehabilitation, and treatment to assist those suffering from untreated mental health disorders.

COVID-19 has further influenced these problems and changed societal trends, which left unaddressed can lead to systemic and compounding problems, including criminal activity. A holistic approach is required to address mental illness that includes co-occurring conditions, homelessness, and other post-pandemic social concerns. These issues demand a strategic and thoughtful positioning of resources to serve our community best. SCSO recently reorganized internally. As part of this reorganization, additional resources were directed toward these areas of community investment. However more funding is required to truly establish an effective system of service to the community.



Mental Health and Substance Abuse (Adult Behavioral Services)

The COVID19 pandemic has had a tremendous impact on the health and wellbeing of our community. Impacts that will have lasting effects on our citizens that will be felt for years to come. The pandemic has resulted in an increase in substance use disorders and mental health disorders. A recent study found that 4 in 10 adults reported experiencing anxiety or depression which was up from 1 in 10 in 2019. A survey from June 2020 revealed 13% of adults reported new or increased substance use due to pandemic related stress.

There has been an increase in mental health disorders including Baker Acts, suicides, suicide attempts, and people suffering from anxiety and depression. In 2020, Seminole County averaged 236 baker acts per month, for the first quarter of 2021 the average number of Baker Acts per month is 272. There has been an increase in Risk Protection Orders (RPOs) both submitted, granted and renewed; with roughly 70% of all individuals under a RPO having a related mental health incident or Baker Act. Additional resources are requested to address the increase in mental health crisis incidents including Baker Acts, arrests of individuals with mental health issues, the need for more participation in diversion programs/courts, and assisting/navigating those struggling with mental health issues by offering services and providing follow-up services.

There has been an increase in overdoses with a monthly average of 38 in 2019, 49 in 2020 and an average of 72 per month for the first quarter of 2021. The SCORE team responds to non-fatal drug overdoses and community referrals providing navigation through the treatment process and follow-up. With the increase in overdoses and referrals, resources are requested to provide additional staffing to the response team to adjust the case load to a manageable level.

Homelessness Outreach (Behavioral Services)

Crime is a symptom of another problem. Mental health and substance abuse are two of the most frequent conditions contributing to criminality. These two factors are also seen to occur in our homeless population in Seminole County. In recent months, approximately 20% of the homeless individuals contacted by law enforcement have previously been taken into custody under a Baker Act. From January of 2020 to February 2021, 278 homeless individuals overdosed, which is an average of 20 overdose incidents per month. Additionally, individuals living under these circumstances are more susceptible to become victims of crime. In unincorporated Seminole County alone, there are 44 documented homeless camps, of which 19 are active as of March 19, 2021.

Despite the social service agencies which are available to the homeless within Seminole County, many homeless persons will not encounter or explore their options as they are unaware of the availability of them, are unwilling to work with them, or simply do not have the means or transportation to access them. Many individuals who experience homelessness have or are also experiencing mental health and substance abuse issues. Additionally, social service agencies' outreach efforts are conducted at fixed locations and do not proactively communicate with the homeless who do not seek out their services. Because of this, much of the homeless population is underserved.



Law enforcement must be a part of the effort to solve the problem and address the underlying conditions that led to homelessness. Research throughout the US regarding homeless outreach programs has shown law enforcement agencies have effectively used a model with specially trained officers to address the underlying conditions of homelessness within their communities. Resources would be used to focus on this model in Seminole County. This coupled with our combined efforts through our Behavioral Section will enhance success given the recognition that often times there are co-occurring conditions within this population.

Juvenile Services – Behavioral Services

COVID19 has impacted juveniles in various ways, from their schooling to their ability to socialize and de-stress. Many children have fallen behind in school which causes additional stressors. Children have also been affected by the impact of the pandemic on their family and their family’s response to the pandemic. All of these factors directly impact the mental health and wellness of our youth and have resulted in an increase in calls for service and referrals that need to be addressed.

SCSO has had a successful Mobile Crisis Response effort funded through a grant with the United States Department of Justice, Bureau of Justice Assistance that is set to expire in December 2021. The funding supported a startup program covering designated areas of the county. SCSO expanded the program to include community referrals. The requested funding resources would allow the Mobile Crisis Response to continue upon grant expiration, would expand the coverage area to the entire county, would provide adequate capacity to work community referrals, would provide for community care coordination, and would provide expanded training efforts. The goal is early intervention, aiding the youth and their parents by connecting them to the most applicable resources and programs based on individual circumstances.

Mental Health Crisis Center

Like the Hope & Healing Center partnership, the Mental Health Crisis Center would work collaboratively with a local health care provider(s) to open a stand-alone “one-stop shop” mental health drop-in center. The vision and goal is to provide an option for clinical assessment and evaluation of persons with mental health issues for referral and ultimate placement into the appropriate treatment services. The center may provide for treatment programs. The requested resources would provide for start-up funding for the center, which would in concept also be funded through private donations.

American Rescue Act Tentative Funding Plan	<u>Annual</u>	<u>3 Year</u>
Mental Health Adult	\$ 1,285,000	\$ 3,855,000
Opioid Addiction	395,000	1,185,000
Mental Health Juvenile	1,150,000	3,450,000
Mental Health Center	500,000	500,000
Behavioral Services	\$ 3,330,000	\$ 8,990,000

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

CONSTITUTIONAL OFFICERS DEPT

Supervisor of Elections

Program Message

The Supervisor of Elections Office is responsible for carrying out the election laws adopted by the State Legislature and provides Seminole County residents with important election information. This office handles all Countywide election activities including registering citizens to vote, managing voting booths and providing ballots, and assisting candidates with registration. The mission statement for the Supervisor of Election is: Efficient Elections- Excellent Service - Fiduciary Conservatism - Voter Confidence. The Office includes an elected Supervisor of Elections and 17 other FTEs (not including poll workers).

The program provides the following services:

- Ensure that political elections are conducted within all laws and guidelines
- Provide adequate polling locations, voting equipment, and trained personnel

CONSTITUTIONAL OFFICERS

EXCLUDES CONTRAS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
02 SUPERVISOR OF ELECTIONS					
BASE BUDGETS					
CERTIFIED TRANSFER	3,904,636	3,343,362	3,850,587	507,225	15.2%
INTERNAL SERVICE CHARGES	606,758	408,002	440,192	32,190	7.9%
BASE BUDGETS Total	4,511,394	3,751,364	4,290,779	539,415	14.4%
02 SUPERVISOR OF ELECTIONS Total	4,511,394	3,751,364	4,290,779	539,415	14.4%



Fiscal Year 2021/2022 Budget Report (revised 6/2021)

	FY 21/22	Variance	
EXECUTIVE SALARIES (51011000)	162,864	6.4%	9,864
REGULAR SALARIES & WAGES (51012000)	1,019,427	16.5%	144,402
OTHER SALARIES & WAGES (51013000)	324,860	-23.1%	-97,340
OVERTIME (51014000)	113,050	9.4%	9,759
SPECIAL PAY (51015000)	1,250	0.0%	50
SOCIAL SECURITY (51021000)	123,011	4.7%	5,488
RETIREMENT CONTRIBUTIONS (51022000)	256,252	19.3%	41,457
HEALTH & LIFE INSURANCE (51023000)	287,160	5.4%	14,808
UNEMPLOYMENT COMPENSATION (51025000)	1,000	0.0%	0
PROFESSIONAL SERVICES (53031000)	35,202	39.7%	10,000
CONTRACTED SERVICES (53034000)	203,880	14.3%	25,487
TRAVEL & PER DIEM (53040000)	11,500	0.0%	0
COMMUNICATION (53041000)	40,995	-7.9%	-3,511
TRANSPORTATION (POSTAGE) (53042000)	289,381	246.0%	205,756
RENTAL & LEASES (53044000)	18,365	0.0%	0
REPAIR & MAINTENANCE (53046000)	63,591	1.8%	1,124
PRINTING & BINDING (53047000)	558,240	7.6%	39,480
OTHER CHARGES & OBLIGATIONS (53049000)	116,042	0.5%	580
OFFICE SUPPLIES (53051000)	17,000	0.0%	0
OPERATING SUPPLIES (53052000)	122,005	60.7%	46,064
OPERATING SUPPLIES - EQUIPMENT (53052100)	7,000	-58.8%	-10,000
BOOKS, PUBS, MEMBERSHIPS, ETC. (53054000)	12,912	2.0%	257
TRAINING (53055000)	2,100	0.0%	0
CAPITAL EQUIPMENT (56064200)	63,500	100%	63,500
TOTAL FY 2021/2022 PROPOSED OPERATING BUDGET	3,787,087	13.3%	443,725
TOTAL FY 2021/2022 PROPOSED BUDGET	3,850,587	15.2%	507,225

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

CONSTITUTIONAL OFFICERS DEPT

Tax Collector

Program Message

The Tax Collector's Office collects and remits to the County the tax revenue pertaining to real and personal tangible property in Seminole County, along with other various revenue sources. Under Florida Statute 197, the Tax Collector has the responsibility for the collection of ad valorem taxes and non-ad valorem taxes assessments. These are levied by the county, municipalities, and various taxing authorities in the county. Taxes are based on the assessed value and the millage of each taxing authority.

The program provides the following services:

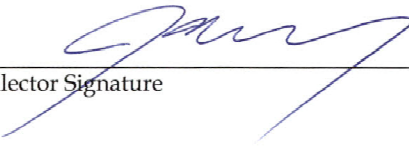
- Collect and distribute property taxes
- Provide license plates, tags, titles, drivers licenses and recreational licenses

CONSTITUTIONAL OFFICERS

EXCLUDES CONTRAS	FY20 ADOPTED BUDGET	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
02 TAX COLLECTOR					
BASE BUDGETS					
CERTIFIED TRANSFER	8,525,000	8,801,500	9,141,500	340,000	3.9%
INTERNAL SERVICE CHARGES	77,007	81,021	83,109	2,088	2.6%
BASE BUDGETS Total	8,602,007	8,882,521	9,224,609	342,088	3.9%
02 TAX COLLECTOR Total	8,602,007	8,882,521	9,224,609	342,088	3.9%

BUDGET REQUEST FOR TAX COLLECTORS

I, Jeffrey Kroll, the Tax Collector of Seminole County, Florida, certify the proposed budget for the period of October 1, 2021, through September 30, 2022, contains information that is an accurate presentation of our work program during this period and expenditures during prior periods (section 195.087, F.S.).



Tax Collector Signature

7/28/21

Date

**BUDGET REQUEST FOR TAX COLLECTORS
SUMMARY OF THE 2021-22 BUDGET BY APPROPRIATION CATEGORY**

Seminole

COUNTY

EXHIBIT A

APPROPRIATION CATEGORY	ACTUAL EXPENDITURES 2019-20	APPROVED BUDGET 2020-21	ACTUAL EXPENDITURES 6/30/21	REQUEST 2021-22	(INCREASE/DECREASE)		AMOUNT APPROVED 2021-22	(INCREASE/DECREASE)	
					AMOUNT	%		AMOUNT	%
(1)	(2)	(3)	(4)	(5)	(6)	(6a)	(7)	(8)	(8a)
PERSONNEL SERVICES (Sch. 1-1A)	\$6,908,329	\$9,628,792	\$4,745,833	\$9,862,662	\$233,870	2.43%			
OPERATING EXPENSES (Sch. II)	\$2,661,744	\$2,365,940	\$1,540,727	\$2,154,620	(\$211,320)	-8.93%			
OPERATING CAPITAL OUTLAY (Sch. III)	\$1,458,798	\$1,099,895	\$2,550,081	\$1,273,763	\$173,868	15.81%			
TOTAL EXPENDITURES	\$11,028,871	\$13,094,627	\$8,836,641	\$13,291,045	\$196,418	1.50%			
NUMBER OF POSITIONS		122		122					
					COL (5) - (3)	COL (6) / (3)			

DETAIL OF PERSONNEL SERVICES

SCHEDULE IA

Seminole

OBJECT CODE (1)	ACTUAL EXPENDITURES 2019-20 (2)	APPROVED BUDGET 2020-21 (3)	ACTUAL EXPENDITURES 6/30/21 (4)	REQUEST 2021-22 (5)	INCREASE/(DECREASE)		AMOUNT APPROVED 2021-22 (7)
					AMOUNT (6)	% (6a)	
PERSONNEL SERVICES:							
11 OFFICIAL	112,259	157,632	75,886	157,632			
12 EMPLOYEES (REGULAR)	4,425,002	5,643,764	3,050,271	5,813,077	169,313	3.00%	
13 EMPLOYEES (TEMPORARY)	7,873	10,698	7,791	10,975	277	2.59%	
14 OVERTIME	32,844	12,000	3,447	12,250	250	2.08%	
15 SPECIAL PAY	72,202	138,667	95,511	138,667			
21 FICA							
2152 REGULAR	337,953	453,340	237,937	467,170	13,830	3.05%	
2153 OTHER	602	818	596	840	22	2.69%	
22 RETIREMENT							
2251 OFFICIAL	54,805	77,523	37,320	81,054	3,531	4.55%	
2252 EMPLOYEE	340,439	500,513	267,724	580,817	80,304	16.04%	
2253 SMS/SES	119,492	172,543	79,583	143,309	(29,234)	-16.94%	
2254 DROP	22,183	26,666	14,462	18,707	(7,959)	-29.85%	
23 LIFE & HEALTH INSURANCE	1,379,293	2,413,178	864,949	2,416,714	3,536	0.15%	
24 WORKER'S COMPENSATION							
25 UNEMPLOYMENT COMP.	3,381	21,450	10,356	21,450			
TOTAL PERSONNEL SERVICES	\$6,908,329	\$9,628,792	\$4,745,833	\$9,862,662	\$233,870	2.43%	

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Col. (6) / (3)

DETAIL OF OPERATING EXPENSES

SCHEDULE II

Seminole

OBJECT CODE	ACTUAL	APPROVED	ACTUAL	REQUEST	INCREASE/(DECREASE)		AMOUNT
	EXPENDITURES	BUDGET	EXPENDITURES		AMOUNT	%	
	2019-20	2020-21	6/30/21	2021-22	(6)	(6a)	APPROVED
(1)	(2)	(3)	(4)	(5)	(6)	(6a)	(7)
OPERATING EXPENSES:							
31 PROFESSIONAL SERVICES							
3151 E.D.P.	285,025	202,496	131,775	199,406	(3,090)	-1.53%	
3154 LEGAL	449,950	150,000	248,792	100,000	(50,000)	-33.33%	
3159 OTHER	84,860	89,351	35,436	57,449	(31,902)	-35.70%	
32 ACCOUNTING & AUDITING							
33 COURT REPORTER							
34 OTHER CONTRACTUAL	339,388	145,300	104,098	95,000	(50,300)	-34.62%	
40 TRAVEL	18,763	54,650	7,025	60,210	5,560	10.17%	
41 COMMUNICATIONS	24,385	24,396	17,753	24,480	84	0.34%	
42 TRANSPORTATION							
4251 POSTAGE	260,460	354,017	138,790	361,688	7,671	2.17%	
4252 FREIGHT	127,584	139,116	142,106	169,000	29,884	21.48%	
43 UTILITIES	179,092	180,604	115,865	194,124	13,520	7.49%	
44 RENTALS & LEASES							
4451 OFFICE EQUIPMENT	13,259	10,608	7,085	14,292	3,684	34.73%	
4452 VEHICLES	16,420						
4453 OFFICE SPACE	356,307	371,453	277,013	253,444	(118,010)	-31.77%	
4454 E.D.P.							
45 INSURANCE & SURETY	11,680	14,000	8,769	14,000			

DETAIL OF OPERATING EXPENSES (CONT.)

SCHEDULE II

OBJECT CODE	ACTUAL EXPENDITURES 2019-20	APPROVED BUDGET 2020-21	ACTUAL EXPENDITURES 6/30/21	REQUEST 2021-22	INCREASE/(DECREASE)		AMOUNT APPROVED 2021-22
					AMOUNT	%	
(1)	(2)	(3)	(4)	(5)	(6)	(6a)	(7)
46 REPAIR & MAINTENANCE							
4651 OFFICE EQUIPMENT	6,395	3,244	2,835	3,667	423	13.04%	
4652 VEHICLES	5,395	4,520	2,444	5,000	480	10.62%	
4653 OFFICE SPACE	86,641	59,838	23,760	45,098	(14,740)	-24.63%	
4654 E.D.P.	17,814	12,508	15,955	17,687	5,179	41.41%	
47 PRINTING & BINDING	110,583	297,878	96,060	297,878			
48 PROMOTIONAL	106,719	37,100	27,971	25,000	(12,100)	-32.61%	
49 OTHER CURRENT CHARGES							
4951 LEGAL ADVERTISEMENTS	42,626	47,000	42,584	47,500	500	1.06%	
4959 OTHER							
51 OFFICE SUPPLIES	87,991	125,000	78,128	124,000	(1,000)	-0.80%	
52 OPERATING SUPPLIES							
54 BOOKS & PUBLICATIONS							
5451 BOOKS	2,140	2,750	2,062	2,750			
5452 SUBSCRIPTIONS	6,381	6,114	1,767	5,000	(1,114)	-18.22%	
5453 EDUCATION	14,176	23,997	3,224	24,447	450	1.88%	
5454 DUES/MEMBERSHIPS	7,711	10,000	9,430	13,500	3,500	35.00%	
TOTAL OPERATING EXPENSES	\$2,661,744	\$2,365,940	\$1,540,727	\$2,154,620	(\$211,320)	-8.93%	

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Col. (6) / (3)

DETAIL OF OPERATING CAPITAL OUTLAY

SCHEDULE III

Seminole

OBJECT CODE	ACTUAL	APPROVED	ACTUAL	REQUEST	INCREASE/(DECREASE)		AMOUNT
	EXPENDITURES	BUDGET	EXPENDITURES		AMOUNT	%	
(1)	2019-20	2020-21	6/30/21	2021-22	(6)	(6a)	2021-22
(1)	(2)	(3)	(4)	(5)	(6)	(6a)	(7)
CAPITAL OUTLAY:							
61 LAND	7,350					—	
62 BUILDINGS	55,037	119,966	1,726,513	300,000	180,034	150.07%	
64 MACHINERY & EQUIPMENT							
6451 E.D.P.	1,387,606	973,763	811,500	973,763			
6452 OFFICE FURNITURE		1,640	8,022		(1,640)	-100.00%	
6453 OFFICE EQUIPMENT	8,805	4,526	4,046		(4,526)	-100.00%	
6454 VEHICLES						—	
66 BOOKS						—	
68 INTANGIBLE ASSETS (SOFTWARE)						—	
TOTAL CAPITAL OUTLAY	\$1,458,798	\$1,099,895	\$2,550,081	\$1,273,763	\$173,868	-50%	

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**OPERATING CAPITAL OUTLAY (CONT.)
DETAIL OF EQUIPMENT REQUESTED**

Seminole

SCHEDULE III A

INSTALLMENT PURCHASES

ITEM	TOTAL CONTRACT COST	MONTH AND YEAR PURCHASED	LENGTH OF CONTRACT	REQUEST 2021-22

OTHER CAPITAL ITEMS

ITEM	UNIT PRICE	QUANTITY	REPLACE	NEW	REQUEST 2021-22
None					

**STATEMENT OF COMMISSIONS AND EXPENDITURES
FY 2021-2022**

Seminole

EXHIBIT B

DESCRIPTION (1)	ACTUAL 10/01/19 - 09/30/20 (2)	ACTUAL 10/01/20 - 06/30/21 (3)	ESTIMATED 07/01/21 - 09/30/21 (3a)	TOTAL 2020 - 2021 (3b)	ESTIMATED 2021 - 2022 (4)
Commissions:					
State					
Motor Vehicles	2,594,693	1,886,076	707,000	2,593,076	2,860,000
Concealed Weapons	81,774	80,394	30,000	110,394	160,000
Game and Fish	4,213	2,711	1,500	4,211	4,500
Sales Tax	9,067	6,912	2,160	9,072	9,360
Drivers License	1,164,204	899,700	300,000	1,199,700	1,300,000
County: BCC General Fund	8,022,170	8,193,574		8,193,574	8,300,000
Districts:					
BCC Fire District	342,486	356,836		356,836	355,000
BCC Roads, Lights, Special Assessment	24,035	24,620		24,620	23,000
St. John's Water Mgmt.	168,963	167,197		167,197	165,000
Independent Special Districts	13,223	14,221		14,221	11,000
BCC Solid Waste	77,989	77,419		77,419	76,000
Other - List					
Tourist Tax Fee	65,331	42,251	20,700	62,951	85,000
BCC - Business Tax	60,852	60,811	225	61,036	60,000
Delinquent Tax/Warrants	545,619	467,847	11,950	479,797	550,000
Advertising	53,155	47,075	5,000	52,075	55,000
Miscellaneous	795,042	56,245	12,680	68,925	35,000
Interest	34,191	43,101	9,000	52,101	60,000
Total Commissions	\$14,057,005	\$12,426,990	\$1,100,215	\$13,527,205	\$14,108,860
Less Total Expenditures/Budget	\$11,028,871	\$8,836,641	\$2,583,630	\$11,420,271	\$13,291,045
Balance	\$3,028,134	\$3,590,349	(\$1,483,415)	\$2,106,934	\$817,815

Col. (9) + (3A)

**JUSTIFICATION SHEET
FY 2021-2022**

Seminole				
OBJECT CODE		SCHEDULE	AMOUNT OF INCREASE (DECREASE)	JUSTIFICATION
NUMBER	NAME			
3151	Professional Services - EDP	II	(\$3,090)	Evaluation of services led to some being canceled.
3154	Legal Fees	II	(\$50,000)	Fewer legal bills anticipated in the coming year with no outstanding lawsuits pending.
3159	Prof. Services - License Fees	II	(\$31,902)	Able to decrease monthly payroll fees
3400	Other Contractual Svcs.	II	(\$50,300)	Canceled contracts for vendors no longer used.
4001	Travel	II	\$5,560	Slight increase to travel for TC and conferences coming back to onsite vs. virtual.
4100	Communication	II	\$84	Cell charges went down but land lines increased
4251	Postage	II	\$7,671	Anticipate increased costs due to postage rates.
4252	Freight/Courier Service	II	\$29,884	Based on number of branches and increased liability amounts year over year.
4300	Utilities	II	\$13,520	Closing some admin offices but also have new building in Altamonte.
4451	Office Equip Rental/Lease	II	\$3,684	Storage unit leased for items at closed admin offices
4453	Office space Rental/Lease	II	(\$118,010)	Closed admin offices
4651	Office Equip. Maintenance	II	\$423	Added Copiers in FY20-21. Leases now in effect.
4652	Vehicle Repair & Maintenance	II	\$480	Vehicles slightly older and tire changes etc. needed.
4653	Office Space Maintenance	II	(\$14,740)	With fewer offices, there is less to do with regard to maintenance
4654	EDP Repair & Maintenance	II	\$5,179	DHSMV Maintenance bills due every other year and IT equipment increased this year.
4801	Promotional	II	(\$12,100)	Costs are less this year since there are fewer branding issues with new TC in his second year.
4951	Legal Advertisements	II	\$500	Nominal increase expected
5100	Office Supplies	II	(\$1,000)	Nominal decrease expected.
5452	Subscriptions	II	(\$1,114)	No more Reuters expenses. TC would like training videos for staff.
5453	Education	II	\$450	TC will be attending classes and conferences unlike in the past.
5454	Dues and Memberships	II	\$3,500	Dues for the TC Association have increased based on a new calculation for each county.
GRAND TOTAL			(\$211,320)	

**JUSTIFICATION SHEET
FY 2021-2022**

Seminole

OBJECT CODE		SCHEDULE	AMOUNT OF INCREASE (DECREASE)	JUSTIFICATION
NUMBER	NAME			
6062	Buildings	III	\$180,034	In FY20-21 the TC purchased a building to enable us to end our two leases in Longwood and Lake Mary. These costs are for getting the area built out and ready for branch work. Furniture needed for the new TC office in the county building last year. We do not anticipate any office equipment needs for the upcoming year,
6452	Office Furniture	III	(\$1,640)	
6453	Office Equipment	III	(\$4,526)	
GRAND TOTAL			\$173,868	

**CONTRACT WORKSHEET
FY 2021-2022**

Seminole

OBJECT CODE	VENDOR NAME	PURPOSE OF CONTRACT	ANNUAL AMOUNT
2300	BCBS	Health Ins	See Budget Pg. 11
3151	Viable Solutions	Server and Email support services	\$80,951
3151	ImageQuest	Annual Support Imaging Software	\$4,625
3151	Nemo-Q	Appointments & SMS Licensing	\$13,500
3151	OmniGov	Annual Support Cashier Software	\$12,000
3151	OmniGov	Remittance Processor Software Support	\$10,900
3151	Rise Creative	Website Basic & Creative Maintenance/2 Software Update cycles	\$20,700
3151	Bit Direct	Acrobat Licenses	\$1,500
3151	Keycom	Moving Cable lines	\$2,500
3151	OpenGov	Reporting tool - license for one year	\$28,375
3151	Opex	High speed processor software support	\$12,315
3151	TeamViewer	Endpoint and Remote Mgt	\$4,000
3151	INFIMA	Cyber Security User Training	\$3,000
3151	Various	Website hosting and misc. Services	\$2,160
3151	LiftOff	Microsoft Office 365 Pro	\$2,880
3154	Various	Retainers for legal services	\$100,000
3159	Various	Criminal Background checks, Medical drug tests for new hires	\$1,332
3159	Microsoft NAV	Yearly licensing and Gold Support	\$4,570
3159	Pacer	Public Records Access/Bankruptcy Research	\$1,240
3159	Jacksonville Sound/ Wayne, Central FL Alm, Southern Fire, Amlock	Fire and Alarm Monitoring	\$13,149
3159	Budget Notary Service	Enrolling and updating notaries	\$1,158
3159	Paychex Payroll processing Fee	Admin Service for payroll. Includes training and implementation for new Time and Attendance program	\$36,000
3400	Alan Byrd And Assoc	PRR assistance	\$30,000
3400	FL Cap Bank	Monthly Bank Fees	\$660
3400	Various	Consulting as needed	\$60,050
3400	Interpretek	DL interpreter for road test for deaf	\$1,000
3400	Various (Shred-All, Etc.)	Miscellaneous	\$350
3400	Primera Yearly Fee	Yearly M&T	\$2,940
4001	Various	See Travel Worksheet for details	\$60,210
4100	AT&T	Cell Phones, land lines, long distance, I-Pads	\$24,480
4251	Various	See Postage worksheet for details	\$361,688
4252	Loomis	Courier Service for Branch to Bank Funds	\$169,000
4300	ImageOne Janitorial	Custodial Services	\$82,028
4300	Orlando Waste Paper	Dumpster waste removal	\$1,200
4300	Waste Pro	Dumpster waste removal	\$4,296
4300	Various Public Utilities	Gas, water sewer, etc.	\$10,192
4300	Duke Electric	Electric	\$73,080
4300	Spectrum	Internet for cashiering	\$6,048
4300	Spectacular View	Landscaping	\$17,280
4451	Pitney Bowes	Mail Machine lease	\$10,608
4451	Storage Unit	Monthly charges	\$3,684
4453	Sandefur	Admin suite rent	\$69,792
4453	Protegrity Properties	Longwood branch rent	\$155,367

4453	Karl Burgunder	Oviedo office rent	\$28,285
4500	Commons at Primera	Monthly HOA assessment	\$14,000
4651	Ricoh/ Whittaker	Maintenance; shredder warranty	\$2,607
4651	Quadient (formerly Neopost)	Maintenance lease & svc	\$1,060
4652	Various	Tires, oil changes, and std maintence	\$5,000
4653	Ferran	A/C Repair and Maintenance	\$11,540
4653	Powersecure	Generators at branches - R&M	\$2,208
4653	Amlock	Lock and Door R&M	\$2,109
4653	Keycom	New locks and key repair	\$1,100
4653	Best Plumbing	Plumbing repairs	\$750
4653	DIY/ Apex Pest/ Massey	Pest Control	\$885
4653	ImageOne Janitorial	Windows and floor cleaning during the year	\$20,076
4653	Various	Misc. vendors as needed	\$2,500
4653	Dollard Electric	Electric repairs	\$3,930
4654	DHSMV	Yearly Maintenance	\$2,179
4654	Nemo-Q	Queuing System Warranty & License	\$9,508
4654	Various (Pepink, Techniflex)	IT equipment for IT dept as needed	\$5,000
4654	Micrographics (Fujitsu Scanners)	Scanner Maintenance	\$1,000
4701	MinuteMan	Printing envelopes	\$10,230
4701	Cathedral	Printing and mail processing	\$287,650
4801	Uniformity	Shirts and sweaters for staff (Logo)	\$10,000
4801	Various	Printing of new flyers and pamphlets	\$600
4801	Various	Employee Anniversary lunches, events	\$14,400
4951	Various	Legal advertisements for DQ Auction	\$47,500
5100	Various (incl. Amazon, Mason, etc)	All office supplies for all locations	\$126,000
5451	DMV/DL	DMV/DL Reference Manuals	\$2,750
5452	Misc Subscriptions	TC video training subscriptions	\$5,000
5453	Various - Education	See Education worksheet for details	\$24,447
5454	FGFOA, Chamber of Commerce (State and Regional), FLTC Assn.	Dues for local groups and Associations	\$13,500
GRAND TOTAL			\$2,156,622

**TRAVEL WORKSHEET
FY 2021-2022**

Seminole

LOCAL TRAVEL FOR FIELD WORK & ADMINISTRATIVE DUTIES

FIELD TRAVEL:

Number of Field Employees	Mileage Reimbursement Rate	Total miles per employee	Total Field Travel	Employees Reimb. At Flat Rate	Flat Rate Amount per Employee	Total Flat Rate Reimb.
21	0.55	1200	\$13,860			

ADMINISTRATIVE TRAVEL:

Number of Administrative Employees	Mileage Reimbursement Rate	Total miles per employee	Total Administrative Travel	Employees Reimb. At Flat Rate	Flat Rate Amount per Employee	Total Flat Rate Reimb.
3	0.55	1200	\$1,980			

TOTAL LOCAL TRAVEL

\$15,840

SCHOOL, CONFERENCE OR OTHER TRAVEL

SCHOOLS:

Name	City	No. of Employees Traveling	No. of Days Traveling	Total Transportation Cost per Event	Daily Room Cost per Employee	Daily Per Diem per Employee	TOTAL
CPM CLASSES	VARIOUS	15	4	\$360	\$175	\$75	\$12,735
FALL TC CONFERENCE	VARIOUS	12	3	\$350	\$110	\$75	\$5,690
COALITION MTG	VARIOUS	4	9	\$190	\$75	\$75	\$5,290
DOR CLASSES	TALLAHASSEE	12	4	\$210	\$250	\$75	\$12,810
TOTAL							\$36,525

CONFERENCES:

Name	City	No. of Employees Traveling	No. of Days Traveling	Total Transportation Cost per Event	Daily Room Cost per Employee	Daily Per Diem per Employee	TOTAL
RECORDS RETENTION	DAYTONA	3	10	\$800	\$110	\$75	\$6,020
SPRING TC CONFERENCE	VARIOUS	1	5	\$350	\$110	\$75	\$1,165
FGFOA	MIAMI	1	3	\$85	\$175	\$75	\$660
TOTAL							\$7,845

OTHER:

Type of Travel	No. of Employees Traveling	No. of Days Traveling	Total Transportation Cost per Event	Daily Room Cost per Employee	Daily Per Diem per Employee	TOTAL
TOTAL						

TOTAL SCHOOL, CONFERENCE OR OTHER TRAVEL

\$44,370

TOTAL TRAVEL REQUEST

\$60,210

**POSTAGE WORKSHEET
FY 2021-2022**

Seminole

Type of Mail	Number of Items	Postage Rate	Total
MASS MAILINGS:			
TAXES:			
Tax Notices - Real Property	165,000	0.46	\$75,900
Tax Notices - Personal Property	15,100	0.46	\$6,946
Reminder Notices - Real Property	11,900	0.51	\$6,069
Reminder Notices - Personal Property	3,500	0.51	\$1,785
Certified Mailings by Clerk of Court	250	6.80	\$1,700
Subtotal			\$92,400
Less Reimbursement by Property Tax Auth (197.322 (3))			\$69,547
TOTAL PROPERTY TAXES			\$22,853
TAGS AND REGISTRATIONS:			
Motor Vehicles	340,655	0.46	\$156,701
Disabled Parking Permits	6,400	0.80	\$5,120
Total Vehicle/Vessel			\$161,821
OTHER: (Specify Type)			
Business Tax Receipts	12,800	0.46	\$5,888
Renewal Notice (Cathedral)	600	0.46	\$276
Second Reminder Notice (Cathedral)			
Total Business Tax Receipts	13,400		\$6,164
Miscellaneous			\$500
TC delivers			\$2,100
NCOA Certification (Cathedral)			\$250
TOTAL OTHER			\$2,850
TOTAL MASS MAILINGS			\$193,688
IN-HOUSE SERVICES			
Certified Mail (NSF, TPP, Final Notice, Titles)	575	\$7.00	\$4,025
Registrations, BTR Receipts, General Mail	135,500	0.61	\$82,655
Mail Packets (Metal Plates)	20,500	3.10	\$63,550
Packages (Primarily DHSMV Reports)	800	19.95	\$15,960
TOTAL GENERAL CORRESPONDENCE			\$166,190
US POSTMASTER			
Post Office Box Rent			\$ 1,310.00
BRM			\$ 500.00
TOTAL POSTAGE REQUEST			\$361,688

EDUCATION WORKSHEET

FY 2021-2022

Seminole

SCHOOLS

Sponsor	City	Tuition	Texts	Number Attending	TOTAL
CPM Classes	Various	\$500		15	\$7,500
DOR Classes	Orlando FL area	\$86		12	\$1,032
College/Employee Tuition	Orlando FL area	\$300		10	\$3,000
TOTAL				37	\$11,532

WORKSHOPS

Sponsor	City	Tuition	Texts	Number Attending	TOTAL
IT - Visual Programming	Lake Mary, FL	\$3,000	IT courses	1	\$3,000
TOTAL				1	\$3,000

CONFERENCES AND SEMINARS

Sponsor	City	Tuition	Texts	Number Attending	TOTAL
FGFOA	Miami	\$490		1	\$490
Fall Education Conf	Various	\$350	\$200	12	\$4,400
Records Retent Mtgs	Daytona	\$500		1	\$500
SFLTC Conference	South Orlando	\$350		4	\$1,400
Specialty Seminars	Various	\$225		10	\$2,250
TC Spring Conference	Various	\$450		1	\$450
TOTAL				29	\$9,490

Sponsor	City	Tuition	Texts	Number Attending	TOTAL
ABLSE Bankruptcy	Varies	\$425		1	\$425
TOTAL				1	\$425

OTHER EDUCATIONAL EXPENSES (SPECIFY)

TOTAL

TOTAL EDUCATION EXPENSES					\$24,447

VEHICLE INVENTORY FORM

FY 2021-2022

Seminole

Vehicle Make	Model	Year Leased or Purchased	Mileage	Assigned Work Unit
Chevy	SUV Equinox	2020	5,011	IT Projects at various Branch Offices
Chevy	SUV Black Blazer	2020	8,518	Administrative staff use, branch office, field work for delinquent tangible tax recovery, BTR site verification. Rotates with facilities.
Chevy	SUV Silver Blazer	2020	9,548	Facilities projects/mail runs/branch visits/ moving office furniture. Rotates with Admin
Chevy	Box Truck Commercial Van	2017	74,805	Facilities projects/mail runs/branch visits/ moving office furniture

**DATA PROCESSING PURCHASE
JUSTIFICATION
FY 2021-2022**

Seminole

ITEM REQUESTED	NUMBER REQUESTED	MAKE AND MODEL NUMBER	LENGTH OF PAYMENT SCHEDULE	COST FOR FISCAL YEAR 2021-22	FULL COST
Tax Software (year 3)	1	Informa (see below)	> 1 yr.	\$973,763	\$5,800,000

STATEMENT OF NEED: To include but not be limited to age, condition, response time, etc. of existing equipment.

We are in year 3 of the overhaul of the tax software. The prior software was obsolete and no longer supported. This allows us to integrate with the cashiering software and merchant services as well as adopting the INFORMA Imaging and high speed remittance software.

HOW LONG WILL THIS PURCHASE FULFILL THOSE NEEDS?

ADDITIONAL COMMENTS OR PERTINENT INFORMATION

2021-22 Tax Collector

Seminole

FTE By Activity		Estimated FTE	Estimated Annual Transactions
	Property Tax	9.00	200,548
	DMV	55.25	701,994
	Game & Fish	0.25	3,870
	Birth Cert/CWIS	3.00	7,190
	Sales Tax	0.50	
	Drivers License	30.00	146,228
	Miscellaneous (list)	12.00	
	Administrative	12.00	
	Total	122.00	1,059,830

List Miscellaneous activities below:

Tourist Dev Tax/BTR	2.00	
Facilities/Dep. Chief/Records	3.00	
Mgt. Info Systems	3.00	
Accounting Dept	4.00	
Total Misc.	12.00	

**SUMMARY OF
REDUCTIONS REQUEST**

TAX COLLECTOR
Seminole

APPROPRIATION CATEGORY	APPROVED BUDGET 2020-21	BUDGET REQUEST 2021-22	Reductions Requested by the COUNTY		Reductions Reflected in REQUEST	
			AMOUNT	%	AMOUNT	%
PERSONNEL SERVICES (Sch. 1-1A)	9,628,792	9,862,662			233,870	2.4%
OPERATING EXPENSES (Sch. II)	2,365,940	2,154,620			(211,320)	-8.9%
OPERATING CAPITAL OUTLAY (Sch. III)	1,099,895	1,273,763			173,868	-49.9%
TOTAL EXPENDITURES	\$13,094,627	\$13,291,045			\$196,418	1.5%
NUMBER OF POSITIONS	122	122				

** Please use the Reductions Justification tab to clarify any deviation in the reductions requested by the county and the reductions reflected in the budget request.*

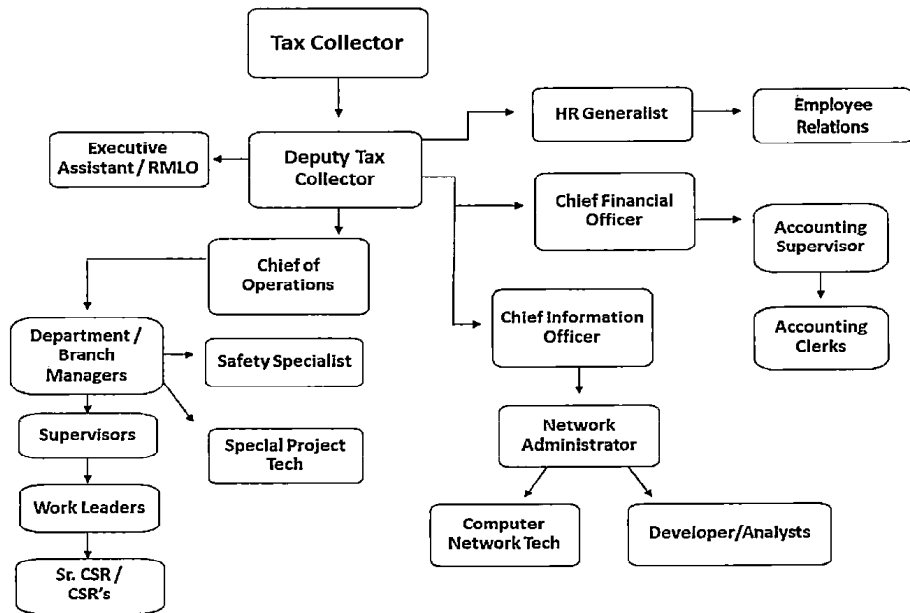
**SUMMARY OF REDUCTIONS REQUEST
JUSTIFICATION SHEET
FY 2021-2022**

Seminole

APPROPRIATION CATEGORY	AMOUNT OF VARIANCE	JUSTIFICATION
Operating Expenses	(211,320)	We continue to streamline expenses and eliminate those expenses that are not considered essential to the office. This includes contractors, leases and services not needed.
GRAND TOTAL	(\$211,320)	



Seminole County
Tax Collector
Organization Chart
2021-2022



REV 07/2021

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COURT SUPPORT DEPT

**ARTICLE V COURT TECHNOLOGY
GUARDIAN AD LITEM
JUDICIAL
LAW LIBRARY
LEGAL AID**

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COURT SUPPORT DEPT

Department Message

The Court is the primary institution that protects our democracy by upholding the law, ensuring individual rights and liberties, enforcing public order and providing for a peaceful resolution of disputes. The courts uphold the law by ensuring due process and the Courts are open to every person to ensure individual rights and liberties by providing a forum and process by which every person may protect their basic federal and state constitutional rights.

Florida Trial Courts impact every aspect of our society, including: juvenile and adult crime; drug and alcohol addiction; child, spousal, and elder abuse; divorce, paternity, adoption, child custody and support; Guardianship and probate; civil disputes; and traffic and administrative matters.

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COURT SUPPORT DEPT

Department Goals/Objectives/Performance Measures

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP'S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: PROVIDE QUALITY LEGAL REPRESENTATION TO ALL CLIENTS OF THE PUBLIC DEFENDER AT LOWEST FUNDING LEVEL IN THE STATE.

Objective: Lowest funded Public Defender as percentage of State Attorney funding where statewide Public Defenders average 52% of State Attorney funding.

Performance Measure: 18th Circuit Public Defender funding as a percentage of 18th Circuit State Attorney funding

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
42%	42%	43%	43%

Objective: Lowest attorney staffed Public Defender as percentage of State Attorney staffing - where statewide Public Defenders average 75.58% of State Attorney staffing.

Performance Measure: 18th Circuit Public Defender attorney staff as a percent of 18th Circuit State Attorney staff

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
39.16%	39.5%	34%	34%

Objective: Only withdraw as attorney in a case when there is an unavoidable ethical conflict of interest - where statewide Public Defenders' average withdrawal rate is 9.1%.

Performance Measure: Percent of cases withdrawn for ethical conflict of interest

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
9.1%	8.7%	8.0%	8.0%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COURT SUPPORT DEPT

Department Goals/Objectives/Performance Measures (CONT.)

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP'S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: INCREASE THE NUMBER OF VOLUNTEER CHILD ADVOCATES FOR CHILDREN IN THE DEPENDENCY COURT SYSTEM THROUGH QUALITY TRAINING AND SUPPORT.

Objective: Increase number of volunteers attending Guardian Ad Litem Child Advocacy Training.

Performance Measure: Number of prospective volunteers attending training

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
68	26	50	75

Objective: Increase number of Children who are served by Volunteers, instead of paid staff, to 80%.

Performance Measure: Percent of children served by volunteers

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
73.7%	78	70%	80%

Due to large increase in number of children entering dependency system the Statewide GAL program added additional staff positions to cover the workload causing more staff to be on cases as the program works to increase volunteers.

Objective: Maintain volunteer retention rate at 80% or greater in order for the program to increase number of volunteers to 200.

Performance Measure: Volunteer retention rate

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
87.5%	84.1%	71.1%	80%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COURT SUPPORT DEPT

Department Goals/Objectives/Performance Measures (CONT.)

Objective: Quality advocacy for children will be accomplished by training volunteers and staff on Adverse Childhood Experience and Trauma Informed Care. There will be at least 5 training opportunities in 2021-2022.

Performance Measure: % of volunteers trained in Trauma Informed Care and/or Adverse Childhood Experience

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
25%	50%	50%	60%

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP'S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: EMPOWER THE POOR, VULNERABLE VETERANS, ELDERLY, DISABLED, PHYSICALLY ABUSED AND FOSTER YOUTHS TO BECOME SELF-SUFFICIENT AND IMPROVE THEIR QUALITY OF THEIR LIFE.

Objective: Increase financial security and resources for vulnerable veterans, elderly, disabled, physically abused and foster youths in Seminole County.

Performance Measure: % of clients secured financial support or resources

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
93%	54%	71%	80%

Objective: Decrease the immediate displacement of the poor, vulnerable veterans, elderly, disabled, physically abused and their children from their housing by provision of legal services to resolve legal issues hindering their housing security.

Performance Measure: % of clients avoiding immediate displacement from their housing

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
93%	88%	95%	80%

COURT SUPPORT

FUNDING SOURCE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BY FUND TYPE					
GENERAL FUND	3,222,639	3,646,880	3,789,850	142,970	3.9%
AGENCY FUNDS	2,832	0	0	0	
COURT FUNDS	1,136,414	1,193,924	1,219,119	25,195	2.1%
COURT SUPPORT DEPT Total	4,361,885	4,840,804	5,008,969	168,165	3.5%

BUDGET TYPE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BASE BUDGETS					
ARTICLE V COURT TECHNOLOGY	1,035,047	1,118,924	1,144,119	25,195	2.3%
GUARDIAN AD LITEM	181,904	209,074	204,988	(4,085)	-2.0%
JUDICIAL	2,581,610	2,966,152	3,116,295	150,144	5.1%
LAW LIBRARY	105,580	104,932	101,417	(3,514)	-3.3%
LEGAL AID	356,377	361,723	367,149	5,426	1.5%
BASE BUDGETS Total	4,260,518	4,760,804	4,933,969	173,165	3.6%
TECHNOLOGY	101,367	75,000	75,000	0	0.0%
FACILITIES PROJECTS	0	5,000	0	(5,000)	-100.0%
COURT SUPPORT DEPT Total	4,361,885	4,840,804	5,008,969	168,165	3.5%

SEMINOLE COUNTY GOVERNMENT FY 2021/22 ADOPTED BUDGET DOCUMENT

COURT SUPPORT DEPT

Article V Court Technology

Pursuant to Florida Statutes 29.008(1)(f)2 and (h) “Counties are required by s. 14, Art. V of the State Constitution to fund the cost of communications services, existing radio systems, existing multi-agency criminal justice information systems, and security of facilities for the circuit and county courts, public defenders’ offices, state attorneys’ offices, guardian ad litem offices and the offices of the clerk of the circuit and county courts performing court-related functions.”

F.S. 28.24(12)(e)(1) provides for a \$2 recording fee to fund court related technology budgeted in this program.

Judicial - Seminole County's Judicial Article V funding is intended to fund the cost of communication services and existing multi-agency criminal justice information systems. The Court Technology Office oversees the deployment and maintenance of all computers and supporting devices that are used by judges and support staff while executing their constitutional duties and providing justice for the people of the 18th Judicial Circuit of Florida. To that end, the Court Technology Office installs, configures, and supports productivity and security software on all deployed devices to ease the job requirements of the individuals using them, which includes operating system maintenance and support as well as training and education for software use and best practices.

The Court Technology Office also supports and manages solutions to effectively collaborate between all stakeholders in the organization, across the circuit-wide network, supporting six courthouses and two jail locations. This support includes on-site and off-site personnel and technology due to the rapid expansion of remote judicial proceedings.

Public Defender - A poor person, not able to hire an attorney, arrested and charged with a crime did not have a right under the Sixth Amendment to the United States Constitution to have a lawyer represent them until 1963. That is when the United States Supreme Court decided the Florida case of Gideon versus Wainwright. In the Gideon decision, Justice Hugo J. Black wrote, “From the very beginning, our state and national constitutions and laws have laid great emphasis on procedural and substantive safeguards designed to assure fair trials before impartial tribunals in which every defendant stands equal before the law. This noble idea cannot be realized if the poor man charged with crime has to face his accusers without a lawyer to assist him.” In response to the Gideon decision, the Florida Legislature in 1963 created the Office of the Public Defender. It was the first statewide Public Defender system in the nation. The Public Defender is a constitutional officer under Article V of the Florida Constitution. The Public Defender is an elected official, holding a four-year term of office. There are twenty elected Public Defenders in the State of Florida – one for each of the twenty judicial circuits in Florida. Seminole County is in the Eighteenth Judicial Circuit, which also includes Brevard County. The Public Defender for Seminole County provides cost-effective legal representation and is the lowest-funded Public Defender office in Florida, comparing Public Defender

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COURT SUPPORT DEPT

Article V Court Technology (CONT.)

funding to their State Attorney counterpart across the state.

There is a description of the Public Defender office and of the criminal justice system at the Public Defender's website: www.18thjudicialcircuitpublicdefender.com.

State Attorney - The Office of the State Attorney pursues vigorous and fair prosecution of criminal cases, with a commitment to serve as an advocate for the rights of all victims, and promote the safety and well-being of the public. The State Attorney's Office excels and is acknowledged as a leader in providing quality prosecution, exceptional service to victims, and for our work in partnership with the community in providing early intervention and preventive education programs for juveniles, consistent with the safety and well-being of the public.

The State Attorney is a constitutional officer under Article V of the Florida Constitution. The State Attorney is an elected official, holding a four year term for office. The State Attorney is dedicated to a fair and objective judicial process for all persons, defending the rights of the victims and witnesses with concern, compassion, and respect for their dignity, and establishing honesty and integrity in fulfilling the responsibilities of this office.

The Office of the State Attorney's Article V funding is designed to fund the cost of communication services and existing multi-agency criminal justice information systems. The Information Technology Services division is responsible for the deployment, upkeep, and maintenance of all computers and supporting devices that are used by attorneys and support staff during their day-to-day work in the pursuit of justice for the People of the 18th Judicial Circuit of Florida. To serve this requirement, IT installs, configures, and supports software application packages on those endpoint devices to facilitate the job requirements of the individuals using them, which includes operating system maintenance and support as well as training and education for software use and best practices.

To enable communication between all stakeholders in the organization, the ITS division maintains a circuit-wide network supporting four branch offices: Sanford, Viera, Titusville, and Melbourne, which complies with FDLE requirements.

The program provides the following services:

Judicial

- Maintain, manage and improve IT infrastructure for 18th Judicial Circuit
- Maintain, network, servers and data storage
- Communicate between all circuit justice partners
- Support for remote court proceedings
- Work towards providing a secure IT infrastructure

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COURT SUPPORT DEPT

Article V Court Technology (CONT.)

Public Defender

- Implement and maintain technologies that support quality legal representation at lowest funding level in the state
- Utilize data sharing processes and technologies to improve quality and availability of information at lowest staff levels
- Utilize optimum mix of cloud-based services, internet services, and vendor support, along with local systems and employee staff, to provide efficient office automation and case management services at the lowest cost

State Attorney

- Work with outside agencies- FDLE, DHSMV and various LEAs in the circuit
- Maintain, manage and improve IT infrastructure for The Office of the State Attorney, 18th Circuit
- Maintain servers and data storage
- Communicate between all offices in the circuit

COURT SUPPORT

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
ARTICLE V COURT TECHNOLOGY					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	276,012	271,878	286,421	14,543	5.3%
510210 SOCIAL SECURITY MATCHING	19,684	20,799	21,911	1,112	5.3%
510220 RETIREMENT CONTRIBUTIONS	24,552	27,188	30,991	3,803	14.0%
510230 HEALTH INSURANCE - EMPLOYER	84,371	72,233	77,973	5,740	7.9%
510240 WORKERS COMPENSATION	384	462	458	(4)	-0.8%
PERSONNEL SERVICES Total	405,004	392,560	417,755	25,195	6.4%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	32,124	38,000	38,000	0	0.0%
530340 OTHER SERVICES	8,360	13,000	13,000	0	0.0%
530400 TRAVEL AND PER DIEM	262	0	0	0	
530401 TRAVEL - TRAINING RELATED	0	2,250	2,250	0	0.0%
530410 COMMUNICATIONS	0	2,000	2,000	0	0.0%
530440 RENTAL AND LEASES	29,000	32,000	32,000	0	0.0%
530450 INSURANCE	0	10,000	10,000	0	0.0%
530460 REPAIRS AND MAINTENANCE	29,780	52,900	54,900	2,000	3.8%
530510 OFFICE SUPPLIES	1,144	2,000	2,000	0	0.0%
530520 OPERATING SUPPLIES	144,151	35,728	36,500	772	2.2%
530521 EQUIPMENT \$1000-\$4999	43,383	72,000	69,400	(2,600)	-3.6%
530522 OPERATING SUPPLIES-TECHNOLOGY	212,385	310,598	324,458	13,860	4.5%
530550 TRAINING	1,030	10,608	11,950	1,342	12.7%
OPERATING EXPENDITURES Total	501,619	581,084	596,458	15,374	2.6%
CAPITAL OUTLAY					
560642 EQUIPMENT >\$4999	64,644	81,500	66,126	(15,374)	-18.9%
CAPITAL OUTLAY Total	64,644	81,500	66,126	(15,374)	-18.9%
GRANTS & AIDS					
580811 AID TO GOVT AGENCIES	63,780	63,780	63,780	0	0.0%
GRANTS & AIDS Total	63,780	63,780	63,780	0	0.0%
BASE BUDGETS Total	1,035,047	1,118,924	1,144,119	25,195	2.3%
TECHNOLOGY	101,367	75,000	75,000	0	0.0%
ARTICLE V COURT TECHNOLOGY Total	1,136,414	1,193,924	1,219,119	25,195	2.1%

**SEMINOLE COUNTY GOVERNMENT
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COURT SUPPORT DEPT

Guardian Ad Litem

The Seminole County Guardian Ad Litem program began in 1980 as part of a pilot project to test the effectiveness of lay citizens as advocates for abused and neglected children. This program was created to implement sections 39.820, 39.821, 39.822 and 39.8296 of the Florida Statutes. The Legislature has found that the Guardian Ad Litem program has been an indispensable in providing a voice for a child's best interest in dependency court and the Department of Children and Families for 40 years.

The mission of this program is to be a powerful and effective voice advocating for the best interest of abused, abandoned and neglected children who are under the jurisdiction of dependency court. This is done through a multidisciplinary team work of Guardian Ad Litem Program attorneys, Social workers and trained volunteer child advocates. Through county support we are able to recruit, train, support and supervise volunteers to be the voice to speak up for the child's needs in court and in the community.

A portion of the \$65 additional court cost fee is utilized to partially fund the County's cost of the Guardian Ad Litem program.

The program provides the following major services:

- Child Advocacy for Dependency Children in court and in the community
- 30 hours of training to volunteers so they can become certified child advocates
- 12 hours of ongoing training in areas of Education, Human Trafficking, Impact of Trauma on children, Substance Abuse, Mental Health, Child Welfare issues, Early Childhood Development, Diversity Training and other pertinent topics

COURT SUPPORT

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
GUARDIAN AD LITEM					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	50,849	50,269	51,777	1,508	3.0%
510210 SOCIAL SECURITY MATCHING	3,731	3,846	3,961	115	3.0%
510220 RETIREMENT CONTRIBUTIONS	4,523	5,027	5,602	575	11.4%
510230 HEALTH INSURANCE - EMPLOYER	12,543	10,802	11,710	908	8.4%
510240 WORKERS COMPENSATION	74	85	83	(3)	-3.1%
PERSONNEL SERVICES Total	71,721	70,029	73,133	3,104	4.4%
OPERATING EXPENDITURES					
530340 OTHER SERVICES	19,041	22,000	22,000	0	0.0%
530400 TRAVEL AND PER DIEM	0	50	50	0	0.0%
530420 TRANSPORTATION	0	50	50	0	0.0%
530440 RENTAL AND LEASES	3,559	3,560	3,560	0	0.0%
530460 REPAIRS AND MAINTENANCE	0	50	50	0	0.0%
530490 OTHER CHARGES/OBLIGATIONS	2,350	2,700	2,700	0	0.0%
530510 OFFICE SUPPLIES	0	825	825	0	0.0%
530520 OPERATING SUPPLIES	1,104	1,350	1,350	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	40	200	200	0	0.0%
530550 TRAINING	1,050	1,600	1,600	0	0.0%
OPERATING EXPENDITURES Total	27,143	32,385	32,385	0	0.0%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	72,873	93,281	89,422	(3,859)	-4.1%
540202 INTERNAL SERVICE FEES TECH	10,166	13,379	10,048	(3,331)	-24.9%
INTERNAL SERVICE CHARGES Total	83,039	106,660	99,470	(7,189)	-6.7%
BASE BUDGETS Total	181,904	209,074	204,988	(4,085)	-2.0%
GUARDIAN AD LITEM Total	181,904	209,074	204,988	(4,085)	-2.0%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COURT SUPPORT DEPT

Judicial

The Eighteenth Judicial Circuit consists of Seminole and Brevard Counties. Sixteen judges with support staff of fifty-four employees serve in Seminole County. Court Administration manages all administrative and case management duties. Nearly 2.8 million new cases are filed each year in Florida's Trial Court and with the substantial population growth in Seminole County, the 18th Judicial Circuit caseload is growing each year.

As of July 1, 2004, pursuant to Senate Bill 2962 (Implementation of Revision 7 to Article V) a \$65 additional court cost was approved to be imposed on criminal traffic cases where the defendant was found guilty or pleaded guilty or nolo contendere. The Board adopted this fee by ordinance on June 8, 2004.

Since the implementation of Revision 7 to the Florida Constitution, Seminole County has continued to work closely with the judicial system. Seminole County will continue to fund facilities, security, existing criminal justice information systems, and communications as specified by the legislature as local requirements (F.S. 29.008).

The Court is responsible for being accessible, fair, effective, responsive and accountable to everyone. The Court also provides many services including but not limited to Adult Drug Court, Veteran's Court, Adoptions and mediation.

The 18th Judicial Circuit provides the following to the citizens of Seminole County:

- Access to the Courts in an innovative and effective manner
- Uphold and interpret the law
- Provide for the peaceful resolution of disputes
- Mediation services for contested family and civil law matters
- Foreign and Sign Language Interpreting services in court proceedings
- Problem Solving Court Programs such as Veteran's, Mental Health, Adult and Juvenile Drug Courts
- Various other services to meet the legal needs of the community

COURT SUPPORT

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
JUDICIAL					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	143,588	141,950	150,594	8,644	6.1%
510210 SOCIAL SECURITY MATCHING	10,867	10,859	11,520	661	6.1%
510220 RETIREMENT CONTRIBUTIONS	12,772	14,195	16,294	2,099	14.8%
510230 HEALTH INSURANCE - EMPLOYER	25,534	21,711	23,531	1,821	8.4%
510240 WORKERS COMPENSATION	225	241	241	(0)	-0.2%
PERSONNEL SERVICES Total	192,986	188,956	202,181	13,225	7.0%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	19,260	27,500	27,500	0	0.0%
530340 OTHER SERVICES	1,454	5,000	5,000	0	0.0%
530450 INSURANCE	53,314	0	0	0	
530510 OFFICE SUPPLIES	0	6,500	0	(6,500)	-100.0%
530520 OPERATING SUPPLIES	4,473	1,230	1,230	0	0.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	2,492	0	0	0	
530540 BOOKS, DUES PUBLICATIONS	376	250	250	0	0.0%
530550 TRAINING	339	1,600	1,600	0	0.0%
OPERATING EXPENDITURES Total	81,707	42,080	35,580	(6,500)	-15.4%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	2,306,917	2,735,116	2,877,549	142,434	5.2%
540202 INTERNAL SERVICE FEES TECH	0	0	985	985	
INTERNAL SERVICE CHARGES Total	2,306,917	2,735,116	2,878,534	143,419	5.2%
BASE BUDGETS Total	2,581,610	2,966,152	3,116,295	150,144	5.1%
FACILITIES PROJECTS	0	5,000	0	(5,000)	-100.0%
JUDICIAL Total	2,581,610	2,971,152	3,116,295	145,144	4.9%

**SEMINOLE COUNTY GOVERNMENT
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COURT SUPPORT DEPT

Law Library

The Fred R. Wilson Memorial Law Library provides legal reference materials, referral services, and computer, internet, and West Law access for the judiciary, lawyers, courthouse personnel, and pro se to meet the legal needs of the community.

The Law Library was established by the laws of Florida Chapter 59-1963 and through Revision 7 of Article V, and is supported by 25% of the \$65 additional court cost revenue receipts.

The library provides the following services:

- Case Law & Statutes
- Practice Manuals & Form Books
- Legal Topics A-Z
- Westlaw Computer Resources
- CLE Courses
- Law Practice Resources
- Self-Help Law Books and Forms
- Legal Research
- Photocopier

COURT SUPPORT

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
LAW LIBRARY					
BASE BUDGETS					
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	1,134	1,271	1,417	147	11.5%
INTERNAL SERVICE CHARGES Total	1,134	1,271	1,417	147	11.5%
GRANTS & AIDS					
580821 AID TO PRIVATE ORGANIZATIONS	104,446	103,661	100,000	(3,661)	-3.5%
GRANTS & AIDS Total	104,446	103,661	100,000	(3,661)	-3.5%
BASE BUDGETS Total	105,580	104,932	101,417	(3,514)	-3.3%
LAW LIBRARY Total	105,580	104,932	101,417	(3,514)	-3.3%

SEMINOLE COUNTY GOVERNMENT FY 2021/22 ADOPTED BUDGET DOCUMENT

COURT SUPPORT DEPT

Legal Aid

Seminole County Bar Association Legal Aid Society renders free civil legal services to residents of Seminole County whose income does not exceed 125% of the Federal Poverty Level. The goal of the provision of these services is to empower vulnerable residents to become self-sufficient, improve their quality of life and safeguard their safety, as well as the safety of members of our community. Priority of service is provided to victims of domestic violence, abused children, the disabled, veterans and the elderly in Seminole County.

Legal aid has been providing these services to the indigent community since 1975. Services are provided with the assistance of staff attorneys, support staff and a panel of volunteer attorneys, law students, and college students.

A new study, commissioned by the Florida Bar Foundation, shows that every dollar spent on civil legal services for the state's low-income residents yields more than \$7 in economic impacts. This study adds to a large body of empirical data – from Florida as well as other states – that clearly demonstrates that society at large benefits when the rights of the poorest and most vulnerable among us are protected. The study points out that civil legal aid also helps ease the burden on Florida's court system by helping people who are self-represented navigate the system and helping the public understand legal processes. Civil legal aid organizations also support and leverage the pro bono work of private attorneys. This study further shows that when vulnerable residents have a good way to resolve their civil legal problems, they can remain important assets to their families, on their jobs and in their communities.

As of July 2004, per Article V, Legal Aid became a local requirement and is funded through the General Fund as mandated in Florida Statute 29.008. Under Article V the budget for Legal Aid is based on a 1.5% increase over the prior fiscal years and is supported by 25% of the \$65 additional court cost revenue receipts.

Legal aid helps our residents as follows:

- Protect physically abused residents obtain protection orders, gain safe timesharing plans for their children, and obtain court orders providing support for their children
- Help vulnerable parents become appointed guardian advocate of their disabled children when their child turns 18 years of age and cannot make decision for themselves due to their disability
- Provide legal advice to veterans at monthly legal clinic via Zoom
- Assist vulnerable elderly, disabled, veteran, physically abused residents avoid immediate displacement from their housing by providing legal assistance
- Assist disabled foster youths obtain a high school education through legal advocacy at the school
- Helps residents looking for employment seal and expunge an eligible criminal record to secure employment

**SEMINOLE COUNTY GOVERNMENT
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COURT SUPPORT DEPT

Legal Aid (CONT.)

- Help vulnerable grandparents gain custody of their grandchildren when parents are addicted to opioids and unable to properly care for their children
- Help vulnerable elderly resolve their consumer issues
- Provide legal education and assistance to vulnerable residents and groups such as the domestic violence and child abuse task force of Seminole County

COURT SUPPORT

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
LEGAL AID					
BASE BUDGETS					
GRANTS & AIDS					
580821 AID TO PRIVATE ORGANIZATIONS	356,377	361,723	367,149	5,426	1.5%
GRANTS & AIDS Total	356,377	361,723	367,149	5,426	1.5%
BASE BUDGETS Total	356,377	361,723	367,149	5,426	1.5%
LEGAL AID Total	356,377	361,723	367,149	5,426	1.5%



**SEMINOLE COUNTY GOVERNMENT
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LEISURE SERVICES DEPT

**EXTENSION SERVICES
GREENWAYS AND NATURAL LANDS
LEISURE SERVICES BUSINESS OFFICE
LIBRARY SERVICES
PARKS AND RECREATION**

**SEMINOLE COUNTY GOVERNMENT
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LEISURE SERVICES DEPT

Department Message

Seminole County Leisure Services Department's mission is; enriching lives through outstanding cultural, educational, environmental and recreational experiences. The Department's vision is providing quality accessible leisure programs, facilities, and services to Seminole County residents and visitors now and for the future. Leisure Services strives to be a nationally recognized agency for delivering excellence in leisure services. The Department is made up of four programs representing: Extension Services, Greenways & Natural Lands, Library Services, and Parks & Recreation; and is supported by the Leisure Services Business Office. Through these programs the Leisure Services Department provides quality services to the entire community with diverse leisure programs for all ages and an integrated, efficient, and safe system of parks, trails, recreational, extension, and library facilities.

Leisure Services strives to create recreational, conservation, preservation, and educational opportunities within the community that maintain healthy, vibrant, and balanced natural surroundings. The Department provides facilities and learning environments for the community to create and maintain healthy lifestyles through wellness opportunities. The Department also provides sound financial management to ensure fiscal sustainability and effective decision making by providing staff with the necessary resources and tools for success. Leisure Services is driven by five goal focus areas which are instrumental in our programming and service delivery: Community Building & Social Equity, Economic Impact, Environmental Sustainability, Health & Wellness, and Financial Sustainability.

**SEMINOLE COUNTY GOVERNMENT
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LEISURE SERVICES DEPT

Department Goals/Objectives/Performance Measures

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP'S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: COMMUNITY BUILDING & SOCIAL EQUITY – PROVIDE COMMUNITY ACCESS, ENGAGEMENT, AND AWARENESS THAT ARE SOCIALLY EQUITABLE TO SEMINOLE COUNTY RESIDENTS AND VISITORS.

Objective: Ensure that the community has access to the benefits of local parks, libraries, extension, and natural lands experiences and opportunities.

Performance Measure: # of programs offered

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
3,735	3,735	2,431	1,250	1,391

Performance Measure: # of program participants

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
972,581	773,113	81,870	53,964	59,145

Performance Measure: # of Library Registered Borrowers

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
352,121	352,387	344,152	345,509	379,949

Performance Measure: # of Virtual Library Visits (Catalog and Library Webpage)

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
4,802,896	4,946,983	5,000,566	5,970,060	6,567,066

Objective: Increase community engagement to Parks, Trails, Libraries and Extension Services through volunteerism and social connections.

Performance Measure: # of volunteer hours

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
32,354	32,672	21,353	9,329	10,165

**SEMINOLE COUNTY GOVERNMENT
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LEISURE SERVICES DEPT

Department Goals/Objectives/Performance Measures (CONT.)

Performance Measure: # of visitors to Seminole County Leisure Services Department webpage and Facebook

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
859,703	412,376	150,682	710,641	755,000

Objective: Increase community awareness of program and services offering to underserved populations and help them feel connected.

Performance Measure: # of "Scholarship Seminole" scholarships awarded

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
110	119	5	2	5

THE FOLLOWING GOAL SUPPORTS KSP: INCREASE ENGAGEMENT WITH REGIONAL COLLABORATION RELATIONSHIPS.

GOAL: ECONOMIC IMPACT – GENERATE ECONOMICALLY IMPACTFUL LEISURE OPPORTUNITIES TO PROVIDE ECONOMIC GROWTH THROUGH LEISURE PROGRAMS AND SERVICES.

Objective: Create opportunities and experiences that provide for economic growth and sustainability in the community.

Performance Measure: Amount of program revenue generated

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
\$2,225,698	\$2,222,083	\$1,601,149	\$2,265,866	\$2,333,842

Performance Measure: # of Small Business Seminars for entrepreneurs and new business owners

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
14	24	9	0	5

Performance Measure: # of entrepreneurs and small business owners attending small business seminars

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
327	587	119	0	50

**SEMINOLE COUNTY GOVERNMENT
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LEISURE SERVICES DEPT

Department Goals/Objectives/Performance Measures (CONT.)

Objective: To provide an investment in infrastructure needed to accommodate revenue generating sporting events and tourism benefiting the local economy.

Performance Measure: # of revenue generating sporting events hosted

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
130	147	127	146	166

Performance Measure: Amount of economic impact generated

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
\$40M	\$42.8M	\$32.1M	\$45.5M	\$53.5M

Objective: Partner with local and regional affiliate groups to increase visibility of facilities on the national stage.

Performance Measure: # of national events/tournaments hosted at facilities

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
3	8	35	49	63

Performance Measure: # number local and regional partnerships

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
190	185	206	28	25

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP'S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: ENVIRONMENTAL SUSTAINABILITY- PROVIDE ENVIRONMENTAL SUSTAINABILITY OPPORTUNITIES FOR THE COMMUNITY THROUGH EDUCATION, RECREATION, AND CONSERVATION PROGRAMS AND FACILITIES.

Objective: Create recreational, conservation, preservation, and educational opportunities within the community that maintain healthy, vibrant, and balanced natural surroundings.

**SEMINOLE COUNTY GOVERNMENT
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LEISURE SERVICES DEPT

Department Goals/Objectives/Performance Measures (CONT.)

Performance Measure: # of educational programs offered

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
442	304	300	170	195

Performance Measure: # of program participants

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
19,575	15,144	11,963	7,203	10,000

Objective: Promote and manage the County’s Natural Lands program by providing environmental education programs and services.

Performance Measure: # of Natural Lands programs offered

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
99	93	63	49	65

Performance Measure: # of program participants

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
9,501	11,272	7,812	3,437	6,000

Objective: Manage lands for passive recreation activities through best-management practices.

Performance Measure: # of passive parks facility visits by car counter

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
270,071	673,498	408,324	965,321	972,851

Performance Measure: # of passive parks facility rentals

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
1,568	805	761	1,188	1,200

**SEMINOLE COUNTY GOVERNMENT
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LEISURE SERVICES DEPT

Department Goals/Objectives/Performance Measures (CONT.)

Objective: Promote and manage the County’s Florida Friendly Yards and Neighborhood program by providing education programs and services.

Performance Measure: # of Florida Friendly Yards and Neighborhood programs offered

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
10	87	56	51	60

Performance Measure: # of program participants

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
130	35,911	2,591	3,195	3,300

THE FOLLOWING GOAL SUPPORTS KSP: CREATE A COMMUNITY HEALTH INITIATIVE.

GOAL: HEALTH & WELLNESS - PROVIDE HEALTH AND WELLNESS OPPORTUNITIES FOR THE COMMUNITY THROUGH PROGRAMMING AND SERVICES THAT PROMOTE A HEALTHY LIFESTYLE.

Objective: Provide facilities and learning environments for the community to create and maintain healthy lifestyles through wellness opportunities.

Performance Measure: # of facilities utilized for use by community groups and organizations to host health and wellness classes

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
12	12	8	12	13

Performance Measure: # of programs provided by community groups and organizations to host health and wellness classes

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
239	260	53	64	64

**SEMINOLE COUNTY GOVERNMENT
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LEISURE SERVICES DEPT

Department Goals/Objectives/Performance Measures (CONT.)

Objective: Offer wide range of activities and services to provide the community additional opportunities to improve and maintain health and wellness.

Performance Measure: # of varied programs offered which promote health and wellness

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
226	361	245	69	90

Performance Measure: # of individuals participating in programs which promote health and wellness

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
18,124	44,892	20,865	21,417	21,536

Objective: Identity and partner with internal and external agencies to expand health and wellness opportunities throughout the community.

Performance Measure: # of events hosted in partnership with internal and/or external agencies to promote health and wellness

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
200	60	42	39	50

Performance Measure: # of partnerships created to expand health and wellness opportunities throughout the community

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
30	17	61	5	9

**SEMINOLE COUNTY GOVERNMENT
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LEISURE SERVICES DEPT

Department Goals/Objectives/Performance Measures (CONT.)

THE FOLLOWING GOAL SUPPORTS KSP: DEVELOP PLANS FOR LEADERSHIP SUCCESSION AND TALENT DEVELOPMENT.

GOAL: FINANCIAL SUSTAINABILITY - CREATE FINANCIAL SUSTAINABILITY THROUGH SOUND FINANCIAL PRACTICES, PROPER CARE OF EQUIPMENT AND FACILITIES, AND RESPONSIBLE USE OF FUNDING AND REVENUE OPPORTUNITIES.

Objective: Provide sound financial management in the Department to ensure fiscal sustainability and effective decision making by providing staff with the necessary resources and tools for success.

Performance Measure: % of staff participating in continued education training

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
70%	76%	68%	71%	75%

Performance Measure: \$ spent in training and certification of staff

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
\$12,978	\$22,377	\$30,952	\$32,656	\$33,565

Objective: Determine life cycles for equipment and schedule routine maintenance and budget for replacement.

Performance Measure: # of work orders entered through fleet

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
574	536	685	684	550

Objective: Utilize budget resources to maximize efficiency and effectiveness.

Performance Measure: % of library materials budget spent on electronic/digital content

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
29%	35%	35%	40%	40%

Performance Measure: \$ amount of budget savings

FY18	FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
359,196	200,000	1.5M	440,537	200,000

LEISURE SERVICES

FUNDING SOURCE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BY FUND TYPE					
REPLACEMENT FUNDS	328,094	433,095	1,172,049	738,954	170.6%
GENERAL FUND	17,348,159	19,199,630	19,869,884	670,255	3.5%
TOURISM FUNDS	452,328	223,075	429,337	206,262	92.5%
AGENCY FUNDS	32,398	112,000	112,000	0	0.0%
CRA FUNDS	0	0	0	0	
SPECIAL REVENUE FUNDS	211,380	303,734	302,500	(1,234)	-0.4%
BUILDING FUNDS	0	0	0	0	
SALES TAX FUNDS	65,075	456,094	0	(456,094)	-100.0%
GRANT FUNDS	15,000	0	833,405	833,405	
IMPACT FEE FUNDS	104,563	170,000	170,000	0	0.0%
CAPITAL FUNDS	141,838	55,084	48,244	(6,840)	-12.4%
LEISURE SERVICES DEPT Total	18,698,835	20,952,712	22,937,419	1,984,708	9.5%

BUDGET TYPE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BASE BUDGETS					
EXTENSION SERVICE	461,093	529,189	563,201	34,012	6.4%
GREENWAYS & NATURAL LANDS	4,627,601	5,221,206	5,462,033	240,827	4.6%
LEISURE BUSINESS OFFICE	782,363	846,754	898,713	51,959	6.1%
LIBRARY SERVICES	5,418,563	6,192,341	6,430,629	238,288	3.8%
PARKS & RECREATION	5,951,320	6,731,289	7,738,425	1,007,136	15.0%
BASE BUDGETS Total	17,240,940	19,520,779	21,093,000	1,572,222	8.1%
CIP	842,181	576,094	0	(576,094)	-100.0%
FLEET	216,833	469,758	302,485	(167,273)	-35.6%
OTHER NON BASE	1,064,196	1,413,030	1,079,495	(333,535)	-23.6%
TECHNOLOGY	0	0	9,375	9,375	
FACILITIES PROJECTS	122,857	0	819,812	819,812	
GRANTS	15,000	0	833,405	833,405	
LEISURE SERVICES DEPT Total	19,502,007	21,979,661	24,137,572	2,157,912	9.8%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

LEISURE SERVICES DEPT

Extension Services

Program Message

Extension Services is a cooperative partnership between Seminole County Government and the University of Florida (UF). The Extension Service's education programs are directed at broad national and state concerns, as well as issues specific to Seminole County, with locally determined and citizen influenced priorities.

Extension Services program areas include: 4-H Youth Development is a youth education program which provides youth the opportunity to learn life skills needed to become productive and self-reliant members of society, good citizens and leaders of tomorrow. Florida Yards and Neighborhood program educates homeowners about how to design, install and maintain healthy landscapes that use a minimum of water, fertilizer, and pesticides. Urban Horticulture promotes the environmentally sound practices to manage plants inside/outside your home, while the Master Gardner program trains volunteers in basic horticulture principles. Families and Consumers Sciences program provides solutions to improve your health, home, finances and family life. Commercial Horticulture/Agriculture is a program where commercial growers and livestock producers can access up to date production and marketing information.

The program's priority initiatives that guide program development, delivery and impact assessment are:

- Increase the sustainability, profitability and competitiveness of agriculture and horticultural enterprises;
- Enhance and protect water quality, quantity, and supply;
- Enhance and conserve Florida's natural resources and environmental quality;
- Produce and conserve traditional and alternative forms of energy;
- Empower individuals and families to build healthy lives and achieve social and economic success;
- Strengthen urban and rural community resources and economic development;
- Prepare youth to be responsible citizens and productive members of the workforce.

LEISURE SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
EXTENSION SERVICE					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	262,313	266,498	288,267	21,769	8.2%
510150 SPECIAL PAY	200	0	0	0	
510210 SOCIAL SECURITY MATCHING	19,831	20,387	22,052	1,665	8.2%
510220 RETIREMENT CONTRIBUTIONS	23,227	25,838	28,205	2,368	9.2%
510230 HEALTH INSURANCE - EMPLOYER	24,038	21,793	23,624	1,832	8.4%
510240 WORKERS COMPENSATION	849	1,027	1,081	54	5.2%
PERSONNEL SERVICES Total	330,458	335,543	363,230	27,688	8.3%
OPERATING EXPENDITURES					
530340 OTHER SERVICES	0	2,500	2,500	0	0.0%
530400 TRAVEL AND PER DIEM	712	5,075	3,075	(2,000)	-39.4%
530401 TRAVEL - TRAINING RELATED	3,270	5,356	5,356	0	0.0%
530420 TRANSPORTATION	16	550	550	0	0.0%
530430 UTILITIES	11,722	13,769	13,769	0	0.0%
530439 UTILITIES-OTHER	4,094	7,706	7,706	0	0.0%
530460 REPAIRS AND MAINTENANCE	2,366	3,300	4,000	700	21.2%
530470 PRINTING AND BINDING	0	100	100	0	0.0%
530480 PROMOTIONAL ACTIVITIES	0	3,000	3,000	0	0.0%
530490 OTHER CHARGES/OBLIGATIONS	284	1,200	1,200	0	0.0%
530510 OFFICE SUPPLIES	2,740	2,742	4,822	2,080	75.9%
530520 OPERATING SUPPLIES	10,292	17,625	18,275	650	3.7%
530522 OPERATING SUPPLIES-TECHNOLOGY	0	2,080	0	(2,080)	-100.0%
530540 BOOKS, DUES PUBLICATIONS	3,518	4,794	5,170	376	7.8%
530550 TRAINING	1,048	1,970	3,970	2,000	101.5%
OPERATING EXPENDITURES Total	40,061	71,767	73,493	1,726	2.4%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	82,446	111,370	117,306	5,936	5.3%
540202 INTERNAL SERVICE FEES TECH	8,128	10,509	9,171	(1,338)	-12.7%
INTERNAL SERVICE CHARGES Total	90,574	121,879	126,477	4,598	3.8%
BASE BUDGETS Total	461,093	529,189	563,201	34,012	6.4%
FLEET	0	22,571	0	(22,571)	-100.0%
EXTENSION SERVICE Total	461,093	551,760	563,201	11,441	2.1%

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LEISURE SERVICES DEPT

Greenways and Natural Lands

Program Message

Greenways and Natural Lands purpose is the preservation and management of passive parks, natural land, greenways and public landscapes within Seminole County; to enhance or promote biodiversity, environmental education and passive based recreation for existing and future generations; and to maintain Seminole County's developed properties for resident and visitor in an aesthetically-pleasing, efficient and environmentally responsible manner.

The Greenways and Natural Lands program areas include: Greenways and Trails, which maintains approximately 40+ miles of the County's interconnected system of paved trails, including designated pedestrian bridges and underpasses. Also included are the paved and unpaved trails present within each park. Passive Parks maintains the aesthetics and safety of 21 un-staffed park locations in Seminole County. These park types include boat ramps, neighborhood parks, trailheads and specialty parks. They range in size from Jamestown Park's 1 acre to Henry Levy Mullet Lake Park's 151 acres. The Natural Lands Program has opened a total of 12 of the 13 Natural Lands Program sites for public access consisting of over 97% of NLP acreage. The total Natural Lands Program properties total over 6,628 Acres.

The program provides the following services:

- Maintains County's interconnected system of paved trails, including designated pedestrian bridges, underpasses, and paved, and unpaved trails present within each park;
- Maintains the aesthetics and safety of un-staffed park locations in Seminole County;
- Streetscapes: Coordinating and supervising the maintenance of 60+ miles of landscaped medians throughout the County through several private contracts. The plantings within the median landscapes are maintained following best management practices for the long-term survivability of drought tolerant species;
- Public Facility Landscape Maintenance: responsible for the landscape maintenance at 60+ public buildings and undeveloped County lots maintained at various levels of service through several private contracts;
- Construction and Maintenance Assistance – The Projects Team: provides assistance to the Leisure Services Department in emergency repairs and special construction projects. The Projects Team handles priority or emergency safety projects –such as immediate repairs to facility amenities – as well as proactive inspection of park facilities and inspection of play equipment and other park amenities;
- Land preservation and management of the County's wilderness areas and preserves, maintaining the properties to allow for passive uses such as hiking, biking, horseback riding and ;
- Operates the Ed Yarborough Nature Center for environmental educational and conservation purposes;
- Provides educational outreach to local schools to promote Natural Lands interest, conducts monthly guided hikes through existing Natural Lands properties to promote education;

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LEISURE SERVICES DEPT

Greenways and Natural Lands (CONT.)

Program Message

- Coordinates volunteer efforts for camps, natural lands maintenance, and special events;
- Participates in the planning of Natural Lands evaluations for future protection and/or acquisition;
- Keep Natural Lands Best Management Practices current through outreach and coordination with local Water Management Districts and other Land Management Agencies.

LEISURE SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
GREENWAYS & NATURAL LANDS					
BASE BUDGETS					
CHARGES FOR SERVICES					
341359 ADMIN FEE - MSBU FUNDS	0	(1,800)	(1,800)	0	0.0%
347201 PASSIVE PARKS AND TRAILS	(39,610)	(37,000)	(35,000)	2,000	-5.4%
347501 YARBOROUGH NATURE CENTER	(21,019)	(50,000)	(35,000)	15,000	-30.0%
CHARGES FOR SERVICES Total	(60,628)	(88,800)	(71,800)	17,000	-19.1%
MISCELLANEOUS REVENUES					
362100 RENTS AND ROYALTIES	(15,190)	(10,000)	(10,000)	0	0.0%
366270 MEMORIAL TREE DONATIONS	(374)	0	0	0	
369900 MISCELLANEOUS-OTHER	(10)	0	0	0	
MISCELLANEOUS REVENUES Total	(15,574)	(10,000)	(10,000)	0	0.0%
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	753,242	865,430	979,082	113,653	13.1%
510140 OVERTIME	542	1,545	1,545	0	0.0%
510150 SPECIAL PAY	152	0	0	0	
510210 SOCIAL SECURITY MATCHING	53,261	66,324	75,018	8,694	13.1%
510220 RETIREMENT CONTRIBUTIONS	69,350	90,548	106,104	15,556	17.2%
510230 HEALTH INSURANCE - EMPLOYER	274,088	268,179	298,173	29,994	11.2%
510240 WORKERS COMPENSATION	28,600	32,231	30,222	(2,010)	-6.2%
PERSONNEL SERVICES Total	1,179,236	1,324,257	1,490,144	165,887	12.5%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	5,694	28,800	42,000	13,200	45.8%
530340 OTHER SERVICES	93,672	164,581	196,790	32,209	19.6%
530400 TRAVEL AND PER DIEM	104	2,450	2,600	150	6.1%
530430 UTILITIES	28,393	29,210	29,210	0	0.0%
530439 UTILITIES-OTHER	45,918	36,729	44,864	8,135	22.1%
530440 RENTAL AND LEASES	1,660	8,840	8,840	0	0.0%
530460 REPAIRS AND MAINTENANCE	2,724,279	2,883,944	2,915,898	31,954	1.1%
530470 PRINTING AND BINDING	500	0	0	0	
530490 OTHER CHARGES/OBLIGATIONS	493	100	100	0	0.0%
530510 OFFICE SUPPLIES	2,231	850	850	0	0.0%
530520 OPERATING SUPPLIES	182,649	225,540	227,589	2,049	0.9%
530521 EQUIPMENT \$1000-\$4999	17,399	14,000	17,300	3,300	23.6%
530522 OPERATING SUPPLIES-TECHNOLOGY	5,220	4,098	5,178	1,080	26.4%
530530 ROAD MATERIALS & SUPPLIES	0	0	2,500	2,500	
530540 BOOKS, DUES PUBLICATIONS	1,636	2,655	4,400	1,745	65.7%
530550 TRAINING	310	6,060	6,060	0	0.0%
OPERATING EXPENDITURES Total	3,110,158	3,407,857	3,504,179	96,322	2.8%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	331,001	478,577	460,030	(18,547)	-3.9%
540202 INTERNAL SERVICE FEES TECH	7,206	10,515	7,680	(2,835)	-27.0%
INTERNAL SERVICE CHARGES Total	338,207	489,092	467,710	(21,382)	-4.4%
BASE BUDGETS Total	4,551,399	5,122,406	5,380,233	257,827	5.0%
CIP	678,711	456,094	0	(456,094)	-100.0%
FLEET	122,767	205,344	203,534	(1,810)	-0.9%

LEISURE SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
OTHER NON BASE	20,607	352,030	0	(352,030)	-100.0%
FACILITIES PROJECTS	0	0	345,276	345,276	
GRANTS	0	0	0	0	
GREENWAYS & NATURAL LANDS Total	5,373,483	6,135,874	5,929,043	(206,831)	-3.4%

**SEMINOLE COUNTY GOVERNMENT
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LEISURE SERVICES DEPT

Leisure Services Business Office

Program Message

Leisure Services Business Office purpose is to deliver support services to the Leisure Services Department. The Business Office provides management and oversight of the entire department through the following functions:

- Personnel and Administration services;
- Financial Analysis;
- Budget development and fiscal support;
- Fleet and Facility coordination/oversight;
- Contract management and coordination;
- Invoice processing and payment.

LEISURE SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
LEISURE BUSINESS OFFICE					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	419,053	424,000	448,690	24,690	5.8%
510150 SPECIAL PAY	4,250	4,500	3,300	(1,200)	-26.7%
510210 SOCIAL SECURITY MATCHING	31,740	32,436	34,325	1,889	5.8%
510220 RETIREMENT CONTRIBUTIONS	60,906	64,609	73,336	8,727	13.5%
510230 HEALTH INSURANCE - EMPLOYER	77,884	67,145	84,891	17,745	26.4%
510240 WORKERS COMPENSATION	5,160	6,730	6,530	(200)	-3.0%
PERSONNEL SERVICES Total	598,993	599,420	651,071	51,651	8.6%
OPERATING EXPENDITURES					
530400 TRAVEL AND PER DIEM	500	1,930	1,930	0	0.0%
530401 TRAVEL - TRAINING RELATED	(1,932)	0	0	0	
530499 CHARGES/OBLIGATIONS-CONTINGE	0	38,000	38,000	0	0.0%
530510 OFFICE SUPPLIES	1,416	750	750	0	0.0%
530520 OPERATING SUPPLIES	1,114	744	744	0	0.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	3,805	1,905	4,655	2,750	144.4%
530540 BOOKS, DUES PUBLICATIONS	2,147	2,330	2,330	0	0.0%
530550 TRAINING	1,525	4,170	4,170	0	0.0%
OPERATING EXPENDITURES Total	8,575	49,829	52,579	2,750	5.5%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	31,508	48,615	46,221	(2,394)	-4.9%
540202 INTERNAL SERVICE FEES TECH	3,348	6,483	4,928	(1,554)	-24.0%
INTERNAL SERVICE CHARGES Total	34,856	55,098	51,149	(3,949)	-7.2%
GRANTS & AIDS					
580821 AID TO PRIVATE ORGANIZATIONS	139,939	142,407	143,914	1,507	1.1%
GRANTS & AIDS Total	139,939	142,407	143,914	1,507	1.1%
BASE BUDGETS Total	782,363	846,754	898,713	51,959	6.1%
CIP	65,075	0	0	0	
OTHER NON BASE	44,487	0	0	0	
TECHNOLOGY	0	0	9,375	9,375	
FACILITIES PROJECTS	0	0	12,748	12,748	
LEISURE BUSINESS OFFICE Total	891,925	846,754	920,836	74,082	8.7%

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LEISURE SERVICES DEPT

Library Services

Program Message

Library Services purpose is to provide services that connect the community to information, ideas, discovery, and learning opportunities. The Program focuses to engage the community with books, digital content, and programming. These services include collection development, public relations, and programming which promote early literacy and lifelong learning.

The program provides the following services:

- Administration and supervision of five library branches;
- Administration and supervision of virtual services;
- Collections development and procurement of print and digital resources;
- Public programming that promotes early literacy and life-long learning;
- Access to technology and digital content to meet public need, to increase access and to bridge the digital divided.

LEISURE SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
LIBRARY SERVICES					
BASE BUDGETS					
JUDGEMENTS FINES & FORFEIT					
352100 LIBRARY	(56,297)	(144,000)	(144,000)	0	0.0%
JUDGEMENTS FINES & FORFEIT Total	(56,297)	(144,000)	(144,000)	0	0.0%
MISCELLANEOUS REVENUES					
366100 CONTRIBUTIONS & DONATIONS	(35,252)	(50,000)	(50,000)	0	0.0%
369900 MISCELLANEOUS-OTHER	77	0	0	0	
369910 COPYING FEES	(31,598)	(50,000)	(50,000)	0	0.0%
MISCELLANEOUS REVENUES Total	(66,773)	(100,000)	(100,000)	0	0.0%
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	2,190,947	3,062,755	3,223,737	160,982	5.3%
510125 PART-TIME PERSONNEL	571,955	0	0	0	
510140 OVERTIME	2,195	0	0	0	
510150 SPECIAL PAY	3,346	3,000	3,000	0	0.0%
510210 SOCIAL SECURITY MATCHING	203,980	234,301	246,616	12,315	5.3%
510220 RETIREMENT CONTRIBUTIONS	256,123	318,035	360,736	42,701	13.4%
510230 HEALTH INSURANCE - EMPLOYER	698,817	696,607	725,128	28,520	4.1%
510240 WORKERS COMPENSATION	4,357	5,207	5,109	(98)	-1.9%
PERSONNEL SERVICES Total	3,931,720	4,319,905	4,564,326	244,421	5.7%
OPERATING EXPENDITURES					
530340 OTHER SERVICES	95,490	119,388	125,388	6,000	5.0%
530400 TRAVEL AND PER DIEM	2,689	4,800	4,800	0	0.0%
530401 TRAVEL - TRAINING RELATED	159	320	320	0	0.0%
530420 TRANSPORTATION	0	15	15	0	0.0%
530430 UTILITIES	162,610	184,012	184,012	0	0.0%
530439 UTILITIES-OTHER	69,316	66,200	66,200	0	0.0%
530440 RENTAL AND LEASES	230,955	233,280	233,280	0	0.0%
530460 REPAIRS AND MAINTENANCE	1,247	1,925	1,925	0	0.0%
530470 PRINTING AND BINDING	0	3,750	3,750	0	0.0%
530510 OFFICE SUPPLIES	11,068	11,104	11,104	0	0.0%
530520 OPERATING SUPPLIES	56,679	93,095	93,095	0	0.0%
530521 EQUIPMENT \$1000-\$4999	3,321	0	0	0	
530522 OPERATING SUPPLIES-TECHNOLOGY	77,492	87,634	128,097	40,463	46.2%
530540 BOOKS, DUES PUBLICATIONS	7,765	3,723	3,723	0	0.0%
OPERATING EXPENDITURES Total	718,791	809,246	855,709	46,463	5.7%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	698,673	970,296	936,335	(33,962)	-3.5%
540202 INTERNAL SERVICE FEES TECH	69,378	92,893	74,259	(18,634)	-20.1%
INTERNAL SERVICE CHARGES Total	768,052	1,063,189	1,010,593	(52,596)	-4.9%
BASE BUDGETS Total	5,295,494	5,948,341	6,186,629	238,288	4.0%
CIP	0	120,000	0	(120,000)	-100.0%
OTHER NON BASE	905,107	961,000	976,995	15,995	1.7%
FACILITIES PROJECTS	122,857	0	435,538	435,538	

LEISURE SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
LIBRARY SERVICES Total	6,323,457	7,029,341	7,599,162	569,821	8.1%

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LEISURE SERVICES DEPT

Parks and Recreation

Program Message

Parks and Recreation purpose is to encourage healthy, active lifestyles, social development, and lifelong learning. Sound bodies and sound minds require physical activity and the chance to experience personal growth. The Program provides the setting for social events large and small where people can connect with each other, and participate in classes and group activities for personal enrichment, as well as an investment in the arts and cultural growth within our communities. The Parks and Recreation program areas include Parks and Recreation Activities.

The program provides the following services:

- Manages six active park and sports facilities;
- Offers a wide range of activities suitable for all ages to get outside and get active - teaching positive lifestyle habits in all areas from nutrition to physical activities to sports and life skills;
- Coordinates with partners such as Tourist Development Council (TDC), the Elite Clubs National Leagues (ECNL), United States Tennis Association (USTA) and others to host local, regional and national tournaments for softball, tennis, soccer, youth baseball, field hockey and lacrosse;
- Serves the community as a cultural resource highlighting the role of Seminole County as the historical gateway to Central Florida and features exhibits on early rural life, the county's rich farming history and items of local and regional significance;
- Hosts quarterly exhibits, special events, and research libraries;
- Manages volunteers and organized members within the historical and recreational communities who support Seminole County.

LEISURE SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
PARKS & RECREATION					
BASE BUDGETS					
CHARGES FOR SERVICES					
347200 PARKS AND RECREATION	(1,399,803)	(2,050,800)	(2,131,405)	(80,605)	3.9%
347301 MUSEUM FEES	(1,213)	(2,000)	(2,000)	0	0.0%
CHARGES FOR SERVICES Total	(1,401,016)	(2,052,800)	(2,133,405)	(80,605)	3.9%
MISCELLANEOUS REVENUES					
366100 CONTRIBUTIONS & DONATIONS	(861)	0	0	0	
MISCELLANEOUS REVENUES Total	(861)	0	0	0	
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	1,674,701	1,997,542	2,427,780	430,238	21.5%
510125 PART-TIME PERSONNEL	251,959	0	0	0	
510140 OVERTIME	21,191	33,705	59,775	26,070	77.3%
510150 SPECIAL PAY	3,916	4,200	3,000	(1,200)	-28.6%
510210 SOCIAL SECURITY MATCHING	144,989	155,185	190,093	34,908	22.5%
510220 RETIREMENT CONTRIBUTIONS	181,279	211,648	262,851	51,203	24.2%
510230 HEALTH INSURANCE - EMPLOYER	526,485	487,926	638,872	150,946	30.9%
510240 WORKERS COMPENSATION	57,922	69,340	77,091	7,752	11.2%
PERSONNEL SERVICES Total	2,862,442	2,959,546	3,659,461	699,916	23.6%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	912	0	0	0	
530340 OTHER SERVICES	354,098	558,929	557,124	(1,805)	-0.3%
530400 TRAVEL AND PER DIEM	102	1,100	1,100	0	0.0%
530420 TRANSPORTATION	71	200	200	0	0.0%
530430 UTILITIES	345,290	400,767	405,767	5,000	1.2%
530439 UTILITIES-OTHER	203,234	188,750	193,450	4,700	2.5%
530440 RENTAL AND LEASES	13,255	13,382	13,482	100	0.7%
530460 REPAIRS AND MAINTENANCE	634,110	586,481	775,787	189,306	32.3%
530470 PRINTING AND BINDING	208	500	500	0	0.0%
530490 OTHER CHARGES/OBLIGATIONS	991	19,526	19,526	0	0.0%
530494 CREDIT CARD FEES	16,709	0	0	0	
530499 CHARGES/OBLIGATIONS-CONTINGE	0	24,000	24,000	0	0.0%
530510 OFFICE SUPPLIES	5,361	7,668	7,668	0	0.0%
530520 OPERATING SUPPLIES	608,936	708,533	778,942	70,409	9.9%
530521 EQUIPMENT \$1000-\$4999	22,349	20,280	16,860	(3,420)	-16.9%
530522 OPERATING SUPPLIES-TECHNOLOGY	23,267	21,818	21,818	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	10,712	14,122	11,643	(2,479)	-17.6%
530550 TRAINING	795	3,597	3,307	(290)	-8.1%
OPERATING EXPENDITURES Total	2,240,402	2,569,653	2,831,174	261,521	10.2%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	831,098	1,178,657	1,225,708	47,051	4.0%
540202 INTERNAL SERVICE FEES TECH	17,378	23,434	22,082	(1,352)	-5.8%
INTERNAL SERVICE CHARGES Total	848,476	1,202,091	1,247,790	45,699	3.8%
BASE BUDGETS Total	4,549,443	4,678,489	5,605,020	926,531	19.8%
CIP	98,396	0	0	0	
FLEET	94,065	241,843	98,951	(142,892)	-59.1%

LEISURE SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
FLEET	94,065	241,843	98,951	(142,892)	-59.1%
OTHER NON BASE	93,995	100,000	102,500	2,500	2.5%
FACILITIES PROJECTS	0	0	26,250	26,250	
PARKS & RECREATION Total	4,835,900	5,020,332	5,832,721	812,389	16.2%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

FIRE DEPT

**EMERGENCY COMMUNICATIONS
EMS PERFORMANCE MANAGEMENT
EMS/FIRE/RESCUE
FIRE PREVENTION BUREAU**

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

FIRE DEPT

Department Message

The Fire Department for Seminole County continues to meet the growth and changing needs of our diverse community through a well-trained workforce that pro-actively meets the challenges of excellent customer service as well as fire and life safety protection. The cornerstones of quality emergency service delivery, community education, prevention, and promptly meeting the needs of the citizens, workforce and visitors in an efficient manner establishes the foundation of this organization. Between residents, tourists, the daytime service workforce and commuters, there are well over 2 Million citizens traveling to or through Seminole County on a daily basis.

The Seminole County Fire Department (SCFD) was established in 1974 and was created to serve unincorporated Seminole County. Today, through mergers with municipalities, the department also provides contracted emergency services for the cities of Altamonte Springs, Casselberry, and Winter Springs. In addition, first response agreements are in place with the Cities of Lake Mary, Longwood, Sanford and Oviedo. In the spirit of regional collaboration, First Response agreements have also been established with counties that border Seminole County. Seminole County Emergency Communications provides dispatching for all fire departments in Seminole County.

The mission of Seminole County Fire Department is to strive for a 5 minute response time as established through the National Fire Protection Associations performance standard 1710. In addition, the mission is to have trained personnel, appropriate resources and effective fire prevention, so our personnel may go home safe and continue to serve the community. To achieve the mission, SCFD operates 20 fire stations strategically located throughout Seminole County, one (1) jointly operated with Orange County in the area of the University of Central Florida, and a Fire Training Center capable of delivering National Fire Academy, state and local level courses. Emergency Communication's mission is to preserve life and property by delivering professional, effective, and compassionate emergency medical and fire hazards support to the citizens, visitors, employees and first responders of Seminole County.

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

FIRE DEPT

Department Goals/Objectives/Performance Measures

THE FOLLOWING GOAL SUPPORTS KSPs: CONTINUE FUNDING OF RESERVE ACCOUNTS; and CREATE A COMMUNITY HEALTH INITIATIVE.

GOAL: TO SERVE THE COMMUNITY AND IMPROVE THE QUALITY OF LIFE.

Objective: Provide EMS/Fire/Rescue services to the citizens and visitors of Seminole County.

Performance Measure: Total # of reported incidents responded to by SCFD

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
40,967	41,720	42,998	47,000

Performance Measure: # of Patients Medically Accessed

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
31,395	32,322	36,142	35,000

Performance Measure: # of Patients Transported

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
20,887	21,149	23,506	13,000
67%	65%	64%	65%

Objective: Maintain a 5-Minute Average Response Time during the calendar year.

Performance Measure: Response time average for first unit on scene for all incidents

CY18	CY19	CY20	CY21
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
5 Min 22 Sec	5 Min 47 Sec	5 Min 21 Sec	5 Min 29 Sec

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

FIRE DEPT

Department Goals/Objectives/Performance Measures (CONT.)

THE FOLLOWING GOAL SUPPORTS KSPs: DEVELOP PLANS FOR LEADERSHIP SUCCESSION AND TALENT DEVELOPMENT; and INCREASE ENGAGEMENT WITH REGIONAL COLLABORATION RELATIONSHIPS.

GOAL: TO SERVE THE COMMUNITY AND FIRE AGENCIES BY BEING COMMITTED TO DEVELOP AND DELIVER EFFECTIVE TRAINING AND ASSESSMENT, WITH AN EMPHASIS ON THE SAFETY AND HEALTH OF PARTICIPANTS.

Objective: To ensure our members are trained and certified to meet Seminole County service demands during the year.

Performance Measure: Total hours of ongoing education and training of all fire, EMS, officer, and special operations personnel

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
113,630	137,228	154,439	145,834

Performance Measure: Hours of orientation and new recruit training

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
11,520	3,600	15,360	9,480

Objective: Maintain the Fire Training Center as a National Testing Network by providing the test administration services necessary for the Candidate Physical Ability Test (CPAT), FireTEAM, and ECOMM Tests.

Performance Measure: # of CPAT, FireTEAM, and ECOMM Tests proctored annually

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
818	860	290	575

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

FIRE DEPT

Department Goals/Objectives/Performance Measures (CONT.)

THE FOLLOWING GOAL SUPPORTS KSPs: IMPROVE THE QUALITY OF COUNTY GOVERNMENT'S TECHNOLOGY INFRASTRUCTURE, INCLUDING UPGRADING SEMINOLE COUNTY GOVERNMENT'S EXTERNAL WEBSITE; DEVELOP PLANS FOR LEADERSHIP SUCCESSION AND TALENT DEVELOPMENT; CONTINUE FUNDING OF RESERVE ACCOUNTS; and CREATE A COMMUNITY HEALTH INITIATIVE.

GOAL: USE SYSTEM-WIDE QUALITY IMPROVEMENT (QI) PROGRAM FOR EVALUATING THE SEMINOLE COUNTY EMERGENCY MEDICAL SERVICES (SCEMS) SYSTEM IN ORDER TO FOSTER CONTINUOUS IMPROVEMENT IN PERFORMANCE AND QUALITY PATIENT CARE.

Objective: Continue to measure performance indicators and benchmarks to identify expected levels of pre-hospital care performance and quality.

Performance Measure: How often heart attack patients are appropriately identified

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
82%	80%	83.6%	85%

Performance Measure: Percentage of time that the total response time (from "dispatch complete" to "with patient") to Cardiac Arrests < 6 minutes

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
72%	83%	78%	83%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

FIRE DEPT

Department Goals/Objectives/Performance Measures (CONT.)

THE FOLLOWING GOAL SUPPORTS KSPs: IMPROVE THE QUALITY OF COUNTY GOVERNMENT’S TECHNOLOGY INFRASTRUCTURE, INCLUDING UPGRADING SEMINOLE COUNTY GOVERNMENT’S EXTERNAL WEBSITE; DEVELOP PLANS FOR LEADERSHIP SUCCESSION AND TALENT DEVELOPMENT; CREATE A COMMUNITY HEALTH INITIATIVE; and INCREASE ENGAGEMENT WITH REGIONAL COLLABORATION RELATIONSHIPS.

GOAL: TO SERVE THE FIRE SERVICE AND COMMUNITY BY BEING PROACTIVE BY DELIVERING PROFESSIONAL AND EFFECTIVE EMERGENCY MEDICAL AND FIRE/HAZARD SUPPORT.

Objective: Measure annual performance to meet Seminole County Fire Emergency Communication protocols as well as APCO and NENA standards.

Performance Measure: Total # of non-emergency calls received within the Call Center

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
37,150	33,606	28,735	34,410

Performance Measure: Total # of emergency 911 calls received within the Call Center

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
45,805	37,898	47,413	48,500

Performance Measure: 90th percentile call processing time (CAD answer to CAD dispatch)

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
1 Min 13 Sec	1 Min 43 Sec	1 Min 13 Sec	1 Min

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

FIRE DEPT

Department Goals/Objectives/Performance Measures (CONT.)

THE FOLLOWING GOAL SUPPORTS KSP: DEVELOP A STRATEGY FOR EFFECTIVELY MANAGING DEVELOPMENT ACTIVITY.

GOAL: PROTECT THE LIVES AND PROPERTY OF OUR CITIZENS AND FIREFIGHTERS THROUGH AN ASSERTIVE PROGRAM OF FIRE SAFETY, INSPECTIONS, AND CODE ENFORCEMENT ACTIVITIES.

Objective: Enforce the Florida Fire Prevention Code, as well as local laws and ordinances as adopted by both the State of Florida and Seminole County throughout the year by conducting plan reviews and inspections.

Performance Measure: Total # of Plans Reviews which includes: Fire Protection System Plans, Building Reviews, and Site Plan Reviews

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
3,135	3,235	2,913	3,000

Performance Measure: Total # of new construction inspections

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
1,304	2,213	2,477	2,724

Performance Measure: Total # of Existing Inspections which includes: Annuals, Complaints, Re-Inspections, Periodic, and Other

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
3,866	4,021	4,923	5,415

Objective: Perform fire ground investigations for confirmed fires.

Performance Measure: Total # of fire ground Investigations

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
62	73	79	83

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

FIRE DEPT

Department Goals/Objectives/Performance Measures (CONT.)

THE FOLLOWING GOAL SUPPORTS KSP: INCREASE ENGAGEMENT WITH REGIONAL COLLABORATION RELATIONSHIPS.

GOAL: PROMOTE COMMUNITY RELATIONS AND ENGAGEMENT.

Objective: Enhance community involvement through improvement and implementation of current and new fire and life safety educational programs by year end.

Performance Measure: Total # of Citizens Fire Academy (graduates)

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
20	0	0	60

Performance Measure: PulsePoint - # of Followers

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
389	5,655	3,432	4,000

Performance Measure: Total # of infant/child car seats inspected

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
43	10	45	50

Performance Measure: Total # of Hands only CPR/AED participants

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
2,264	136	48	5,000

Performance Measure: Total # of smoke detectors installed during Smoke Detector Blitz

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
371	31	3,724	1,000

FIRE

FUNDING SOURCE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BY FUND TYPE					
REPLACEMENT FUNDS	44,009	0	0	0	
GENERAL FUND	3,622,445	3,961,178	3,981,386	20,208	0.5%
AGENCY FUNDS	0	0	0	0	
SPECIAL REVENUE FUNDS	0	0	0	0	
FIRE DISTRICT FUNDS	66,376,928	75,741,538	75,596,735	(144,802)	-0.2%
EMERGENCY 911 FUNDS	0	30,000	0	(30,000)	-100.0%
SALES TAX FUNDS	13,799	0	0	0	
GRANT FUNDS	270,821	422,070	840,915	418,845	99.2%
IMPACT FEE FUNDS	258,249	0	0	0	
FIRE DEPT Total	70,586,251	80,154,786	80,419,037	264,251	0.3%

BUDGET TYPE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BASE BUDGETS					
EMERGENCY COMMUNICATIONS	3,175,421	3,656,469	3,483,417	(173,051)	-4.7%
EMS PERFORMANCE MANAGEMENT	291,524	304,710	497,969	193,259	63.4%
EMS/FIRE/RESCUE	59,305,811	64,046,795	65,600,083	1,553,288	2.4%
FIRE PREVENTION BUREAU	883,977	904,270	1,088,683	184,412	20.4%
BASE BUDGETS Total	63,656,732	68,912,244	70,670,152	1,757,908	2.6%
CIP	2,793,325	0	1,223,300	1,223,300	
FLEET	2,335,498	7,231,997	4,195,050	(3,036,947)	-42.0%
OTHER NON BASE	572,471	3,075,975	1,343,720	(1,732,256)	-56.3%
TECHNOLOGY	449,300	202,500	235,900	33,400	16.5%
FACILITIES PROJECTS	508,104	310,000	1,910,000	1,600,000	516.1%
GRANTS	270,821	422,070	840,915	418,845	99.2%
FIRE DEPT Total	70,586,251	80,154,786	80,419,037	264,251	0.3%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

FIRE DEPT

Emergency Communications

Program Message

The Seminole County Emergency Communications Center provides centralized dispatch services for Regional fire and EMS resources to all fire and Emergency Medical Services (EMS) agencies operating as a part of Seminole County's first response system. These municipalities include Altamonte Springs, Casselberry, Lake Mary, Longwood, Oviedo, Sanford, Winter Springs, Orlando-Sanford Airport and the unincorporated areas of Seminole County. All operators working in the Emergency Communications Center are state certified as Telecommunicators, Emergency Medical Dispatchers (EMD) and Emergency Fire Dispatchers (EFD) that are trained to provide lifesaving instructions to callers during emergency medical and fire situations.

The Center operates a computer aided system that allows for SCFD to utilize a single application, providing county wide situational awareness, maximum operational effectiveness through real-time communications, and the ability to make dynamic decisions regarding the allocation and deployment of resources. System activities include: 9-1-1 calls, dispatching Fire/EMS to incidents, command and control of resources, including geographical tracking of apparatus, alerts and warnings regarding hazardous situations, and enterprise wide notifications of serious incidents.

The program provides the following services:

- Centralized dispatch services for EMS/Fire/Rescue and HazMat resources to all cities within Seminole County
- Processing of after-hours service requests for Animal Services, Roads, Stormwater, Traffic Engineering, Fleet and Facilities Maintenance

FIRE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
EMERGENCY COMMUNICATIONS					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	1,489,638	1,662,184	1,603,982	(58,202)	-3.5%
510140 OVERTIME	404,802	400,000	400,000	0	0.0%
510150 SPECIAL PAY	1,213	39,948	1,800	(38,148)	-95.5%
510210 SOCIAL SECURITY MATCHING	135,982	153,554	152,469	(1,084)	-0.7%
510220 RETIREMENT CONTRIBUTIONS	167,763	200,724	220,465	19,742	9.8%
510230 HEALTH INSURANCE - EMPLOYER	553,065	546,053	494,678	(51,375)	-9.4%
510240 WORKERS COMPENSATION	2,487	5,609	3,189	(2,421)	-43.2%
PERSONNEL SERVICES Total	2,754,951	3,008,072	2,876,583	(131,488)	-4.4%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	0	3,500	3,500	0	0.0%
530340 OTHER SERVICES	0	4,500	4,500	0	0.0%
530401 TRAVEL - TRAINING RELATED	1,031	10,000	10,000	0	0.0%
530410 COMMUNICATIONS	582	0	13,802	13,802	
530460 REPAIRS AND MAINTENANCE	380	200	200	0	0.0%
530510 OFFICE SUPPLIES	3,517	3,000	2,500	(500)	-16.7%
530520 OPERATING SUPPLIES	21,011	17,300	18,200	900	5.2%
530522 OPERATING SUPPLIES-TECHNOLOGY	172,570	271,460	258,758	(12,702)	-4.7%
530540 BOOKS, DUES PUBLICATIONS	1,757	2,000	1,500	(500)	-25.0%
530550 TRAINING	3,728	33,000	32,000	(1,000)	-3.0%
OPERATING EXPENDITURES Total	204,576	344,960	344,960	0	0.0%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	194,104	273,472	238,593	(34,879)	-12.8%
540202 INTERNAL SERVICE FEES TECH	21,789	29,965	23,281	(6,684)	-22.3%
INTERNAL SERVICE CHARGES Total	215,893	303,437	261,874	(41,563)	-13.7%
BASE BUDGETS Total	3,175,421	3,656,469	3,483,417	(173,051)	-4.7%
TECHNOLOGY	44,009	30,000	0	(30,000)	-100.0%
EMERGENCY COMMUNICATIONS Total	3,219,430	3,686,469	3,483,417	(203,051)	-5.5%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

FIRE DEPT

EMS Performance Management

Program Message

The EMS Performance Management Program continues to coordinate the system-wide quality improvement program, improve the “standard of care” based on evidence-based medicine and supported by clinical outcome data, and partner with local hospitals to decrease mortality and morbidity to the citizens of Seminole County. This is accomplished through a continuous quality improvement (CQI) program that utilizes critical performance indicators established by the EMS Medical Director.

This Program adheres to state and federal requirements found in Chapters 396 and 401 of the Florida Statutes, Florida Administrative Code 64J and the Health Insurance Portability and Accountability Act (HIPAA).

The program provides the following services:

- Develops educational programs that will improve or enhance the level of care provided by the system’s EMT’s and paramedics
- Assists EMS providers and receiving hospitals in defining standards, evaluating methodologies and utilizing outcome data results for continued system improvement

FIRE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
EMS PERFORMANCE MANAGEMENT					
BASE BUDGETS					
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	272,904	277,581	469,684	192,103	69.2%
530401 TRAVEL - TRAINING RELATED	0	2,000	2,000	0	0.0%
530460 REPAIRS AND MAINTENANCE	149	1,500	1,500	0	0.0%
530490 OTHER CHARGES/OBLIGATIONS	7,153	7,650	7,350	(300)	-3.9%
530510 OFFICE SUPPLIES	911	400	500	100	25.0%
530520 OPERATING SUPPLIES	0	3,500	3,500	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	60	325	325	0	0.0%
OPERATING EXPENDITURES Total	281,176	292,956	484,859	191,903	65.5%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	10,348	11,754	13,110	1,356	11.5%
INTERNAL SERVICE CHARGES Total	10,348	11,754	13,110	1,356	11.5%
BASE BUDGETS Total	291,524	304,710	497,969	193,259	63.4%
OTHER NON BASE	38,109	0	0	0	
EMS PERFORMANCE MANAGEMENT Total	329,632	304,710	497,969	193,259	63.4%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

FIRE DEPT

EMS/Fire/Rescue

Program Message

The Seminole County Fire Department (SCFD) was established in 1974. The SCFD was created to serve unincorporated Seminole County. Today, we also provide contracted emergency services for the cities of Altamonte Springs, Casselberry, and Winter Springs. The SCFD operates 20 fire stations strategically located throughout Seminole County, one (1) jointly operated station with Orange County in the area of the University of Central Florida and a Fire Training Center capable of delivering National Fire Academy and state and local level courses.

The Seminole County Fire Department Administration directly supports the mission of the Fire Department and coordinates all non-emergency response activities within the department, such as payroll, benefits, workers' compensation, budget development, approval of purchase and repair requests, EMS billing, as well as liaison for the department in legal matters.

The Professional Standards/Training section is responsible for the initial orientation and training of all our new recruits, as well as continuing education and training for over 400 firefighters.

The Community Outreach section informs and educates the public about all available emergency and safety programs and services.

In alignment with the Board of County Commissioners' Key Strategic Priority #7 to create and implement a community health initiative, the department is creating a Community Paramedicine program that will seek to improve health outcomes among vulnerable populations and save health care dollars by preventing unnecessary ambulance transports, emergency room visits, hospital readmissions, and reduce non emergency 911 use.

The program provides the following services:

- Fire Administration and Support
- EMS/Fire/Rescue Operations
- Special Operations - (HazMat, Technical Rescue and Dive/Water Rescue Services)
- Planning and Analytics
- Internal/External Firefighter and Paramedic Training
- Community Outreach, Information and Education
- Community Paramedicine

FIRE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
EMS/FIRE/RESCUE					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	28,763,465	30,475,501	32,774,732	2,299,231	7.5%
510140 OVERTIME	4,513,002	4,613,933	3,660,267	(953,666)	-20.7%
510150 SPECIAL PAY	21,872	23,400	18,600	(4,800)	-20.5%
510190 HOLIDAY PAY	0	1,189,235	515,000	(674,235)	-56.7%
510210 SOCIAL SECURITY MATCHING	2,412,655	2,228,347	2,278,212	49,865	2.2%
510220 RETIREMENT CONTRIBUTIONS	7,504,242	7,227,552	7,118,461	(109,091)	-1.5%
510230 HEALTH INSURANCE - EMPLOYER	7,563,085	6,777,560	7,645,096	867,536	12.8%
510240 WORKERS COMPENSATION	1,158,131	1,658,353	1,465,235	(193,119)	-11.6%
PERSONNEL SERVICES Total	51,936,451	54,193,881	55,475,603	1,281,722	2.4%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	324,097	429,000	469,000	40,000	9.3%
530340 OTHER SERVICES	394,084	533,500	608,500	75,000	14.1%
530400 TRAVEL AND PER DIEM	2,521	1,000	3,000	2,000	200.0%
530401 TRAVEL - TRAINING RELATED	10,428	40,000	40,000	0	0.0%
530410 COMMUNICATIONS	9,585	15,600	15,600	0	0.0%
530420 TRANSPORTATION	230	100	100	0	0.0%
530430 UTILITIES	244,227	280,000	280,000	0	0.0%
530439 UTILITIES-OTHER	144,619	161,000	168,000	7,000	4.3%
530440 RENTAL AND LEASES	7,568	13,380	16,500	3,120	23.3%
530460 REPAIRS AND MAINTENANCE	330,172	477,800	491,107	13,307	2.8%
530470 PRINTING AND BINDING	0	500	500	0	0.0%
530480 PROMOTIONAL ACTIVITIES	6,138	10,000	10,000	0	0.0%
530490 OTHER CHARGES/OBLIGATIONS	27,846	51,750	55,250	3,500	6.8%
530494 CREDIT CARD FEES	0	0	15,000	15,000	
530510 OFFICE SUPPLIES	19,286	25,100	23,000	(2,100)	-8.4%
530520 OPERATING SUPPLIES	742,399	993,104	1,205,165	212,061	21.4%
530521 EQUIPMENT \$1000-\$4999	122,903	129,800	117,800	(12,000)	-9.2%
530522 OPERATING SUPPLIES-TECHNOLOGY	134,929	135,600	136,400	800	0.6%
530529 OPERATING SUPPLIES-OTHER	807,196	895,000	932,680	37,680	4.2%
530540 BOOKS, DUES PUBLICATIONS	13,033	25,500	21,500	(4,000)	-15.7%
530550 TRAINING	177,174	200,000	200,000	0	0.0%
530560 GAS/OIL/LUBE	67,200	130,000	90,000	(40,000)	-30.8%
OPERATING EXPENDITURES Total	3,585,636	4,547,734	4,899,102	351,368	7.7%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	3,428,798	4,847,176	4,652,895	(194,280)	-4.0%
540202 INTERNAL SERVICE FEES TECH	80,798	153,004	102,561	(50,443)	-33.0%
INTERNAL SERVICE CHARGES Total	3,509,596	5,000,180	4,755,456	(244,723)	-4.9%
GRANTS & AIDS					
580811 AID TO GOVT AGENCIES	274,128	300,000	464,922	164,922	55.0%
580833 OTHER GRANTS & AIDS/INDIVIDUAL	0	5,000	5,000	0	0.0%
GRANTS & AIDS Total	274,128	305,000	469,922	164,922	54.1%
BASE BUDGETS Total	59,305,811	64,046,795	65,600,083	1,553,288	2.4%
CIP	2,793,325	0	1,223,300	1,223,300	
FLEET	2,294,318	7,231,997	4,153,050	(3,078,947)	-42.6%

FIRE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
OTHER NON BASE	444,261	3,075,975	1,043,720	(2,032,256)	-66.1%
TECHNOLOGY	405,291	172,500	235,900	63,400	36.8%
FACILITIES PROJECTS	508,104	310,000	1,910,000	1,600,000	516.1%
GRANTS	87	0	0	0	
EMS/FIRE/RESCUE Total	65,751,197	74,837,267	74,166,053	(671,214)	-0.9%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

FIRE DEPT

Fire Prevention Bureau

Program Message

The Seminole County Fire Prevention Bureau is for all businesses, operations, occupancies and events in the Seminole County region to thrive in a safe and successful environment, in accordance with the Florida Fire Prevention Code, Florida Administrative Code 69-A, local laws and ordinances as adopted by the State of Florida, Seminole County and the cities of Winter Springs and Casselberry. The first aim of the Fire Prevention Bureau is to provide the prevention services necessary to establish a reasonable level of fire and life safety and property protection from the hazards created by fire, explosions, and other dangerous conditions. The second aim is to provide investigation services necessary to establish safe and systematic investigations of fire or explosions.

The program provides the following services:

- Comprehensive fire plan reviews of fire protection systems, buildings and site plans
- Comprehensive inspections of new construction, ongoing compliance and false alarms
- Cause and origination services through our fire investigation team

FIRE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
FIRE PREVENTION BUREAU					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	485,781	495,258	622,260	127,002	25.6%
510140 OVERTIME	37,405	30,000	40,000	10,000	33.3%
510210 SOCIAL SECURITY MATCHING	36,523	39,715	50,081	10,366	26.1%
510220 RETIREMENT CONTRIBUTIONS	49,936	57,024	73,696	16,671	29.2%
510230 HEALTH INSURANCE - EMPLOYER	192,285	168,993	206,385	37,392	22.1%
510240 WORKERS COMPENSATION	11,190	12,818	15,553	2,735	21.3%
PERSONNEL SERVICES Total	813,119	803,808	1,007,975	204,167	25.4%
OPERATING EXPENDITURES					
530400 TRAVEL AND PER DIEM	0	500	0	(500)	-100.0%
530401 TRAVEL - TRAINING RELATED	708	3,500	5,000	1,500	42.9%
530480 PROMOTIONAL ACTIVITIES	7,124	10,000	10,000	0	0.0%
530510 OFFICE SUPPLIES	894	500	500	0	0.0%
530520 OPERATING SUPPLIES	6,580	11,500	9,400	(2,100)	-18.3%
530522 OPERATING SUPPLIES-TECHNOLOGY	617	0	500	500	
530540 BOOKS, DUES PUBLICATIONS	1,922	10,250	6,750	(3,500)	-34.1%
530550 TRAINING	380	7,000	6,000	(1,000)	-14.3%
OPERATING EXPENDITURES Total	18,226	43,250	38,150	(5,100)	-11.8%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	46,722	49,334	38,851	(10,484)	-21.3%
540202 INTERNAL SERVICE FEES TECH	5,909	7,878	3,707	(4,171)	-52.9%
INTERNAL SERVICE CHARGES Total	52,632	57,213	42,558	(14,655)	-25.6%
BASE BUDGETS Total	883,977	904,270	1,088,683	184,412	20.4%
FLEET	41,181	0	42,000	42,000	
FIRE PREVENTION BUREAU Total	925,158	904,270	1,130,683	226,412	25.0%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COMMUNITY SERVICES DEPT

**COUNTY ASSISTANCE PROGRAMS
GRANT ASSISTANCE PROGRAMS
MANDATED COMMUNITY SERVICES**

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COMMUNITY SERVICES DEPT

Department Message

The Community Services Department engages in activities that involve community development, health and human services, and mandated services such as public health, mental health, indigent care and child protection. These activities require the department to implement, audit, and oversee the compliance with several local, state and federal governmental contracts and grants and maintain working relationships with public officials, School Board, law enforcement, State and local District offices, Social Services, Florida Department of Children and Families, Florida Department of Economic Opportunity, US Department of Housing and Urban Development (HUD), and numerous community committees and public interest groups. The department enhances services and demonstrates internal efficiencies via developing multi-year action plans, leveraging human capital, and streamlining efforts.

Community Services Department Mission:

To empower Seminole County individuals, families, and communities to achieve stability and self-sufficiency by linking and leveraging local resources.

Community Services Department Vision:

To provide innovative solutions to partner with individuals, families, and community providers in achieving independence, permanence, and safety.

Community Services Goals:

1. Maintain service delivery, staff efficiencies, and public awareness via effective communication.
2. Utilize sound administrative and accounting support to all Sections of the Community Services Department.
3. Provide assurance and accountability of funding to agencies.
4. Provide assistance to lower income Seminole County citizens while promoting social and economic self-sufficiency through multiple County Departments and outside agencies.
5. Provide strategies, opportunities and resources to reduce and/or prevent homelessness in Seminole County.
6. Provide safe, decent, and affordable housing opportunities for lower income households.
7. Provide/increase support services to Seminole County Veterans, their dependents and survivors.
8. Revitalize lower income areas and communities of Seminole County.
9. Provide statutorily mandated services up to the amount specified by law/administrative code for persons classified as indigent.

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COMMUNITY SERVICES DEPT

Department Message (CONT.)

The Community Services Department is comprised of (3) Teams, (2) Programs, and (7) Services, which are indicated below.

Teams

- 1) Administrative/Business Office
- 2) Compliance
- 3) Veterans

Programs

- 1) Community Assistance Program
- 2) Grant Assistance Program

Services

- 1) Community Development Grants
- 2) Community Services Business Office
- 3) County Health Department
- 4) County Low Income Assistance
- 5) Grant Low Income Assistance
- 6) Mandated Services - Community
- 7) Veterans' Services

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COMMUNITY SERVICES DEPT

Department Goals/Objectives/Performance Measures

THE FOLLOWING GOAL SUPPORTS KSPs: CONTINUED EMPHASIS ON AFFORDABLE AND WORKFORCE HOUSING INITIATIVES; and CREATE A COMMUNITY HEALTH INITIATIVE.

GOAL: TO PROVIDE ASSISTANCE TO LOWER INCOME SEMINOLE COUNTY CITIZENS WHILE PROMOTING SOCIAL AND ECONOMIC SELF SUFFICIENCY THROUGH MULTIPLE COUNTY DEPARTMENTS AND OUTSIDE AGENCIES.

Objective: Provide rental assistance for eligible families at a processing cost of up to \$2,500 per applicant with BOCC Funds.

Performance Measure: # of rental assistance provided

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual*</u>	<u>Actual</u>	<u>Projected</u>
245/225	113/225	90/225	150/150
108%	50%	40%	100%

* FY20 Numbers are lower than typical due to shift in efforts to provide COVID-19 financial assistance.

Objective: Provide mortgage assistance to eligible families that are in foreclosure or at risk of being in foreclosure.

Performance Measure: # of families assisted

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual*</u>	<u>Actual</u>	<u>Projected</u>
19/10	9/10	5/10	10/10
190%	90%	50%	100%

* FY20 Numbers are lower than typical due to shift in efforts to provide COVID-19 financial assistance.

Objective: Provide rental assistance through the Tenant-based Rental Assistance (TBRA) Program to eligible families (Elderly/Disabled) to remove barriers.

Performance Measure: # of elderly/disabled assisted with TBRA

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual*</u>	<u>Actual</u>	<u>Projected</u>
25/25	21/30	27/30	30/50
100%	70%	90%	100%

* FY20 Numbers are lower than typical due to shift in efforts to provide COVID-19 financial assistance.

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COMMUNITY SERVICES DEPT

Department Goals/Objectives/Performance Measures (CONT.)

Objective: Provide dental assistance to uninsured Seminole County Residents.

Performance Measure: # of patients

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
47/60	60/60	67/60	60/60
78%	100%	112%	100%

THE FOLLOWING GOAL SUPPORTS KSP: CONTINUED EMPHASIS ON AFFORDABLE AND WORKFORCE HOUSING INITIATIVES.

GOAL: PROVIDE STRATEGIES, OPPORTUNITIES AND RESOURCES TO REDUCE AND/OR PREVENT HOMELESSNESS IN SEMINOLE COUNTY.

Objective: Provide rental assistance and Case management services for chronically homeless households through the S+C Program.

Performance Measure: # of Rental Assistance provided

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
49/46	42/46	46/46	46/46
107%	91%	100%	100%

THE FOLLOWING GOAL SUPPORTS KSP: CREATE A COMMUNITY HEALTH INITIATIVE.

GOAL: TO PROVIDE STATUTORILY MANDATED SERVICES UP TO THE AMOUNT SPECIFIED IN LAW/ADMINISTRATIVE CODE FOR PERSONS CLASSIFIED AS INDIGENT.

Objective: Provide financial assistance to families for bury/cremation services.

Performance Measure: # of bury/cremation services

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
55/30	30/30	53/30	50/50
183%	100%	177%	100%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COMMUNITY SERVICES DEPT

Department Goals/Objectives/Performance Measures (CONT.)

Objective: Pay a portion of indigent clients' medical cost.

Performance Measure: # of medical cost paid

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
72/60	60/60	30/60	40/40
120%	100%	50%	100%

Objective: Provide financial assistance for eligible clients to cover medical cost through the Health Care Responsibility Act (HCRA).

Performance Measure: # of financial assistance provided

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
7/5	5/5	5/15	5/5
160%	100%	33%	100%

THE FOLLOWING GOAL SUPPORTS KSP: CONTINUED EMPHASIS ON AFFORDABLE AND WORKFORCE HOUSING INITIATIVES.

GOAL: PROVIDE RENT, MORTGAGE, AND UTILITY ASSISTANCE TO SEMINOLE COUNTY RESIDENTS EXPERIENCING A FINANCIAL HARDSHIP DUE TO COVID-19 THROUGH COVID-19 RELIEF FUNDS.

Objective: Provide rental, mortgage, and utility assistance to those residents impacted financially by COVID-19.

Performance Measure: # of residents assisted

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
na	550/550	5357/5000	2000/2000
na	100%	107%	100%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COMMUNITY SERVICES DEPT

Department Goals/Objectives/Performance Measures (CONT.)

THE FOLLOWING GOAL SUPPORTS KSPs: CONTINUED EMPHASIS ON AFFORDABLE AND WORKFORCE HOUSING INITIATIVES; and CREATE A COMMUNITY HEALTH INITIATIVE.

GOAL: TO PROVIDE/INCREASE SUPPORT SERVICES TO SEMINOLE COUNTY VETERANS, THEIR DEPENDENTS, AND SURVIVORS.

Objective: Process new claims for eligible Veterans to ensure they receive earned VA benefits.

Performance Measure: # of new claims processed

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
704/600	600/600	919/600	400/400
117%	100%	153%	100%

Objective: Complete letters for Veterans to obtain Homestead Exemption.

Performance Measure: # of letters processed

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
146/150	150/150	99/150	100/100
97%	100%	66%	100%

THE FOLLOWING GOAL SUPPORTS KSP: CONTINUED EMPHASIS ON AFFORDABLE AND WORKFORCE HOUSING INITIATIVES.

GOAL: TO PROVIDE ASSISTANCE TO LOWER INCOME SEMINOLE COUNTY CITIZENS WHILE PROMOTING SOCIAL AND ECONOMIC SELF SUFFICIENCY THROUGH MULTIPLE COUNTY DEPARTMENTS AND OUTSIDE AGENCIES.

Objective: Provide rental assistance and deposits through the Homeless Rapid Rehousing for eligible families and/or individuals that are homeless to remove barriers.

Performance Measure: # of families receiving rental assistance

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
36/45	40/40	50/40	40/40
80%	100%	125%	100%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COMMUNITY SERVICES DEPT

Department Goals/Objectives/Performance Measures (CONT.)

Objective: Provide assistance through the Minor Home Repair program to County Residents annually for roof, plumbing electrical HVAC or accessibility.

Performance Measure: # of residents receiving assistance

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
40/40	21/40	23/30	30/30
100%	51%	77%	100%

Objective: Obtain and monitor federal ESG funding for shelter operation costs for agencies.

Performance Measure: # of agencies assisted and monitored

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
3/3	3/3	3/3	3/3
100%	100%	100%	100%

Objective: Obtain and monitor Federal ESG funding to rapidly re-house households through subrecipient agreements.

Performance Measure: # of households receiving funding and being monitored

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
15/12	12/12	20/12	20/20
125%	100%	167%	100%

THE FOLLOWING GOAL SUPPORTS KSP: CONTINUED EMPHASIS ON AFFORDABLE AND WORKFORCE HOUSING INITIATIVES.

GOAL: PROVIDE SAFE, DECENT, AND AFFORDABLE HOUSING OPPORTUNITIES FOR LOWER INCOME HOUSEHOLDS.

Objective: Provide purchase assistance to eligible first time homebuyers.

Performance Measure: # of first time homebuyers assisted

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
15/15	20/15	10/10	15/15
100%	133%	100%	100%

SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT

COMMUNITY SERVICES DEPT

Department Goals/Objectives/Performance Measures (CONT.)

Objective: Provide housing rehabilitation/reconstruction for low-income homeowners living in substandard housing.

Performance Measure: # of housing rehab/recon provided

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
17/17	10/17	9/15	15/15
100%	59%	60%	100%

COMMUNITY SERVICES

FUNDING SOURCE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BY FUND TYPE					
GENERAL FUND	11,566,800	12,986,380	13,968,122	981,742	7.6%
GRANT FUNDS	7,339,336	3,630,581	7,779,288	4,148,707	114.3%
COMMUNITY SERVICES DEPT Total	18,906,136	16,616,961	21,747,410	5,130,450	30.9%

BUDGET TYPE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BASE BUDGETS					
COUNTY ASSISTANCE PROGRAMS	3,351,524	5,107,521	5,979,778	872,258	17.1%
GRANT ASSISTANCE PROGRAMS	0	0	0	0	
MANDATED COMMUNITY SERVICES	8,095,277	8,297,859	8,447,994	150,135	1.8%
BASE BUDGETS Total	11,446,800	13,405,380	14,427,772	1,022,393	7.6%
FLEET	21,118	23,330	0	(23,330)	-100.0%
OTHER NON BASE	120,000	500,000	500,000	0	0.0%
TECHNOLOGY	0	10,000	64,850	54,850	548.5%
GRANTS	7,318,218	3,597,251	7,723,788	4,126,537	114.7%
COMMUNITY SERVICES DEPT Total	18,906,136	17,535,961	22,716,410	5,180,450	29.5%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COMMUNITY SERVICES DEPT

County Assistance & Mandated Community Services

Program Message

Community Assistance consist of several services areas assisting the needs of citizens of Seminole County. These areas are Community Services Administration Business Office, County Health Department, County Low Income Assistance, Mandated Services -Community, and Veterans Services.

Administration: directs, plans, coordinates and implements the day to day activities and personnel of the Community Services Department which includes overseeing the implementation of affordable housing and community development projects, human/social services and financial assistance program, and Veterans services. The Admin Office also includes the Business and Accounting staffing that provide managerial, fiscal, and compliance support for grants and mandated programs such as: County Health Department and mandated services-community services. Financial services include: oversight, grant administration, accurate and timely reporting, and budgeting.

Compliance: The Compliance program provides compliance to the Community Services Department. The Compliance Officer reviews external and internal agency files and supporting documentation to detect any real or incipient violations of regulatory or contractual requirements. It then works with those agencies to correct any deficiencies and work toward full compliance. The Compliance Officer also reviews sub-recipient and other agreements to ensure regulatory compliance, and offers opinions and guidance in regulatory and contractual interpretation.

County Health Department: The Health Department provides outreach, clinical assessment, and treatment and referral services to the residents of Seminole County. The Community Services Department monitors health status, focuses on community health resources to improve health outcomes, participates in emergency readiness and response issues and provides health education.

County Low Income Assistance: This service provides financial assistance and resources to aid Seminole County residents who are experiencing an unforeseen financial hardship. The program also serves low income residents working toward self-sufficiency. This program is inclusive of various services and funding sources. The services provided have a significant impact in helping individuals and families residing in Seminole County. These services consist primarily of: rent/mortgage, utility, and first month's rent assistance for homeless households. The Compliance program oversees the funding to countywide local non-profit agencies through Community Partnerships that aid low income, disadvantaged or disabled families and individuals

Mandated Services – Community: Additionally, the department oversees several State Mandated programs to include: burial/cremation; indigent medical care and child protection medical team. Health Care Responsibility Act for uninsured Seminole County residents that have a medical emergency outside of Seminole County, but within the State of Florida; Medicaid billing which

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COMMUNITY SERVICES DEPT

Community Assistance (CONT.)

Program Message

pays a portion of medical and nursing home expense for Seminole County residents. These services are mandated by state statute and ensure services and support for indigent care.

Veterans' Services: The Seminole County Veterans' Services (CVSO) is dedicated to helping honorably-discharged Seminole County Veterans, their dependents, and survivors by improving their health and economic well-being through education, advocacy, benefits, and long-term health services. This Seminole CVSO educates the community about Veterans' benefits and serves as the Veterans' advocate when filing valid claims with the U.S. Department of Veterans' Affairs (VA).

During FY 2019-2020 the Veterans' Services Office continued to provide the highest level of service to Seminole County residents. Dedicated staffing was one Veterans' Services Officer and two Assistant Veterans' Services Officers. The staff had 12,400 client contacts resulting in over \$287,330,000 in VA funding coming into Seminole County in Calendar Year 2021.

This CVSO is a contributing partner of the Seminole County Veterans' Treatment Court (VetCourt): Judge John L. Woodard III presides. VetCourt provides treatment in lieu of incarceration however, it is not a get-out-of-jail-free card, and in fact, the demands of VetCourt are usually more demanding than pleading out. One in five Veterans who serve in Afghanistan or Iraq has symptoms of a mental health disorder or cognitive impairment, one in six of these Veterans suffers from substance abuse. Research draws a link between substance abuse and combat-related mental illness. Left untreated, these issues can lead to involvement in the criminal justice system. By actively engaging these Veterans early with treatment and counseling, recidivism has dramatically reduced.

Overall, Community Assistance provides the following:

- Provide affordable housing
- Administer human/social services and financial assistance
- Supervise and accommodate Veteran Services
- Steward Federal, State, and local funding
- Provide financial assistance
- Accommodate self-sufficiency
- Pay rent/mortgage, utilities
- Oversee State Mandated programs
- Improve living conditions of low income and homeless residents
- Provide dental assistance to extremely low to moderate income residents
- Health Care Responsibility Act (HCRA)
- Medicaid & Indigent Care and Burial

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COMMUNITY SERVICES DEPT

Community Assistance (CONT.)

Program Message

- Mental Healthcare
- Child Protection Team
- Medical Examiner
- Helps honorably-discharged Veterans
- Educates Veterans about benefits
- Serves as an advocate when filing claims with the VA
- Orchestrates the annual “Stand Down” event for homeless Veterans
- Partners with Seminole County Veterans’ Court

COMMUNITY SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
COUNTY ASSISTANCE PROGRAMS					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	1,673,330	2,140,713	2,657,037	516,324	24.1%
510140 OVERTIME	70	0	0	0	
510150 SPECIAL PAY	9,352	11,100	12,300	1,200	10.8%
510210 SOCIAL SECURITY MATCHING	123,675	163,765	203,263	39,499	24.1%
510220 RETIREMENT CONTRIBUTIONS	162,462	235,685	316,623	80,938	34.3%
510230 HEALTH INSURANCE - EMPLOYER	329,841	419,294	534,727	115,433	27.5%
510240 WORKERS COMPENSATION	7,879	12,387	17,599	5,213	42.1%
511000 CONTRA PERSONAL SERVICES	(679,918)	0	0	0	
PERSONNEL SERVICES Total	1,626,691	2,982,943	3,741,550	758,607	25.4%
OPERATING EXPENDITURES					
530340 OTHER SERVICES	11,995	300	1,800	1,500	500.0%
530400 TRAVEL AND PER DIEM	903	7,400	7,400	0	0.0%
530401 TRAVEL - TRAINING RELATED	671	5,885	6,385	500	8.5%
530420 TRANSPORTATION	0	400	400	0	0.0%
530440 RENTAL AND LEASES	0	0	25,000	25,000	
530460 REPAIRS AND MAINTENANCE	0	100	100	0	0.0%
530490 OTHER CHARGES/OBLIGATIONS	4,725	6,800	6,800	0	0.0%
530510 OFFICE SUPPLIES	4,569	2,071	2,071	0	0.0%
530520 OPERATING SUPPLIES	6,965	6,546	8,546	2,000	30.6%
530521 EQUIPMENT \$1000-\$4999	7,616	0	0	0	
530540 BOOKS, DUES PUBLICATIONS	200	2,700	1,200	(1,500)	-55.6%
530550 TRAINING	277	3,881	4,241	360	9.3%
OPERATING EXPENDITURES Total	37,921	36,083	63,943	27,860	77.2%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	196,221	327,664	411,649	83,984	25.6%
540202 INTERNAL SERVICE FEES TECH	21,805	27,791	29,596	1,805	6.5%
INTERNAL SERVICE CHARGES Total	218,026	355,456	441,245	85,789	24.1%
GRANTS & AIDS					
580821 AID TO PRIVATE ORGANIZATIONS	1,093,544	1,182,409	1,182,410	1	0.0%
580833 OTHER GRANTS & AIDS/INDIVIDUAL	375,342	550,630	550,630	0	0.0%
GRANTS & AIDS Total	1,468,886	1,733,039	1,733,040	1	0.0%
BASE BUDGETS Total	3,351,524	5,107,521	5,979,778	872,258	17.1%
OTHER NON BASE	120,000	500,000	500,000	0	0.0%
TECHNOLOGY	0	0	9,350	9,350	
GRANTS	0	0	0	0	
COUNTY ASSISTANCE PROGRAMS Total	3,471,524	5,607,521	6,489,128	881,608	15.7%

COMMUNITY SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
MANDATED COMMUNITY SERVICES					
BASE BUDGETS					
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	45,000	50,000	50,000	0	0.0%
530340 OTHER SERVICES	2,501,159	2,630,632	2,671,165	40,533	1.5%
OPERATING EXPENDITURES Total	2,546,159	2,680,632	2,721,165	40,533	1.5%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	192,120	283,785	319,050	35,265	12.4%
540202 INTERNAL SERVICE FEES TECH	1,494	1,482	1,586	104	7.0%
INTERNAL SERVICE CHARGES Total	193,614	285,267	320,636	35,369	12.4%
GRANTS & AIDS					
580821 AID TO PRIVATE ORGANIZATIONS	221,608	221,608	359,791	138,183	62.4%
580833 OTHER GRANTS & AIDS/INDIVIDUAL	5,133,896	5,110,352	5,046,402	(63,950)	-1.3%
GRANTS & AIDS Total	5,355,504	5,331,960	5,406,193	74,233	1.4%
BASE BUDGETS Total	8,095,277	8,297,859	8,447,994	150,135	1.8%
MANDATED COMMUNITY SERVICES Total	8,095,277	8,297,859	8,447,994	150,135	1.8%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

COMMUNITY SERVICES DEPT

Grant Assistance

Program Message

The Community Development Division aims at improving the living conditions of County residents through infrastructure improvements, public services, housing activities, homeless services and economic development. Seminole County receives Federal and State grant funding through several programs funded by the U.S. Department of Housing and Urban Development (HUD) and the Florida Housing Finance Corporation (FHFC). These funding programs are: Community Development Block Grant (CDBG), Emergency Solutions Grants (ESG), Home Investment Partnerships Program (HOME), and State Housing Initiatives Partnership (SHIP).

The **Grant Low Income Assistance** service, through state and federal governmental grants, provides services to improve the living conditions of low income and homeless residents through the provision of temporary shelter and rental subsidies & supportive services for homeless families and chronically homeless individuals. It also provides dental assistance to extremely low to moderate income residents without dental insurance. The grants that fund Low Income Assistance are Community Development Block Grants (CDBG), Community Services Block Grant (CSBG), and the Continuum of Care / Shelter Plus Care (CoC/S+C).

Rental Assistance: This program provides funds for rental assistance similar to the Section 8 program to special needs populations and homeless households. Households are required to make a monthly contribution.

Housing relocation and stabilization services: This program provides funds to move homeless people quickly to permanent housing by helping defer rental application fees, security deposits, monthly rents, and utility deposits. Housing stability case management is available.

- **Capital Improvements:** This program provides funds for paving and drainage, sewer and water line improvements, construction of sidewalks, limited park improvements, and construction and/or improvements to community facilities.
- **Affordable Housing Development:** This program provides funds for site acquisition, infrastructure, and housing development of owner occupied units.
- **Rental Housing Development:** This program provides funds for site acquisition and rehabilitation of affordable multi-family rental housing.
- **Minor Home Repair:** This program provides funds for immediate repairs and/ or alterations to protect the health, safety, and welfare of the household or to affect the immediate livability of the home. The four (4) trades in which assistance can be provided are roofing, electrical, plumbing, and HVAC (heating and cooling systems). In addition, funds may be provided to persons with disabilities who need modifications to increase accessibility and eliminate hazardous conditions in their home.
- **Housing Rehabilitation/Reconstruction:** This program provides funds for extensive home rehabilitation of owner occupied housing. In some instances, homes that are too severely deteriorated will be demolished & reconstructed.

SEMINOLE COUNTY GOVERNMENT
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COMMUNITY SERVICES DEPT

Grant Assistance (CONT.)

Program Message

- **Neighborhood Stabilization Program:** The Neighborhood Stabilization Program was established for the purpose of stabilizing neighborhoods suffering from foreclosures, short sales and abandonment. Seminole County received over \$11 million and is implementing two strategies for the use of NSP funds, including property acquisition and rehabilitation for resale to income eligible home buyers, and rental acquisition and rehabilitation to support the need for affordable rental housing stock.
- **Vacant Lots Program:** The County transfers certain County-owned vacant lots to eligible non-profit organizations, via a loan, for the development of affordable housing. In addition, the County should receive State Housing Initiatives Partnership (SHIP) Program funds and HOME Investment Partnerships Program (HOME) funds to assist with construction of affordable housing on these vacant lots.

COMMUNITY SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
GRANT ASSISTANCE PROGRAMS					
FLEET	0	23,330	0	(23,330)	-100.0%
TECHNOLOGY	0	10,000	0	(10,000)	-100.0%
GRANTS	1,200	(33,330)	0	33,330	-100.0%
GRANT ASSISTANCE PROGRAMS Total	1,200	0	0	0	

**SEMINOLE COUNTY GOVERNMENT
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PUBLIC WORKS DEPT

**CAPITAL PROJECTS DELIVERY
DEVELOPMENT REVIEW ENGINEERING
ENGINEERING PROFESSIONAL SUPPORT
FACILITIES
FLEET MANAGEMENT
LAND MANAGEMENT
MOSQUITO CONTROL
PUBLIC WORKS BUSINESS OFFICE
ROADS-STORMWATER R&M
TRAFFIC OPERATIONS
WATER QUALITY**

**SEMINOLE COUNTY GOVERNMENT
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PUBLIC WORKS DEPT

Department Message

The Public Works Department's mission is to improve and maintain Seminole County's Public Infrastructure to enhance the safety of the traveling public and quality of life for Seminole County residents and visitors. The Department provides a comprehensive program of services to manage and maintain the transportation and stormwater infrastructure, including those from new developments proposed within Seminole County.

**SEMINOLE COUNTY GOVERNMENT
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PUBLIC WORKS DEPT

Department Goals/Objectives/Performance Measures

THE FOLLOWING GOAL SUPPORTS KSPs: DEVELOP A STRATEGY FOR EFFECTIVELY MANAGING DEVELOPMENT ACTIVITY; DEVELOP A STRATEGY FOR CONTINUING CAPITAL IMPROVEMENTS; CONTINUE IMPLEMENTATION OF THE FIVE POINTS PROJECT; and INCREASE ENGAGEMENT WITH REGIONAL COLLABORATION RELATIONSHIPS.

GOAL: TO PROVIDE HIGH QUALITY, COST EFFECTIVE, LANDSCAPE ARCHITECTURE, ENGINEERING AND PROFESSIONAL SURVEYING SERVICES TO SEMINOLE COUNTY CITIZENS, INCLUDING PROJECT DEVELOPMENT AND MANAGEMENT SERVICES, DESIGN AND SURVEY SERVICES, PROJECT PLANNING AND DEVELOPMENT, CONSTRUCTION PROJECT MANAGEMENT AND INSPECTION SERVICES.

Objective: Complete the scheduled list of Major Roadway and Bridge Projects (Arterial and Collector Roadways) identified within the County Capital Improvement Projects (CIP) program.

Performance Measure: # of Roadway and Bridge Projects completed

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
39	34	44	5

Performance Measure: # of miles resurfaced

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
54	96	65	58

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

PUBLIC WORKS DEPT

Department Goals/Objectives/Performance Measures (CONT.)

THE FOLLOWING GOAL SUPPORTS KSPs: DEVELOP A STRATEGY FOR EFFECTIVELY MANAGING DEVELOPMENT ACTIVITY; DEVELOP A STRATEGY FOR CONTINUING CAPITAL IMPROVEMENTS; CONTINUE IMPLEMENTATION OF THE FIVE POINTS PROJECT; and INCREASE ENGAGEMENT WITH REGIONAL COLLABORATION RELATIONSHIPS.

GOAL: TO PROVIDE CONNECTIVITY AND ENHANCE MOBILITY FOR CITIZENS OF THE COUNTY, INCLUDING ENHANCED ADA ACCESS AND PATHWAY TO PUBLIC FACILITIES.

Objective: Plan, engineer, and construct sidewalks within budget and to specifications.

Performance Measure: # of sidewalk projects completed within budget and to specifications

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
13	8	4	11

Objective: Complete the construction of the total linear feet of sidewalk identified including sidewalk upgrades within the county sidewalk program.

Performance Measure: Linear feet of sidewalk constructed

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
29,685	36,125	5,844	43,558

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

PUBLIC WORKS DEPT

Department Goals/Objectives/Performance Measures (CONT.)

THE FOLLOWING GOAL SUPPORTS KSPs: DEVELOP A STRATEGY FOR EFFECTIVELY MANAGING DEVELOPMENT ACTIVITY; DEVELOP A STRATEGY FOR CONTINUING CAPITAL IMPROVEMENTS; CONTINUE IMPLEMENTATION OF THE FIVE POINTS PROJECT; and INCREASE ENGAGEMENT WITH REGIONAL COLLABORATION RELATIONSHIPS.

GOAL: IMPROVE MAINTENANCE AND OPERATIONS OF COUNTY OWNED BUILDINGS.

Objective: Improve Work Request process by decreasing the percentage of reactive work requests to less than 58%. This can be accomplished through continuing to build Preventative Maintenance (PM) program to cover all equipment, continuing to increase predictive maintenance measures as funds permit, and continuing to review reactive work requests for routine services that should be moved to “scheduled services” or PM.

Performance Measure: # of incoming work requests, which are reactive work requests

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
7,257	7,737	6,671	<7,200

Objective: Improve Completion of Preventative Maintenance Work Requests to over 90% by completing the development of the PM program and closer monitoring of PM completions by Supervisor and managers.

Performance Measure: Percentage of Preventive Maintenance Work Requests

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
100%	98%	100%	>95%

Objective: Make sure all Planned Work Projects for a specific fiscal year have been completed during the actual fiscal year.

Performance Measure: % of Planned Work Projects completed during current fiscal year

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
94%	82%*	80%*	100%

*Pro-Active had several surprise/extra projects that were larger in scale along with Covid which made it difficult to bring in contractors to perform the work. Roughly 60% of the projects were completed prior to February 2020. Also, not counted is the Fire Department \$300K projects that were completed at 100% based on their needs and scheduling.

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

PUBLIC WORKS DEPT

Department Goals/Objectives/Performance Measures (CONT.)

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP'S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: REDUCE EQUIPMENT DOWN TIME AND INCREASE RELIABILITY.

Objective: Work efficiently and effectively to reduce the amount of service interruptions (Road-Calls) per 30 day cycle.

Performance Measure: # of service Interruptions (Road-Calls) per 30 day cycle

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
171	204	211	205

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP'S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: PROVIDE SUPERIOR SERVICE IN THE REPAIR AND MAINTENANCE OF ALL COUNTY EQUIPMENT ASSIGNED TO THIS PROGRAM.

Objective: Perform scheduled Preventative Maintenance (PMs) to ensure compliance to standards.

Performance Measure: # of PMs generated and closed within same 30 days cycle

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
2,691	3,290	3,541	3,600

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP'S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: ADMINISTER THE FLEET MAINTENANCE PROGRAM TO ACHIEVE MAXIMUM PERFORMANCE.

Objective: Manage and monitor the service to reduce the Average Turnaround Time

Performance Measure: Average # of days a unit is in the shop

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
7.3	5.5	6.3	5.5

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

PUBLIC WORKS DEPT

Department Goals/Objectives/Performance Measures (CONT.)

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP'S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: TO MINIMIZE THE IMPACT OF MOSQUITOS AND SPREAD OF MOSQUITO BORNE DISEASES FOR THE RESIDENTS OF SEMINOLE COUNTY

Objective: Continue to enhance the Mosquito Control Program through expanded surveillance and monitoring activities; and continue to minimize the impacts of mosquito borne diseases through inspections, larviciding and adulticiding.

Performance Measure: # of service requests completed

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
1,571	2,208	1,934	2,500

Performance Measure: Total acres fogged

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
237,101	350,391	229,754	350,000

Performance Measure: Total acres larvicided

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
3,487	9,817	8,293	15,000

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

PUBLIC WORKS DEPT

Department Goals/Objectives/Performance Measures (CONT.)

THE FOLLOWING GOAL SUPPORTS KSP: DEVELOP A STRATEGY FOR CONTINUING CAPITAL IMPROVEMENTS.

GOAL: MAINTAIN EXISTING INFRASTRUCTURE CONSISTENT WITH COUNTY CODES AND POLICIES, ACCEPTED STANDARDS AND FEDERAL AND STATE REQUIREMENTS.

Objective: Keep canal and ditch system functional year-round by routine inspection and cleaning.

Performance Measure: Linear feet of ditch and canal cleaning

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
201,822	100,742	118,215	120,000*

*Projection is a typical year without a hurricane.

Objective: Repair potholes in county maintained roads as they are reported or discovered.

Performance Measure: Number of potholes repaired

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
3,351	1,964	1,452	1,600*

*Projection is a typical year without a hurricane.

THE FOLLOWING GOAL SUPPORTS KSPs: DEVELOP A STRATEGY FOR EFFECTIVELY MANAGING DEVELOPMENT ACTIVITY; and DEVELOP A STRATEGY FOR CONTINUING CAPITAL IMPROVEMENTS.

GOAL: REPAIR AND REPLACE SIDEWALKS IN COUNTY RIGHTS-OF-WAY.

Objective: Utilize contracted and in-house resources to replace broken and displaced sidewalk.

Performance Measure: Square feet of sidewalk replaced

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
140,906	139,541	257,800	180,000

SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT

PUBLIC WORKS DEPT

Department Goals/Objectives/Performance Measures (CONT.)

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP'S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: IMPROVE CUSTOMER SERVICE BY REDUCING RESPONSE TIMES TO REQUESTS AND INQUIRIES.

Objective: Complete work orders in an effective and efficient manner.

Performance Measure: # and % of new work orders closed annually

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
3,755	3,250	2,057	2,235
91%	70%	80%*	83%

*80% closure rate due to current vacant positions that are frozen and Covid-19 impacted; which results in taking longer to complete work orders.

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

PUBLIC WORKS DEPT

Department Goals/Objectives/Performance Measures (CONT.)

THE FOLLOWING GOAL SUPPORTS KSPs: DEVELOP A STRATEGY FOR EFFECTIVELY MANAGING DEVELOPMENT ACTIVITY; and DEVELOP A STRATEGY FOR CONTINUING CAPITAL IMPROVEMENTS.

GOAL: UTILIZE INTELLIGENT TRANSPORTATION SYSTEMS (ITS), TRANSPORTATION SYSTEMS MANAGEMENT AND OPERATIONS (TSM&O) STRATEGIES, AND STANDARDS SUCH AS THE MANUAL ON UNIFORM TRAFFIC CONTROL DEVICES (MUTCD) TO MAXIMIZE SAFETY AND EFFICIENCY ON ALL MAJOR ROADWAYS WITHIN SEMINOLE COUNTY.

Objective: Promote efficient system management and operations through continual improvements to signal operations, optimizing signal coordination and implementing adaptive signal timing control.

Performance Measure: # of corrective signal actions performed

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
277	243	147	200

Performance Measure: # of signal modifications made

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
63	23	55	50

Performance Measure: # of signal timing changes made

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
995	503	410	500

Performance Measure: # of signals utilizing state-of-the-art adaptive signal timing control

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
71	108	107	115

Objective: Provide the necessary roadway signage throughout the County's multimodal transportation system.

Performance Measure: # of new signs installed

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
204	18*	100**	150

*Sign GIS data not complete to verify data

**Estimated

**SEMINOLE COUNTY GOVERNMENT
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PUBLIC WORKS DEPT

Department Goals/Objectives/Performance Measures (CONT.)

Performance Measure: # of existing signs maintained

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
4,344	5,348	3,759	4,500

Objective: Maintain and protect the County’s fiber optic network in proper working order through locates and necessary repairs.

Performance Measure: # of underground locates completed

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
1,730	1,928	2,727	2,900

Performance Measure: # of fiber optic repairs completed

FY19	FY20	FY21	FY21
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
26	21	18	25

Objective: Quickly and effectively respond to roadway incidents and signal malfunctions in order to restore normal traffic flow in a timely manner.

Performance Measure: Number of traffic trouble calls reported

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
220	134	135	120

Performance Measure: Number of emergency response calls

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
44	12	8	10

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

PUBLIC WORKS DEPT

Department Goals/Objectives/Performance Measures (CONT.)

THE FOLLOWING GOAL SUPPORTS KSPs: DEVELOP A STRATEGY FOR EFFECTIVELY MANAGING DEVELOPMENT ACTIVITY; DEVELOP A STRATEGY FOR CONTINUING CAPITAL IMPROVEMENTS; and INCREASE ENGAGEMENT WITH REGIONAL COLLABORATION RELATIONSHIPS.

GOAL: TO PROTECT AND IMPROVE THE WATER QUALITY OF SEMINOLE COUNTY’S SURFACE WATER RESOURCES THROUGH EDUCATIONAL OUTREACH, COLLABORATION WITH OTHER STAKEHOLDERS, RESTORATION ACTIVITIES AND IMPLEMENTING STRUCTURAL AND NON-STRUCTURAL PROJECTS.

Objective: Continue to expand and enhance the educational outreach programs; implement newly adopted Fertilizer Ordinance through educational outreach and informational campaign; and continue to monitor and analyze the long term water quality trends through water chemistry and biological monitoring.

Performance Measure: # of waterbodies monitored

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
591	514	453	515

Performance Measure: Total number of water chemistry samples collected

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
6,722	9,275	8,161	9,000

Performance Measure: # of established MSBU’s managed

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
19	19	21	23

Performance Measure: # of volunteer hours

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
3,841	2,522*	2,171	2,690

*Low due to Covid-19 cancellations of annual events

PUBLIC WORKS

FUNDING SOURCE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BY FUND TYPE					
REPLACEMENT FUNDS	2,881,395	1,797,009	2,064,245	267,236	14.9%
WATER & SEWER FUNDS	8,775	0	0	0	
SOLID WASTE FUNDS	37,016	233,100	62,858	(170,242)	-73.0%
GENERAL FUND	9,378,246	8,488,002	9,415,301	927,300	10.9%
TRANSPORTATION FUNDS	19,118,714	20,376,759	22,998,059	2,621,300	12.9%
SPECIAL REVENUE FUNDS	0	0	437,500	437,500	
FIRE DISTRICT FUNDS	47,298	21,500	92,518	71,018	330.3%
SALES TAX FUNDS	52,925,635	67,389,782	60,032,539	(7,357,243)	-10.9%
GRANT FUNDS	3,664,119	131,645	133,201	1,556	1.2%
IMPACT FEE FUNDS	0	7,000	7,000	0	0.0%
CAPITAL FUNDS	228,666	0	1,745,500	1,745,500	
PUBLIC WORKS DEPT Total	88,289,865	98,444,796	96,988,720	(1,456,076)	-1.5%

BUDGET TYPE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BASE BUDGETS					
CAPITAL PROJECTS DELIVERY	3,714,701	4,253,750	6,250,287	1,996,536	46.9%
DEVELOPMENT REVIEW ENGINEER	862,643	878,193	975,948	97,755	11.1%
ENGINEERING PROF SUPPORT	261,713	301,632	302,806	1,174	0.4%
FACILITIES	9,433,066	10,046,441	10,386,163	339,722	3.4%
FLEET MANAGEMENT	7,531,314	8,663,399	9,155,309	491,909	5.7%
LAND MANAGEMENT	324,754	317,210	315,791	(1,420)	-0.4%
MOSQUITO CONTROL	930,789	946,694	1,053,911	107,216	11.3%
PUBLIC WORKS BUSINESS OFFIC	535,406	550,110	805,730	255,620	46.5%
ROADS & STORMWATER	10,454,410	11,531,278	12,347,375	816,097	7.1%
TRAFFIC OPERATIONS	4,866,847	5,597,042	6,013,533	416,491	7.4%
WATER QUALITY	1,288,101	1,457,835	1,582,579	124,744	8.6%
BASE BUDGETS Total	40,203,744	44,543,585	49,189,430	4,645,845	10.4%
CIP	53,154,301	67,389,782	60,032,539	(7,357,243)	-10.9%
FLEET	4,577,566	3,292,512	4,092,611	800,099	24.3%
OTHER NON BASE	216,061	13,500	537,500	524,000	3881.5%
TECHNOLOGY	0	0	430,000	430,000	
FACILITIES PROJECTS	1,438,959	1,342,229	1,637,611	295,382	22.0%
GRANTS	3,664,119	131,645	133,201	1,556	1.2%
PUBLIC WORKS DEPT Total	103,254,751	116,713,253	116,052,892	(660,361)	-0.6%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

PUBLIC WORKS DEPT

Capital Projects Delivery

Program Message

Capital Projects has the ultimate purpose of delivering capital projects (roadway, stormwater, subdivision rehabilitation, sidewalks and trails) that eliminate congestion, increase personal mobility, update aging infrastructure, minimizing flooding and meet federally mandated water quality improvement requirements while assuring that public pedestrian and vehicular bridges are safe and structurally adequate.

This program provides the following services:

- Pedestrian/vehicular bridge inspections and repair
- Engineering Services
- Construction Engineering Inspections
- Pavement resurfacing and reconstruction program
- Transportation concurrency and transportation impact fee reviews
- Project Management

PUBLIC WORKS

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
CAPITAL PROJECTS DELIVERY					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	1,870,396	2,100,521	2,159,443	58,922	2.8%
510140 OVERTIME	1,076	0	0	0	
510150 SPECIAL PAY	2,558	2,400	2,400	0	0.0%
510210 SOCIAL SECURITY MATCHING	137,639	160,690	165,197	4,508	2.8%
510220 RETIREMENT CONTRIBUTIONS	169,144	212,189	244,438	32,249	15.2%
510230 HEALTH INSURANCE - EMPLOYER	418,435	391,003	429,236	38,233	9.8%
510240 WORKERS COMPENSATION	30,123	46,548	49,491	2,943	6.3%
PERSONNEL SERVICES Total	2,629,372	2,913,351	3,050,205	136,855	4.7%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	1,297	77,000	50,000	(27,000)	-35.1%
530340 OTHER SERVICES	0	1,400	1,400	0	0.0%
530400 TRAVEL AND PER DIEM	1,200	1,200	1,200	0	0.0%
530401 TRAVEL - TRAINING RELATED	0	380	300	(80)	-21.1%
530420 TRANSPORTATION	0	300	300	0	0.0%
530440 RENTAL AND LEASES	300	300	300	0	0.0%
530490 OTHER CHARGES/OBLIGATIONS	713	7,000	7,000	0	0.0%
530510 OFFICE SUPPLIES	8,947	3,200	3,500	300	9.4%
530520 OPERATING SUPPLIES	2,630	7,068	8,570	1,502	21.3%
530522 OPERATING SUPPLIES-TECHNOLOGY	28,710	25,700	25,250	(450)	-1.8%
530540 BOOKS, DUES PUBLICATIONS	4,381	7,200	7,200	0	0.0%
530550 TRAINING	1,780	8,600	8,600	0	0.0%
OPERATING EXPENDITURES Total	49,959	139,348	113,620	(25,728)	-18.5%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	377,072	409,789	470,013	60,224	14.7%
540102 OTHER CHRGS/ADMIN FEE CONTRA	641,404	769,681	846,306	76,625	10.0%
540202 INTERNAL SERVICE FEES TECH	16,894	21,582	24,642	3,060	14.2%
INTERNAL SERVICE CHARGES Total	1,035,370	1,201,052	1,340,961	139,910	11.6%
DEBT SERVICE					
570720 INTEREST	0	0	1,745,500	1,745,500	
DEBT SERVICE Total	0	0	1,745,500	1,745,500	
BASE BUDGETS Total	3,714,701	4,253,750	6,250,287	1,996,536	46.9%
CIP	42,210,363	66,145,386	56,382,539	(9,762,847)	-14.8%
TECHNOLOGY	0	0	430,000	430,000	
GRANTS	0	0	0	0	
CAPITAL PROJECTS DELIVERY Total	45,925,065	70,399,136	63,062,826	(7,336,311)	-10.4%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

PUBLIC WORKS DEPT

Development Review Engineering

Program Message

The Development Review Engineering Program administers the Land Development Code (LDC) and the Engineering Manual (EM) as it relates to new development and Right-of-Way projects. The Program ensures the compliance with Federal and State laws through the review of the development plans.

This program provides the following services:

- Permit and regulate construction within Seminole County's Right-of-Ways
- Perform Engineering review services in support of the Planning and Development Program
- Inspection of all new development related construction projects
- Floodplain administration
- Enforcement of policies within Seminole County's Right-of-Ways

PUBLIC WORKS

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
DEVELOPMENT REVIEW ENGINEER					
BASE BUDGETS					
CHARGES FOR SERVICES					
342516 AFTER HOURS INSPECTIONS	(2,180)	0	(2,000)	(2,000)	
342560 ENGINEERING	(767,931)	(700,000)	(650,000)	50,000	-7.1%
CHARGES FOR SERVICES Total	(770,111)	(700,000)	(652,000)	48,000	-6.9%
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	564,375	555,257	624,246	68,989	12.4%
510140 OVERTIME	1,653	2,575	2,575	0	0.0%
510210 SOCIAL SECURITY MATCHING	40,910	42,674	47,952	5,278	12.4%
510220 RETIREMENT CONTRIBUTIONS	55,056	60,743	73,326	12,583	20.7%
510230 HEALTH INSURANCE - EMPLOYER	143,696	122,865	145,273	22,408	18.2%
510240 WORKERS COMPENSATION	9,626	14,497	14,947	450	3.1%
PERSONNEL SERVICES Total	815,316	798,610	908,318	109,708	13.7%
OPERATING EXPENDITURES					
530400 TRAVEL AND PER DIEM	1,947	1,900	2,000	100	5.3%
530401 TRAVEL - TRAINING RELATED	0	100	100	0	0.0%
530470 PRINTING AND BINDING	0	300	250	(50)	-16.7%
530490 OTHER CHARGES/OBLIGATIONS	866	0	0	0	
530510 OFFICE SUPPLIES	3,542	1,000	1,000	0	0.0%
530520 OPERATING SUPPLIES	2,298	3,500	5,175	1,675	47.9%
530540 BOOKS, DUES PUBLICATIONS	1,050	800	800	0	0.0%
530550 TRAINING	275	2,000	2,825	825	41.3%
OPERATING EXPENDITURES Total	9,978	9,600	12,150	2,550	26.6%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	34,655	64,056	51,921	(12,135)	-18.9%
540202 INTERNAL SERVICE FEES TECH	2,694	5,927	3,559	(2,368)	-39.9%
INTERNAL SERVICE CHARGES Total	37,348	69,983	55,480	(14,503)	-20.7%
BASE BUDGETS Total	92,531	178,193	323,948	145,755	81.8%
FLEET	55,792	0	0	0	
DEVELOPMENT REVIEW ENGINEER Total	148,323	178,193	323,948	145,755	81.8%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

PUBLIC WORKS DEPT

Engineering Professional Support

Program Message

The Engineering Professional Support Program functions to the Department and County residents in the form of Transportation Asset Management, Right-of-way information, utility permitting within the county's right-of-way, technical support, asset management, transportation related GIS services, building permitting and development and review services.

This program contains the following services which have the ultimate purpose of providing technical support to the general public as well as other County departments:

- Right of way research
- Utility permitting

PUBLIC WORKS

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
ENGINEERING PROF SUPPORT					
BASE BUDGETS					
CHARGES FOR SERVICES					
342560 ENGINEERING	(16,814)	0	0	0	
CHARGES FOR SERVICES Total	(16,814)	0	0	0	
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	62,172	54,603	57,929	3,326	6.1%
510210 SOCIAL SECURITY MATCHING	4,559	4,177	4,432	254	6.1%
510220 RETIREMENT CONTRIBUTIONS	5,500	5,460	6,268	808	14.8%
510230 HEALTH INSURANCE - EMPLOYER	14,919	11,678	12,678	1,000	8.6%
510240 WORKERS COMPENSATION	698	1,163	1,191	28	2.4%
PERSONNEL SERVICES Total	87,848	77,082	82,497	5,416	7.0%
OPERATING EXPENDITURES					
530340 OTHER SERVICES	93,960	105,400	105,400	0	0.0%
530401 TRAVEL - TRAINING RELATED	0	150	150	0	0.0%
530430 UTILITIES	53,504	75,000	75,000	0	0.0%
530439 UTILITIES-OTHER	13,073	25,000	25,000	0	0.0%
530470 PRINTING AND BINDING	0	325	325	0	0.0%
530510 OFFICE SUPPLIES	360	70	70	0	0.0%
530520 OPERATING SUPPLIES	91	0	0	0	
OPERATING EXPENDITURES Total	160,988	205,945	205,945	0	0.0%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	11,621	16,897	13,231	(3,665)	-21.7%
540202 INTERNAL SERVICE FEES TECH	1,256	1,708	1,132	(576)	-33.7%
INTERNAL SERVICE CHARGES Total	12,877	18,605	14,364	(4,241)	-22.8%
BASE BUDGETS Total	244,899	301,632	302,806	1,174	0.4%
GRANTS	(0)	0	0	0	
ENGINEERING PROF SUPPORT Total	244,899	301,632	302,806	1,174	0.4%

**SEMINOLE COUNTY GOVERNMENT
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PUBLIC WORKS DEPT

Facilities

Program Message

The Facilities Management Program is responsible for providing a full range of facility management services in County-owned and leased facilities that are under its jurisdiction. These services include maintenance, repair, capital renewal, utilities, security services, space planning, interior design, renovations, energy conservation, and custodial services. The Facilities Management Program is also responsible for leasing, managing, and disposing of real property and facilities, as requested by the Board of Supervisors and other County agencies.

The program provides the following services:

- Facilities Maintenance - Provides ongoing facility operations, repairs, and maintenance of over (400+) buildings and structures totaling over two million square feet. General activities performed by this program are essential to protect, preserve, or restore existing facilities and equipment. Services include repairs and maintenance of buildings and systems; contracted services; recurring testing, inspections, and equipment certifications; and utility expenses.
- Property Management - Manages leased space (County as tenant and County as landlord), dumpster refuse services, custodial services, window cleaning, contract management, and security services. General activities performed by this program are coordinates negotiation and leasing of office space for satellite facilities and County-owned land and building, administers leases upon execution, conducts market surveys to determine availability to meet space needs, and ensure contract requirements are met for commitments, changes, and invoices.
- Construction Management - Responsible for the administration and management of most construction and renovation projects (excluding water & sewer). Applicable operating and capital projects include, but are not limited to building renovations, alterations, additions, new construction, and demolition.
- Planned Work - A multifaceted facilities maintenance work plan for stabilizing the reliability of equipment and extending the useful life of County facilities. Facilities Management completes equipment and facility assessments through information gathering, inspections, forecasting, and customer coordination in order to generate a comprehensive multiyear program schedule. Major capital components identified in the plan include, but are not limited to roofs, heating, ventilation & air conditioning, flooring, fire alarms, building envelopes, and parking lots.

PUBLIC WORKS

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
FACILITIES					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	1,704,835	1,788,672	1,986,475	197,803	11.1%
510140 OVERTIME	107,203	40,000	40,000	0	0.0%
510150 SPECIAL PAY	5,498	4,500	3,300	(1,200)	-26.7%
510210 SOCIAL SECURITY MATCHING	128,842	139,893	155,025	15,132	10.8%
510220 RETIREMENT CONTRIBUTIONS	183,355	208,828	239,452	30,624	14.7%
510230 HEALTH INSURANCE - EMPLOYER	589,789	547,876	632,485	84,609	15.4%
510240 WORKERS COMPENSATION	46,537	63,554	68,340	4,786	7.5%
PERSONNEL SERVICES Total	2,766,059	2,793,324	3,125,078	331,754	11.9%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	78,105	38,085	38,085	0	0.0%
530340 OTHER SERVICES	1,483,250	1,579,636	1,588,574	8,938	0.6%
530430 UTILITIES	1,354,117	1,563,902	1,560,556	(3,346)	-0.2%
530439 UTILITIES-OTHER	732,410	1,115,757	1,151,426	35,669	3.2%
530440 RENTAL AND LEASES	590,661	588,730	616,032	27,302	4.6%
530460 REPAIRS AND MAINTENANCE	1,730,274	1,355,619	1,428,773	73,154	5.4%
530490 OTHER CHARGES/OBLIGATIONS	3,519	6,190	6,340	150	2.4%
530510 OFFICE SUPPLIES	3,942	1,000	1,000	0	0.0%
530520 OPERATING SUPPLIES	374,947	555,490	476,154	(79,336)	-14.3%
530521 EQUIPMENT \$1000-\$4999	28,971	5,000	10,000	5,000	100.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	22,549	22,882	22,882	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	194	300	300	0	0.0%
530550 TRAINING	0	200	200	0	0.0%
530560 GAS/OIL/LUBE	140	346	346	0	0.0%
OPERATING EXPENDITURES Total	6,403,079	6,833,137	6,900,668	67,531	1.0%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	250,860	393,382	342,959	(50,424)	-12.8%
540202 INTERNAL SERVICE FEES TECH	13,068	26,598	17,458	(9,139)	-34.4%
INTERNAL SERVICE CHARGES Total	263,928	419,980	360,417	(59,563)	-14.2%
BASE BUDGETS Total	9,433,066	10,046,441	10,386,163	339,722	3.4%
FLEET	80,015	306,893	531,269	224,376	73.1%
OTHER NON BASE	88,792	0	0	0	
FACILITIES PROJECTS	1,438,959	1,342,229	1,637,611	295,382	22.0%
GRANTS	0	0	0	0	
FACILITIES Total	11,040,831	11,695,563	12,555,042	859,479	7.3%

**SEMINOLE COUNTY GOVERNMENT
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PUBLIC WORKS DEPT

Fleet Management

Program Message

The Fleet Management Program is responsible for maintenance and repairs of over 2,000 vehicles and pieces of equipment. It also operates and maintains the County's vehicle refueling systems. The Fleet Management Program acquires and distributes over one million gallons of gasoline and diesel per year.

The program provides the following services:

- Equipment Maintenance and Repair
- Fuel Acquisition and Distribution
- Fleet Replacement and Disposal

PUBLIC WORKS

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
FLEET MANAGEMENT					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	1,407,197	1,557,898	1,683,617	125,719	8.1%
510140 OVERTIME	44,901	63,672	63,672	0	0.0%
510150 SPECIAL PAY	10,458	11,100	9,900	(1,200)	-10.8%
510210 SOCIAL SECURITY MATCHING	105,729	124,050	133,668	9,617	7.8%
510220 RETIREMENT CONTRIBUTIONS	129,519	162,157	189,057	26,900	16.6%
510230 HEALTH INSURANCE - EMPLOYER	418,732	402,436	459,070	56,634	14.1%
510240 WORKERS COMPENSATION	33,469	39,211	37,760	(1,452)	-3.7%
PERSONNEL SERVICES Total	2,150,007	2,360,525	2,576,743	216,218	9.2%
OPERATING EXPENDITURES					
530340 OTHER SERVICES	12,428	18,700	18,500	(200)	-1.1%
530400 TRAVEL AND PER DIEM	3,402	5,800	6,500	700	12.1%
530420 TRANSPORTATION	586	0	0	0	
530439 UTILITIES-OTHER	533	1,500	1,500	0	0.0%
530440 RENTAL AND LEASES	49,432	1,000	1,000	0	0.0%
530460 REPAIRS AND MAINTENANCE	2,022,527	2,257,877	2,296,546	38,669	1.7%
530490 OTHER CHARGES/OBLIGATIONS	175	350	350	0	0.0%
530510 OFFICE SUPPLIES	2,947	3,500	4,000	500	14.3%
530520 OPERATING SUPPLIES	1,264,921	1,294,063	1,418,050	123,987	9.6%
530521 EQUIPMENT \$1000-\$4999	25,364	10,000	10,000	0	0.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	27,290	35,000	57,000	22,000	62.9%
530540 BOOKS, DUES PUBLICATIONS	3,383	3,300	3,300	0	0.0%
530550 TRAINING	384	6,500	6,500	0	0.0%
530560 GAS/OIL/LUBE	1,853,593	2,490,200	2,549,600	59,400	2.4%
OPERATING EXPENDITURES Total	5,266,965	6,127,790	6,372,846	245,056	4.0%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	105,907	162,761	191,762	29,001	17.8%
540202 INTERNAL SERVICE FEES TECH	8,436	12,324	13,958	1,634	13.3%
INTERNAL SERVICE CHARGES Total	114,343	175,085	205,720	30,635	17.5%
BASE BUDGETS Total	7,531,314	8,663,399	9,155,309	491,909	5.7%
FLEET	1,376,763	402,487	251,262	(151,225)	-37.6%
FLEET MANAGEMENT Total	8,908,077	9,065,886	9,406,571	340,684	3.8%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

PUBLIC WORKS DEPT

Land Management

Program Message

The Land Management Program manages all aspects pertaining to County owned property or property interests. This includes land acquisition in coordination with other County departments, processing transfers of County property interests to the Florida Department of Transportation for State projects within Seminole County, and processing Tax Certificates struck to the County.

The program provides the following services:

- Reviews Preliminary Subdivision Plans for accuracy in County owned right-of-way information
- Reviews requests for Trustees of the Internal Improvement Trust Fund right-of-way reservation releases
- Reviews County owned right-of-way vacates
- Provides vetting for roads to be accepted into the County's road maintenance system
- Supports the Roads-Stormwater Repair and Maintenance Program's Pavement Management System in order to maintain the County's infrastructure in compliance with the Seminole County Administrative Code.
- Maintains the County owned lands layer in GIS
- Coordinates and manages title searches, surveys, environmental and appraisal reports for subject properties associated with County projects and acquisitions
- Provides right-of-way information to internal and external customers (e.g., property owners, utility customers, surveyors, etc.)
- Researches construction plans, imaging system (OnBase), maps, property titles, agenda minutes of the Seminole County Board of County Commissioners, County owned property and County interests as it pertains to right-of-way easements, and various files.

PUBLIC WORKS

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
LAND MANAGEMENT					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	208,222	201,416	188,003	(13,413)	-6.7%
510210 SOCIAL SECURITY MATCHING	14,751	15,408	14,382	(1,026)	-6.7%
510220 RETIREMENT CONTRIBUTIONS	22,884	24,702	20,342	(4,360)	-17.7%
510230 HEALTH INSURANCE - EMPLOYER	59,537	51,769	64,182	12,413	24.0%
510240 WORKERS COMPENSATION	2,721	4,047	3,496	(551)	-13.6%
PERSONNEL SERVICES Total	308,115	297,343	290,405	(6,938)	-2.3%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	0	450	450	0	0.0%
530400 TRAVEL AND PER DIEM	50	60	60	0	0.0%
530460 REPAIRS AND MAINTENANCE	805	1,200	1,200	0	0.0%
530510 OFFICE SUPPLIES	220	300	300	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	480	480	480	0	0.0%
OPERATING EXPENDITURES Total	1,555	2,490	2,490	0	0.0%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	13,428	15,147	20,354	5,207	34.4%
540202 INTERNAL SERVICE FEES TECH	1,655	2,230	2,541	311	13.9%
INTERNAL SERVICE CHARGES Total	15,083	17,377	22,896	5,518	31.8%
BASE BUDGETS Total	324,754	317,210	315,791	(1,420)	-0.4%
LAND MANAGEMENT Total	324,754	317,210	315,791	(1,420)	-0.4%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

PUBLIC WORKS DEPT

Mosquito Control

Program Message

The Mosquito Control Program provides a countywide, consolidated means for preventing the transmission of West Nile Virus, Encephalitis and other mosquito borne diseases through the reduction of its primary vector, the mosquito.

The program contains the following services which have the ultimate purpose of protecting the well-being of humans, domestic animals and wildlife by minimizing the transmission of mosquito-borne diseases:

- Public Outreach/Education
- Countywide larvaciding
- Mosquito Abatement
- Entomological services to determine effectiveness of control operations, sources of mosquitoes, species of mosquitoes, as well as necessity of larvae and adult mosquito control measures.
- Assist property owners in abating breeding places by providing consulting services.

PUBLIC WORKS

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
MOSQUITO CONTROL					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	440,139	437,253	464,936	27,683	6.3%
510125 PART-TIME PERSONNEL	968	0	0	0	
510140 OVERTIME	23,274	9,398	9,398	0	0.0%
510210 SOCIAL SECURITY MATCHING	34,028	34,169	36,287	2,118	6.2%
510220 RETIREMENT CONTRIBUTIONS	41,359	44,665	51,323	6,658	14.9%
510230 HEALTH INSURANCE - EMPLOYER	149,238	129,024	140,427	11,404	8.8%
510240 WORKERS COMPENSATION	17,549	19,369	18,375	(993)	-5.1%
PERSONNEL SERVICES Total	706,555	673,877	720,746	46,869	7.0%
OPERATING EXPENDITURES					
530340 OTHER SERVICES	(220)	75,000	75,000	0	0.0%
530400 TRAVEL AND PER DIEM	510	600	700	100	16.7%
530420 TRANSPORTATION	239	400	400	0	0.0%
530460 REPAIRS AND MAINTENANCE	6,798	5,000	7,000	2,000	40.0%
530490 OTHER CHARGES/OBLIGATIONS	0	1,500	1,500	0	0.0%
530510 OFFICE SUPPLIES	728	728	1,000	272	37.4%
530520 OPERATING SUPPLIES	104,158	108,469	139,300	30,831	28.4%
530540 BOOKS, DUES PUBLICATIONS	730	0	0	0	
OPERATING EXPENDITURES Total	112,943	191,697	224,900	33,203	17.3%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	106,458	78,153	103,901	25,748	32.9%
540202 INTERNAL SERVICE FEES TECH	4,833	2,967	4,364	1,397	47.1%
INTERNAL SERVICE CHARGES Total	111,291	81,120	108,265	27,144	33.5%
BASE BUDGETS Total	930,789	946,694	1,053,911	107,216	11.3%
FLEET	62,256	0	89,425	89,425	
GRANTS	10,304	0	0	0	
MOSQUITO CONTROL Total	1,003,350	946,694	1,143,336	196,641	20.8%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

PUBLIC WORKS DEPT

Public Works Business Office

Program Message

The Director's Office provides leadership, management oversight and direction to all programs in the Public Works Department. This program includes services for providing day-to-day management and technical support for the Department's capital and maintenance programs that insure long-term sustainability and effective, efficient infrastructure systems for Seminole County citizens.

The following services are provided in this program:

- Management Oversight, Personnel, Financial, Fiscal Support
- Customer Service / Issues Management

PUBLIC WORKS

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
PUBLIC WORKS BUSINESS OFFIC					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	212,540	220,418	343,704	123,286	55.9%
510150 SPECIAL PAY	3,346	3,300	3,300	0	0.0%
510210 SOCIAL SECURITY MATCHING	14,511	16,862	26,293	9,431	55.9%
510220 RETIREMENT CONTRIBUTIONS	45,996	49,251	72,587	23,337	47.4%
510230 HEALTH INSURANCE - EMPLOYER	43,269	36,140	57,497	21,356	59.1%
510240 WORKERS COMPENSATION	322	375	550	175	46.8%
PERSONNEL SERVICES Total	319,983	326,346	503,931	177,585	54.4%
OPERATING EXPENDITURES					
530510 OFFICE SUPPLIES	262	200	250	50	25.0%
530520 OPERATING SUPPLIES	170	270	270	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	179,790	183,486	100	(183,386)	-99.9%
530550 TRAINING	10	0	0	0	
OPERATING EXPENDITURES Total	180,232	183,956	620	(183,336)	-99.7%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	33,490	37,004	50,950	13,946	37.7%
540202 INTERNAL SERVICE FEES TECH	1,702	2,804	3,175	371	13.2%
INTERNAL SERVICE CHARGES Total	35,191	39,808	54,125	14,317	36.0%
GRANTS & AIDS					
580821 AID TO PRIVATE ORGANIZATIONS	0	0	247,054	247,054	
GRANTS & AIDS Total	0	0	247,054	247,054	
BASE BUDGETS Total	535,406	550,110	805,730	255,620	46.5%
OTHER NON BASE	0	0	100,000	100,000	
PUBLIC WORKS BUSINESS OFFIC Total	535,406	550,110	905,730	355,620	64.6%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

PUBLIC WORKS DEPT

Roads - Stormwater Repair and Maintenance

Program Message

The Roads-Stormwater Program maintains the accepted county system of roads and associated drainage facilities. This includes a number of activities related to road and right-of-way maintenance such as pavement repair, sidewalk repair and replacement, shoulder maintenance, safety tree trimming (contracted), mowing of non-residential roadsides (contracted), maintenance of street drainage systems including curb and gutter, inlets and pipes, roadside ditch and swale maintenance, and street sweeping (contracted). Stormwater facilities including retention ponds, canals and major outfall ditches also require repairs and maintenance of pipes and structures, dredging and excavating, and mowing (contracted). Lining of stormwater pipes to extend their life is also performed by contract.

The Roads Stormwater Program is responsible for the repair and maintenance of county roadways, primary and secondary drainage facilities including canals, ditches, retention ponds, pipes and associated structures; tree trimming/removal within County easements and right-of-ways. We also plan and provide construction of flood prevention projects.

This program contains the following services which have the ultimate purpose of maintaining existing roads and drainage systems:

- Routine maintenance of existing roads
- Maintenance of public rights of way (tree trimming, mowing, guardrails and etc.)
- Maintenance of stormwater infrastructure, ditches, canals and retention ponds
- Vertical and horizontal surveying controls
- Plat review/approval

PUBLIC WORKS

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
ROADS & STORMWATER					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	3,938,312	4,140,069	4,558,874	418,805	10.1%
510140 OVERTIME	133,752	128,699	128,699	0	0.0%
510150 SPECIAL PAY	7,928	8,100	6,900	(1,200)	-14.8%
510210 SOCIAL SECURITY MATCHING	294,190	326,561	358,599	32,039	9.8%
510220 RETIREMENT CONTRIBUTIONS	387,568	448,448	544,484	96,036	21.4%
510230 HEALTH INSURANCE - EMPLOYER	1,343,422	1,267,354	1,470,522	203,168	16.0%
510240 WORKERS COMPENSATION	287,595	322,633	327,483	4,850	1.5%
PERSONNEL SERVICES Total	6,392,767	6,641,864	7,395,561	753,697	11.3%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	277	5,000	5,000	0	0.0%
530340 OTHER SERVICES	116,957	0	25,000	25,000	
530400 TRAVEL AND PER DIEM	12,560	12,560	12,560	0	0.0%
530430 UTILITIES	11,753	13,000	13,000	0	0.0%
530439 UTILITIES-OTHER	55,199	83,420	83,420	0	0.0%
530440 RENTAL AND LEASES	12,740	64,925	64,925	0	0.0%
530460 REPAIRS AND MAINTENANCE	2,087,589	2,243,656	2,253,656	10,000	0.4%
530510 OFFICE SUPPLIES	4,363	4,540	4,540	0	0.0%
530520 OPERATING SUPPLIES	196,551	223,502	223,137	(365)	-0.2%
530521 EQUIPMENT \$1000-\$4999	13,272	29,763	18,750	(11,013)	-37.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	47,121	48,770	50,477	1,707	3.5%
530530 ROAD MATERIALS & SUPPLIES	193,522	249,830	249,830	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	595	3,304	3,304	0	0.0%
530550 TRAINING	1,471	3,810	3,810	0	0.0%
OPERATING EXPENDITURES Total	2,753,969	2,986,080	3,011,409	25,329	0.8%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	1,281,096	1,867,930	1,898,758	30,828	1.7%
540202 INTERNAL SERVICE FEES TECH	26,578	35,404	41,647	6,243	17.6%
INTERNAL SERVICE CHARGES Total	1,307,675	1,903,334	1,940,405	37,071	1.9%
BASE BUDGETS Total	10,454,410	11,531,278	12,347,375	816,097	7.1%
FLEET	2,582,097	2,345,227	2,916,455	571,228	24.4%
ROADS & STORMWATER Total	13,036,507	13,876,505	15,263,830	1,387,325	10.0%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

PUBLIC WORKS DEPT

Traffic Operations

Program Message

Traffic Operations provides engineering and operations functions related to traffic safety and efficiency elements as provided by Florida Law and the BCC in accordance with all Federal, State, and Local standards. This includes the planning, design, construction and maintenance of multiple related systems, signals, fiber optic network, signing, striping, and Advanced Traffic Management System. Infrastructure includes 400 signals, 200 flashers, 350+ corridor miles of fiber, 28,000 signs, 28 Rapid Rectangular Flashing Beacons (RRFBs), and 29 variable message signs.

Traffic Engineering's "Traffic Operations Program" maintains the following services which have the ultimate purpose of managing traffic to ensure the safety and efficiency of the transportation system:

- Traffic signal installation, repair and timing
- Traffic sign installation, repair, maintenance and replacement
- Roadway striping and other markings
- Fiber and Advanced Traffic Management System (ATMS) installation, repair, maintenance and management
- Transportation studies and data processing

PUBLIC WORKS

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
TRAFFIC OPERATIONS					
BASE BUDGETS					
INTERGOVERNMENTAL REVENUE					
334499 FDOT LIGHTING AGREEMENT	(24,911)	(25,000)	(25,000)	0	0.0%
INTERGOVERNMENTAL REVENUE Total	(24,911)	(25,000)	(25,000)	0	0.0%
CHARGES FOR SERVICES					
344910 SIGNALS/CHARGES FOR SERVICES	(469,050)	(1,107,615)	(1,107,615)	0	0.0%
344920 FIBER CONSTRUCTION AND MAINT	(236,688)	(360,724)	(360,724)	0	0.0%
CHARGES FOR SERVICES Total	(705,738)	(1,468,339)	(1,468,339)	0	0.0%
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	1,852,693	1,948,706	2,047,208	98,502	5.1%
510140 OVERTIME	237,187	253,000	253,000	0	0.0%
510150 SPECIAL PAY	6,052	5,700	6,900	1,200	21.1%
510210 SOCIAL SECURITY MATCHING	150,560	168,430	175,966	7,535	4.5%
510220 RETIREMENT CONTRIBUTIONS	191,640	225,801	248,883	23,082	10.2%
510230 HEALTH INSURANCE - EMPLOYER	542,607	515,852	515,634	(218)	0.0%
510240 WORKERS COMPENSATION	99,624	125,804	125,710	(94)	-0.1%
PERSONNEL SERVICES Total	3,080,364	3,243,293	3,373,301	130,008	4.0%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	34	0	0	0	
530340 OTHER SERVICES	343,671	375,000	505,000	130,000	34.7%
530400 TRAVEL AND PER DIEM	911	2,000	2,200	200	10.0%
530420 TRANSPORTATION	1,666	3,400	3,500	100	2.9%
530430 UTILITIES	202,889	235,000	235,000	0	0.0%
530439 UTILITIES-OTHER	0	45,000	45,000	0	0.0%
530460 REPAIRS AND MAINTENANCE	537,519	689,262	694,806	5,544	0.8%
530490 OTHER CHARGES/OBLIGATIONS	4,182	0	0	0	
530510 OFFICE SUPPLIES	2,418	2,500	1,519	(981)	-39.2%
530520 OPERATING SUPPLIES	387,736	572,873	573,125	252	0.0%
530521 EQUIPMENT \$1000-\$4999	18,881	7,900	7,900	0	0.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	1,075	2,000	2,000	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	2,114	3,318	3,128	(190)	-5.7%
530550 TRAINING	200	9,700	9,700	0	0.0%
OPERATING EXPENDITURES Total	1,503,296	1,947,953	2,082,878	134,925	6.9%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	267,028	383,518	521,501	137,983	36.0%
540202 INTERNAL SERVICE FEES TECH	16,159	22,277	35,853	13,576	60.9%
INTERNAL SERVICE CHARGES Total	283,187	405,795	557,354	151,559	37.3%
BASE BUDGETS Total	4,136,197	4,103,703	4,520,194	416,491	10.1%
CIP	4,463,927	850,000	3,650,000	2,800,000	329.4%
FLEET	390,177	237,905	227,054	(10,851)	-4.6%
OTHER NON BASE	96,800	0	0	0	
TRAFFIC OPERATIONS Total	9,087,101	5,191,608	8,397,248	3,205,640	61.7%

**SEMINOLE COUNTY GOVERNMENT
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PUBLIC WORKS DEPT

Water Quality

Program Message

The Water Quality Program provides water quality directly relating to the quality of water coming into the lakes from their surrounding watersheds. Seminole County Lake Management Program offers options that are understandable and responsive to undesirable lake conditions affecting water quality and biological habitats for insects, fish, birds, etc.

Seminole County Lake Management Program promotes remediation of undesirable lake conditions by facilitating stewardships (lake associations) and partnerships among various stakeholders including fellow neighbors, landowners, community groups, and local and state government professionals working together protecting/improving/managing your lake.

This program contains the following federally mandated services which have the ultimate purpose of keeping the County's natural water bodies clean and also protect, conserve and restore Seminole County's natural water resources through a multi-pronged approach, including:

- Pollution prevention and reduction
- Pollution detection, tracking, forecasting and assessment
- Environmental impact and restoration assessments
- Providing and participating in public education to maintain and improve water quality in Seminole County
- Providing leadership and guidance in watershed management through sound science and a collaborative, comprehensive process
- Watershed awareness, education, training, volunteer opportunities and projects
- Environmental regulatory compliance, intergovernmental and interdepartmental coordination and assistance
- Waterbody restoration, enhancement & maintenance
- Maintaining water quality, meteorologic and hydrologic systems
- Manage County MSBU program

PUBLIC WORKS

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
WATER QUALITY					
BASE BUDGETS					
INTERGOVERNMENTAL REVENUE					
337300 NPDES CITIES	0	(40,000)	(40,000)	0	0.0%
337900 LOCAL GRANTS & AIDS	(93,000)	0	(90,000)	(90,000)	
INTERGOVERNMENTAL REVENUE Total	(93,000)	(40,000)	(130,000)	(90,000)	225.0%
CHARGES FOR SERVICES					
343904 SVC CHGS-OTH PHYSICAL ENVIRON	(34,340)	(93,000)	(35,000)	58,000	-62.4%
CHARGES FOR SERVICES Total	(34,340)	(93,000)	(35,000)	58,000	-62.4%
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	521,488	525,896	648,514	122,618	23.3%
510125 PART-TIME PERSONNEL	2,129	0	0	0	
510140 OVERTIME	1,314	4,994	4,994	0	0.0%
510150 SPECIAL PAY	2,214	3,300	3,300	0	0.0%
510210 SOCIAL SECURITY MATCHING	38,196	40,613	49,993	9,380	23.1%
510220 RETIREMENT CONTRIBUTIONS	46,773	53,089	70,710	17,621	33.2%
510230 HEALTH INSURANCE - EMPLOYER	152,159	143,306	179,215	35,909	25.1%
510240 WORKERS COMPENSATION	7,095	11,026	12,783	1,757	15.9%
PERSONNEL SERVICES Total	771,368	782,224	969,508	187,284	23.9%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	122,770	172,000	132,000	(40,000)	-23.3%
530340 OTHER SERVICES	212,004	205,500	225,500	20,000	9.7%
530400 TRAVEL AND PER DIEM	514	1,000	1,100	100	10.0%
530401 TRAVEL - TRAINING RELATED	1,744	4,000	4,000	0	0.0%
530420 TRANSPORTATION	39	300	300	0	0.0%
530460 REPAIRS AND MAINTENANCE	62,342	60,000	65,000	5,000	8.3%
530490 OTHER CHARGES/OBLIGATIONS	11,467	18,000	18,000	0	0.0%
530510 OFFICE SUPPLIES	750	750	1,000	250	33.3%
530520 OPERATING SUPPLIES	31,978	45,942	52,000	6,058	13.2%
530521 EQUIPMENT \$1000-\$4999	6,005	9,400	11,842	2,442	26.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	2,700	2,700	2,799	99	3.7%
530540 BOOKS, DUES PUBLICATIONS	2,000	2,280	2,280	0	0.0%
530550 TRAINING	1,279	2,500	2,500	0	0.0%
OPERATING EXPENDITURES Total	455,591	524,372	518,321	(6,051)	-1.2%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	56,515	138,049	87,549	(50,500)	-36.6%
540202 INTERNAL SERVICE FEES TECH	4,627	13,190	7,201	(5,989)	-45.4%
INTERNAL SERVICE CHARGES Total	61,142	151,239	94,750	(56,490)	-37.4%
BASE BUDGETS Total	1,160,761	1,324,835	1,417,579	92,744	7.0%
CIP	269,824	394,396	0	(394,396)	-100.0%
FLEET	30,467	0	77,146	77,146	
OTHER NON BASE	25,469	13,500	0	(13,500)	-100.0%
GRANTS	0	0	0	0	

PUBLIC WORKS

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
WATER QUALITY Total	1,486,522	1,732,731	1,494,725	(238,006)	-13.7%

**SEMINOLE COUNTY GOVERNMENT
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ENVIRONMENTAL SERVICES UTILITIES DEPT

**ENVIRONMENTAL SERVICES BUSINESS OFFICE
UTILITIES ENGINEERING PROGRAM
WASTEWATER OPERATIONS
WATER OPERATIONS**

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ENVIRONMENTAL SERVICES UTILITIES DEPT

Department Message

The Environmental Services Utilities Department operates water and wastewater utilities. Both utility systems provide high quality and cost effective services to Seminole County customers. The Environmental Services Utilities Department provides timely responsiveness to its customers, operates each utility system to meet or exceed regulatory standards, and maintains a capital improvement program that ensures the utilities maintain current levels of service, plans for future growth, and changes in the regulatory environment.

The Environmental Services Utilities Department is comprised of four Programs, including Business Office; Utilities Engineering; Water Operations; and Wastewater Operations. The Business Office Program provides accounting, utilities customer service and billing, and management oversight of all programs in the department. The Utilities Engineering Program assists in the planning, development and execution of water and wastewater capital and operational projects. The Water Operations Program provides water customers with potable drinking water supply and promotes water conservation. The Wastewater Operations Program provides wastewater customers with wastewater collection, treatment and reclaimed water that meets or exceeds all regulatory standards and is provided in a cost effective manner.

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ENVIRONMENTAL SERVICES UTILITIES DEPT

Department Goals/Objectives/Performance

THE FOLLOWING GOAL SUPPORTS KSP: Develop a holistic water policy plan.

GOAL: TO PROVIDE THE HIGHEST QUALITY WATER AND UTILITY SERVICES POSSIBLE BY ENSURING EXCELLENT RESPONSIVENESS TO OUR CUSTOMERS OF OUR SYSTEMS THROUGH TIMELY AND ACCURATE CUSTOMER SERVICE EFFORTS.

Objective: Answer 90% of customer service calls presented.

Performance Measure: % of calls answered

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
90%	91%	86%	90%

Objective: Maintain an average telephone hold time between 2-3 minutes.

Performance Measure: Average number of minutes and seconds on hold

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
2:11	2:24	2:00	2:00

Objective: Increase participation in Auto-Pay each year.

Performance Measure: # of customers using AutoPay

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
9,500	9,998	12,454	15,000

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ENVIRONMENTAL SERVICES UTILITIES DEPT

Department Goals/Objectives/Performance (CONT.)

THE FOLLOWING GOAL SUPPORTS KSP: Develop a holistic water policy plan.

GOAL: TO PROVIDE SAFE, RELIABLE, HIGH QUALITY WATER AND WASTEWATER UTILITY SERVICES THAT MEET ALL REGULATORY STANDARDS AND PROVIDE MAXIMUM CUSTOMER SATISFACTION IN A COST EFFECTIVE MANNER.

Objective: Maintain 100% compliance with all state and federal regulatory standards.

Performance Measure: % of regulatory standards met

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
100%	100%	100%	100%

Objective: Review 100% of engineering plans and inspect construction of new development that connects to County utilities.

Performance Measure: % of new developments reviewed and inspected

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
100%	100%	100%	100%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ENVIRONMENTAL SERVICES UTILITIES DEPT

Department Goals/Objectives/Performance (CONT.)

THE FOLLOWING GOAL SUPPORTS KSP: Develop a holistic water policy plan.

GOAL: TO PROACTIVELY ENSURE THE RELIABILITY OF THE SYSTEM, REDUCE SERVICE INTERRUPTIONS AND TO CREATE COST EFFICIENCIES IN THE MAINTENANCE AND REPAIR OF UTILITY INFRASTRUCTURE.

Objective: To reduce the amount of inflow and infiltration issues within the gravity sewer systems to reduce the unnecessary treatment of non-wastewater sources by conducting inspections of 25 miles of gravity sewer mains per year.

Performance Measure: Miles of gravity sewer mains inspected per year

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
25 miles	25 miles	25 miles	25 miles

Objective: To perform preventive maintenance and inspections on 3,639 county owned fire hydrants annually, so as to ensure that all county owned fire hydrants are in proper working order and repair all non-operational hydrants.

Performance Measure: # of hydrants inspected and preventitive maintenance performed per year

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
3,639	1,479	3,639	3,900

ENVIRONMENTAL SERVICES - UTILITIES

FUNDING SOURCE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BY FUND TYPE					
WATER & SEWER FUNDS	76,873,085	68,003,983	61,745,995	(6,257,988)	-9.2%
GRANT FUNDS	121,463	0	0	0	
DEBT SERVICE FUNDS	(1,200,218)	0	0	0	
ES UTILITIES Total	75,794,331	68,003,983	61,745,995	(6,257,988)	-9.2%

BUDGET TYPE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BASE BUDGETS					
ES BUSINESS OFFICE	2,162,177	2,011,863	2,435,524	423,662	21.1%
UTILITIES ENGINEERING	9,921,337	19,204,617	19,427,608	222,992	1.2%
WASTEWATER OPERATIONS	11,536,611	15,245,835	16,176,317	930,482	6.1%
WATER OPERATIONS	38,220,331	14,792,313	16,085,978	1,293,665	8.7%
BASE BUDGETS Total	61,840,455	51,254,627	54,125,428	2,870,801	5.6%
CIP	10,307,074	13,691,280	6,000,000	(7,691,280)	-56.2%
FLEET	2,913,314	2,478,276	1,185,067	(1,293,209)	-52.2%
OTHER NON BASE	172,638	94,800	0	(94,800)	-100.0%
TECHNOLOGY	439,387	485,000	435,500	(49,500)	-10.2%
FACILITIES PROJECTS	0	0	0	0	
GRANTS	121,463	0	0	0	
ES UTILITIES Total	75,794,331	68,003,983	61,745,995	(6,257,988)	-9.2%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ENVIRONMENTAL SERVICES UTILITIES DEPT

Environmental Services Business Office

Program Message

The Business Office Program provides the following functions in support of the mission of the Environmental Services Department:

- Administration
 - o Provides leadership, management oversight and direction to all programs in the Environmental Service Department
- Accounting
 - o Operating and Capital Budgeting
 - o Financial Analysis
 - o Payroll and Accounts Payable
 - o Accounts Receivable Reconciliations
 - o Inventory Cost Tracking
 - o Financial Reporting
 - o Bond Compliance and Coverage
- Customer Service and Billing
 - o Utilities Customer Support
 - o Utilities Billing and Revenue Collections
 - o One-Stop Permitting

ENVIRONMENTAL SERVICES - UTILITIES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
ES BUSINESS OFFICE					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	895,214	777,828	876,708	98,880	12.7%
510140 OVERTIME	2,064	1,500	3,000	1,500	100.0%
510150 SPECIAL PAY	3,183	3,150	3,150	0	0.0%
510210 SOCIAL SECURITY MATCHING	66,062	59,619	67,298	7,679	12.9%
510220 RETIREMENT CONTRIBUTIONS	116,468	102,548	122,706	20,158	19.7%
510230 HEALTH INSURANCE - EMPLOYER	235,877	202,905	228,051	25,146	12.4%
510240 WORKERS COMPENSATION	1,193	1,324	1,404	80	6.1%
511000 CONTRA PERSONAL SERVICES	(25,802)	(60,000)	(60,000)	0	0.0%
PERSONNEL SERVICES Total	1,294,259	1,088,873	1,242,317	153,444	14.1%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	34,708	36,500	36,500	0	0.0%
530340 OTHER SERVICES	267,236	265,840	84,558	(181,282)	-68.2%
530400 TRAVEL AND PER DIEM	136	600	600	0	0.0%
530401 TRAVEL - TRAINING RELATED	347	2,000	2,000	0	0.0%
530420 TRANSPORTATION	1,150	1,425	1,425	0	0.0%
530440 RENTAL AND LEASES	920	921	921	0	0.0%
530490 OTHER CHARGES/OBLIGATIONS	227,626	268,000	268,000	0	0.0%
530493 OTHER CHRGS/OB-BAD DEBT	93,801	66,000	200,000	134,000	203.0%
530494 CREDIT CARD FEES	0	0	250,000	250,000	
530510 OFFICE SUPPLIES	2,197	4,000	4,000	0	0.0%
530520 OPERATING SUPPLIES	2,211	2,209	2,209	0	0.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	6,434	17,100	17,100	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	559	5,600	5,600	0	0.0%
530550 TRAINING	6,000	10,800	10,800	0	0.0%
OPERATING EXPENDITURES Total	643,324	680,995	883,713	202,718	29.8%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	215,056	232,345	294,443	62,098	26.7%
540202 INTERNAL SERVICE FEES TECH	9,537	9,650	15,051	5,401	56.0%
INTERNAL SERVICE CHARGES Total	224,593	241,995	309,494	67,499	27.9%
BASE BUDGETS Total	2,162,177	2,011,863	2,435,524	423,662	21.1%
ES BUSINESS OFFICE Total	2,162,177	2,011,863	2,435,524	423,662	21.1%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ENVIRONMENTAL SERVICES UTILITIES DEPT

Utilities Engineering

Program Message

The Utilities Engineering team is responsible for project management (concept to completion) of all elements of Seminole County's utility capital improvement program. This service entails management of the planning, design, permitting and construction of all aspects of the potable (drinking) water, wastewater and reclaimed water systems within the County's four utility service areas. Our team ensures quality, cost effective utility infrastructure improvements complying with Federal and State regulations. Examples of the types of utility infrastructure managed include: water plants, wastewater plants, drinking water wells, wastewater pump stations, reclaimed water facilities and pipelines conveying water, waste and reclaimed water.

Utilities Engineering also provides services for County departmental design review and permitting, negotiating and monitoring utility interlocal agreements, MSBU support, updating and maintaining CAD details sheets and standards within the Engineering Manual, utility hydraulic modeling, publication and distribution of utility system maps, providing fire flow data support to Public Safety.

The Utility Inspection Team inspects County owned water, wastewater and reclaimed water infrastructure that is installed in unincorporated areas of Seminole County. These projects may be County capital improvement projects or private development projects where the infrastructure will become part of the County's utility system. Inspectors are responsible for observing the construction of the facilities to ensure compliance with contract documents and County standards. Inspectors observe taps to water mains and sewage force mains, as well as inspecting water mains, reclaimed water mains, sewage force mains, gravity sewer collection systems and wastewater pump stations. Inspectors also observe water main pressure testing, chlorination of water mains and bacteriological testing. They coordinate fire hydrant flow tests, backflow preventer certification, and wastewater pump station start-ups and acceptance testing. Prior to final acceptance of the project, they review record drawings and perform final inspections.

The Utilities Engineering Program provides the following functions:

- Project Management for CIP projects
- Water, Wastewater and Reclaimed Water Engineering
- Backflow Compliance and Testing
- Development Review, Support and Inspections
- Construction Engineering Inspection/County Agency Support
- Utilities and Solid Waste Master Planning
- GIS Infrastructure Data Management

ENVIRONMENTAL SERVICES - UTILITIES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
UTILITIES ENGINEERING					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	966,402	1,138,001	1,263,646	125,645	11.0%
510140 OVERTIME	12,505	15,000	17,000	2,000	13.3%
510150 SPECIAL PAY	1,215	1,200	1,200	0	0.0%
510210 SOCIAL SECURITY MATCHING	70,614	88,205	97,969	9,765	11.1%
510220 RETIREMENT CONTRIBUTIONS	88,447	114,908	137,732	22,824	19.9%
510230 HEALTH INSURANCE - EMPLOYER	264,481	248,266	290,438	42,172	17.0%
510240 WORKERS COMPENSATION	15,547	22,453	24,643	2,189	9.8%
511000 CONTRA PERSONAL SERVICES	(422,074)	(275,000)	(275,000)	0	0.0%
PERSONNEL SERVICES Total	997,136	1,353,033	1,557,628	204,595	15.1%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	13,892	280,000	280,000	0	0.0%
530340 OTHER SERVICES	2,016	0	0	0	
530400 TRAVEL AND PER DIEM	2,353	3,000	3,000	0	0.0%
530401 TRAVEL - TRAINING RELATED	0	750	750	0	0.0%
530420 TRANSPORTATION	0	200	200	0	0.0%
530460 REPAIRS AND MAINTENANCE	0	200	200	0	0.0%
530470 PRINTING AND BINDING	0	200	200	0	0.0%
530490 OTHER CHARGES/OBLIGATIONS	0	15,000	15,000	0	0.0%
530510 OFFICE SUPPLIES	821	2,000	2,000	0	0.0%
530520 OPERATING SUPPLIES	1,673	6,500	6,500	0	0.0%
530521 EQUIPMENT \$1000-\$4999	0	24,000	15,000	(9,000)	-37.5%
530522 OPERATING SUPPLIES-TECHNOLOGY	14,272	18,000	18,000	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	1,000	4,975	4,975	0	0.0%
530550 TRAINING	2,700	3,200	20,000	16,800	525.0%
OPERATING EXPENDITURES Total	38,727	358,025	365,825	7,800	2.2%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	147,437	183,655	193,616	9,960	5.4%
540202 INTERNAL SERVICE FEES TECH	11,130	15,078	13,965	(1,113)	-7.4%
540902 AMORTIZATION	(1,736,144)	0	0	0	
INTERNAL SERVICE CHARGES Total	(1,577,578)	198,733	207,580	8,847	4.5%
DEBT SERVICE					
570710 PRINCIPAL	0	6,570,000	6,895,000	325,000	4.9%
570720 INTEREST	8,525,426	9,321,825	8,998,575	(323,250)	-3.5%
570730 OTHER DEBT SERVICE	248,148	3,000	3,000	0	0.0%
570750 BOND ISSUANCE COSTS	289,477	0	0	0	
DEBT SERVICE Total	9,063,051	15,894,825	15,896,575	1,750	0.0%
INTERFUND TRANSFERS OUT					
590910 TRANSFER OUT	1,400,000	1,400,000	1,400,000	0	0.0%
INTERFUND TRANSFERS OUT Total	1,400,000	1,400,000	1,400,000	0	0.0%
BASE BUDGETS Total	9,921,337	19,204,617	19,427,608	222,992	1.2%
CIP	10,307,074	13,191,280	6,000,000	(7,191,280)	-54.5%
FLEET	1,323,329	32,253	0	(32,253)	-100.0%

ENVIRONMENTAL SERVICES - UTILITIES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
TECHNOLOGY	428,159	410,000	387,500	(22,500)	-5.5%
UTILITIES ENGINEERING Total	21,979,898	32,838,150	25,815,108	(7,023,041)	-21.4%

**SEMINOLE COUNTY GOVERNMENT
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ENVIRONMENTAL SERVICES UTILITIES DEPT

Wastewater Operations

Program Message

At the other end of the water system, wastewater treatment plants clean the wastewater and recycle it as reclaimed water for irrigation. The use of reclaimed water enhances and helps preserve Florida's water supply for the future.

Raw sewage is collected and pumped through force mains to the treatment facility. The average daily influent flow to both wastewater plants is 4.459 million gallons. Larger particles such as rags and grit are removed before sending the sewage to the oxidation ditches for treatment. Microorganisms use the sewage for food and produce a stabilized sludge. The sludge is pressed into a cake-like substance. The monthly average is 914 tons of solids. These solids are then transported to the Seminole County Landfill.

The liquid, or effluent, is filtered, then treated before it is sent out as Public Access reclaimed water for irrigation purposes. Currently, Seminole County has approximately 2,500 residential customers supplied with reclaimed water for irrigation needs. With an average daily flow of about 4.0 million gallons a day, this helps us conserve the potable water for drinking purposes.

The Wastewater Operations Program provides the following services:

- Wastewater Collection
- Wastewater Treatment
- Reclaimed Water
- Sampling and analysis of systems to verify regulatory compliance
- Surface Water Treatment

ENVIRONMENTAL SERVICES - UTILITIES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
WASTEWATER OPERATIONS					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	1,467,335	1,848,130	2,023,651	175,521	9.5%
510140 OVERTIME	199,147	205,000	215,000	10,000	4.9%
510150 SPECIAL PAY	1,717	1,800	3,000	1,200	66.7%
510210 SOCIAL SECURITY MATCHING	122,903	157,064	171,257	14,192	9.0%
510220 RETIREMENT CONTRIBUTIONS	153,859	209,033	241,738	32,706	15.6%
510230 HEALTH INSURANCE - EMPLOYER	424,916	508,949	554,264	45,315	8.9%
510240 WORKERS COMPENSATION	42,351	48,213	50,025	1,812	3.8%
511000 CONTRA PERSONAL SERVICES	(7,121)	(20,000)	(20,000)	0	0.0%
PERSONNEL SERVICES Total	2,405,108	2,958,189	3,238,936	280,746	9.5%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	137,892	393,900	426,500	32,600	8.3%
530340 OTHER SERVICES	5,485,550	6,804,175	7,166,080	361,905	5.3%
530400 TRAVEL AND PER DIEM	8,067	6,200	6,200	0	0.0%
530401 TRAVEL - TRAINING RELATED	1,244	10,680	12,680	2,000	18.7%
530410 COMMUNICATIONS	4,573	6,500	6,500	0	0.0%
530420 TRANSPORTATION	8	500	500	0	0.0%
530430 UTILITIES	846,018	1,049,200	1,101,850	52,650	5.0%
530439 UTILITIES-OTHER	379,255	418,800	429,000	10,200	2.4%
530440 RENTAL AND LEASES	1,440	1,500	1,600	100	6.7%
530460 REPAIRS AND MAINTENANCE	863,547	1,720,500	1,834,500	114,000	6.6%
530461 R&M - MAINT OPS	119,806	97,500	97,500	0	0.0%
530490 OTHER CHARGES/OBLIGATIONS	3,125	4,025	4,025	0	0.0%
530510 OFFICE SUPPLIES	2,088	3,450	4,050	600	17.4%
530520 OPERATING SUPPLIES	158,578	221,925	238,175	16,250	7.3%
530521 EQUIPMENT \$1000-\$4999	4,070	38,601	18,300	(20,301)	-52.6%
530522 OPERATING SUPPLIES-TECHNOLOGY	18,643	84,800	84,800	0	0.0%
530525 CHEMICALS	267,220	396,500	470,000	73,500	18.5%
530540 BOOKS, DUES PUBLICATIONS	1,428	5,285	5,285	0	0.0%
530550 TRAINING	11,878	40,050	44,450	4,400	11.0%
OPERATING EXPENDITURES Total	8,314,431	11,304,091	11,951,995	647,904	5.7%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	796,417	951,184	961,902	10,718	1.1%
540202 INTERNAL SERVICE FEES TECH	20,655	32,370	23,484	(8,886)	-27.5%
INTERNAL SERVICE CHARGES Total	817,072	983,554	985,387	1,832	0.2%
N/A					
900EQM STATISTICAL EQUIPMENT BI	3,366	0	0	0	
920000 STATISTICAL APPLIED EQ B	(3,366)	0	0	0	
N/A Total	0	0	0	0	
BASE BUDGETS Total	11,536,611	15,245,835	16,176,317	930,482	6.1%
FLEET	1,086,304	1,241,396	839,724	(401,672)	-32.4%
OTHER NON BASE	11,184	47,000	0	(47,000)	-100.0%
TECHNOLOGY	0	75,000	48,000	(27,000)	-36.0%

ENVIRONMENTAL SERVICES - UTILITIES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
GRANTS	0	0	0	0	
WASTEWATER OPERATIONS Total	12,634,098	16,609,231	17,064,041	454,810	2.7%

**SEMINOLE COUNTY GOVERNMENT
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ENVIRONMENTAL SERVICES UTILITIES DEPT

Water Operations

Program Message

The Seminole County Water Program pumps, treats, and delivers drinking water to almost 40,000 residential and commercial accounts through approximately 616 miles of water mains in unincorporated Seminole County. The average daily flow of treated water is 15.687 MGD, with permitted Consumptive Use Permit capacity of 23.710 MGD.

Water Operations reliably treats and delivers high quality water that complies and exceeds drinking water regulations. Providing our customers with safe, high quality drinking water is our highest priority. Our compliance division collects and tests about 3,200 water samples for bacteria each year as well as numerous samples for other chemical parameters to ensure the safety of your water. Other health and safety features of the water system include addition of fluoride, chlorine for disinfection purposes, ozone treatment (at 3 facilities), and maintaining over 3,900 fire hydrants.

The Water Operations Program provides the following services and functions:

- Maintaining Compliance with all Regulatory Standards for Drinking Water
- Water Quality Complaint Resolution
- Distribution Flushing
- Sampling and Analysis of Systems to Verify Regulatory Compliance
- Operation and Maintenance of: Water Treatment Facilities and Water Distribution Systems
- Irrigation Evaluations
- Rain sensor installation
- Landscape consulting
- Toilet Rebate Program
- Shower Head exchange
- Leak detector kits
- Energy/Water Conservation kits to all Seminole County residents
- Water Conservation literature
- Water Conservation Festivals and Events in the community to distribute and educate the citizens
- Water Treatment Plant Tours
- Speakers Bureau outreach to Home owner associations, schools, and civic organizations
- Florida Master Gardener Certification – to assist customers with landscaping issues

ENVIRONMENTAL SERVICES - UTILITIES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
WATER OPERATIONS					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	2,614,891	3,244,396	3,584,894	340,498	10.5%
510140 OVERTIME	378,077	353,000	363,000	10,000	2.8%
510150 SPECIAL PAY	5,090	6,000	7,200	1,200	20.0%
510210 SOCIAL SECURITY MATCHING	217,184	275,201	302,014	26,813	9.7%
510220 RETIREMENT CONTRIBUTIONS	273,185	362,256	429,915	67,659	18.7%
510230 HEALTH INSURANCE - EMPLOYER	834,714	875,912	957,585	81,674	9.3%
510240 WORKERS COMPENSATION	95,044	103,119	90,534	(12,585)	-12.2%
511000 CONTRA PERSONAL SERVICES	(40,572)	(295,000)	(295,000)	0	0.0%
PERSONNEL SERVICES Total	4,377,613	4,924,884	5,440,143	515,260	10.5%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	263,796	800,000	818,000	18,000	2.3%
530340 OTHER SERVICES	1,732,977	1,950,800	2,038,050	87,250	4.5%
530400 TRAVEL AND PER DIEM	13,855	21,410	21,510	100	0.5%
530401 TRAVEL - TRAINING RELATED	3,425	20,000	40,000	20,000	100.0%
530420 TRANSPORTATION	8	530	530	0	0.0%
530430 UTILITIES	1,086,513	1,217,600	1,280,000	62,400	5.1%
530439 UTILITIES-OTHER	7,602	15,350	15,350	0	0.0%
530440 RENTAL AND LEASES	24,000	55,000	95,000	40,000	72.7%
530460 REPAIRS AND MAINTENANCE	1,284,138	2,362,400	2,675,000	312,600	13.2%
530461 R&M - MAINT OPS	518,521	492,000	492,000	0	0.0%
530470 PRINTING AND BINDING	0	800	800	0	0.0%
530490 OTHER CHARGES/OBLIGATIONS	30,939	38,700	43,700	5,000	12.9%
530510 OFFICE SUPPLIES	6,355	13,750	13,750	0	0.0%
530520 OPERATING SUPPLIES	198,343	260,100	280,100	20,000	7.7%
530521 EQUIPMENT \$1000-\$4999	48,249	13,750	19,200	5,450	39.6%
530522 OPERATING SUPPLIES-TECHNOLOGY	104,039	191,500	270,717	79,217	41.4%
530525 CHEMICALS	895,157	1,400,000	1,415,000	15,000	1.1%
530540 BOOKS, DUES PUBLICATIONS	4,175	9,600	22,100	12,500	130.2%
530550 TRAINING	17,945	63,800	84,800	21,000	32.9%
530570 DEPRECIATION-BUILDING	1,887,202	0	0	0	
530580 DEPRECIATION-EQUIPMENT	2,115,098	0	0	0	
530590 DEPRECIATION-OTHER	3,474,991	0	0	0	
530690 DEPRECIATION-OTH INFRASTRUCTU	16,525,993	0	0	0	
OPERATING EXPENDITURES Total	30,243,321	8,927,090	9,625,607	698,517	7.8%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	739,692	879,195	954,464	75,268	8.6%
540202 INTERNAL SERVICE FEES TECH	45,804	51,144	55,765	4,620	9.0%
540902 AMORTIZATION	1,917,034	0	0	0	
540905 OPEB - OTHER POST EMP BENEFITS	(23,528)	0	0	0	
540906 GASB 68 FRS PENSION	920,394	0	0	0	
INTERNAL SERVICE CHARGES Total	3,599,397	930,340	1,010,228	79,889	8.6%
GRANTS & AIDS					
580811 AID TO GOVT AGENCIES	0	10,000	10,000	0	0.0%
GRANTS & AIDS Total	0	10,000	10,000	0	0.0%
N/A					
900EQM STATISTICAL EQUIPMENT BI	13,669	0	0	0	

ENVIRONMENTAL SERVICES - UTILITIES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
920000 STATISTICAL APPLIED EQ B	(13,669)	0	0	0	
N/A Total	0	0	0	0	
BASE BUDGETS Total	38,220,331	14,792,313	16,085,978	1,293,665	8.7%
FLEET	503,681	1,204,627	345,343	(859,284)	-71.3%
OTHER NON BASE	161,454	47,800	0	(47,800)	-100.0%
TECHNOLOGY	7,860	0	0	0	
WATER OPERATIONS Total	38,893,326	16,044,740	16,431,321	386,581	2.4%



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ENVIRONMENTAL SERVICES SOLID WASTE DEPT

**LANDFILL OPERATIONS PROGRAM
SW-COMPLIANCE & PROGRAM MANAGEMENT
TRANSFER STATION**

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ENVIRONMENTAL SERVICES SOLID WASTE DEPT

Department Message

The Environmental Services Solid Waste Department's mission is to provide high quality, cost effective, and environmentally responsible solid waste management for the citizens' of Seminole County and other internal and external customers.

The Environmental Services Solid Waste Department is comprised of the three Programs, including Central Transfer Station Operations; Landfill Operations; and Solid Waste Compliance and Program Management. The Central Transfer Station Operations Program provides a centrally located facility for waste delivery in order to make solid waste disposal more efficient for the citizens. The Landfill Operations Program provides a responsible and environmentally compliant means for disposal of municipal solid waste in Seminole County. The Solid Waste Compliance and Program Management supports operations, provides customer service, and oversees environmental compliance in order to support the Environmental Services Solid Waste Department's mission.

**SEMINOLE COUNTY GOVERNMENT
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ENVIRONMENTAL SERVICES SOLID WASTE DEPT

Department Goals/Objectives/Performance

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP'S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: TO PROVIDE SEMINOLE COUNTY'S CITIZENS AND BUSINESSES WITH A HIGH LEVEL OF SOLID WASTE MANAGEMENT SERVICES AT A LOW OPERATING COST, AND TO PROTECT THE COUNTY'S ENVIRONMENT THROUGH PUBLIC OUTREACH AND EDUCATION.

Objective: Ensure that all solid waste activities are in full compliance with applicable Federal, State and local regulations and are provided to the citizens in a cost-effective and efficient manner.

Performance Measure: Tons of waste processed through transfer station

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
330,455	335,910	350,000	355,987

Performance Measure: Tons of waste disposed or recycled at landfill

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
394,137	429,571	440,000	442,458

Performance Measure: Tons of waste managed per operations hour worked

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
3.03	3.05	3.05	3.05

Performance Measure: Residential recycling tons processed per year

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
13,989	14,085	15,000	14,507

Performance Measure: # of county employees trained in environmental management per year

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
500	505	505	550

**SEMINOLE COUNTY GOVERNMENT
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ENVIRONMENTAL SERVICES SOLID WASTE DEPT

Department Goals/Objectives/Performance (CONT.)

Performance Measure: # of environmental inspections or investigations conducted per year

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
304	1,529*	300	330

*Numbers reflect non-traditional verification due to COVID-19 precautions. Verifications were completed in an effort to update the facility data base and did not require contact.

ENVIRONMENTAL SERVICES - SOLID WASTE

FUNDING SOURCE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BY FUND TYPE					
SOLID WASTE FUNDS	18,903,668	16,099,980	16,504,372	404,393	2.5%
ES SOLID WASTE DEPT Total	18,903,668	16,099,980	16,504,372	404,393	2.5%

BUDGET TYPE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BASE BUDGETS					
LANDFILL OPERATIONS PROGRAM	6,529,803	4,562,192	4,703,690	141,498	3.1%
SW-COMPLIANCE & PROGRAM MAN	4,227,726	4,363,526	4,602,195	238,669	5.5%
TRANSFER STATION	3,446,325	3,423,166	3,964,318	541,151	15.8%
BASE BUDGETS Total	14,203,854	12,348,884	13,270,202	921,319	7.5%
CIP	3,621,886	1,660,000	450,000	(1,210,000)	-72.9%
FLEET	1,039,494	2,061,096	1,384,170	(676,926)	-32.8%
OTHER NON BASE	38,435	0	1,400,000	1,400,000	
TECHNOLOGY	0	30,000	0	(30,000)	-100.0%
ES SOLID WASTE DEPT Total	18,903,668	16,099,980	16,504,372	404,393	2.5%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ENVIRONMENTAL SERVICES SOLID WASTE DEPT

Landfill Operations

Program Message

The Osceola Road Solid Waste Management Facility – Class I Landfill provides responsible and environmentally compliant means for disposal of municipal solid waste in Seminole County. The landfill receives all solid waste and yard trash for Seminole County, City of Maitland, and City of Winter Park. Waste is managed and disposed of in accordance with five separate permits as confirmed by regular site inspections.

Major services and permits include:

- Landfill operations receives and manages incoming garbage, yard waste, C&D, and waste tires
 - o 445,632 tons of waste managed in FY2021
- Shuttling of waste between landfill, Staging Area, and Citizens Areas
 - o 16,432 trailers of garbage were managed by staff in FY2021
- Leachate management
 - o 13,484,498 gallons of leachate hauled from landfill for offsite treatment in FY2021
- Solid Waste Operation Permit – Landfill (0128543-016-SO-MM) authorized by FDEP
- Solid Waste Operation Permit – Waste Processing Facility C&D Recycling Operations (0128543-015-SO-31) authorized by FDEP
- Title V Air Operation Permit (1170084-011-AV) authorized by FDEP
- Stormwater Discharge Associated with Industrial Activity (FLR05C057-004) authorized by FDEP
- Seminole County Industrial User Permit (0197)

ENVIRONMENTAL SERVICES - SOLID WASTE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
LANDFILL OPERATIONS PROGRAM					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	533,144	714,445	719,139	4,694	0.7%
510140 OVERTIME	234,725	125,000	175,000	50,000	40.0%
510150 SPECIAL PAY	465	1,200	1,200	0	0.0%
510210 SOCIAL SECURITY MATCHING	54,743	64,218	68,402	4,184	6.5%
510220 RETIREMENT CONTRIBUTIONS	71,003	85,221	96,746	11,525	13.5%
510230 HEALTH INSURANCE - EMPLOYER	252,890	280,073	301,753	21,680	7.7%
510240 WORKERS COMPENSATION	38,270	45,142	42,130	(3,012)	-6.7%
511000 CONTRA PERSONAL SERVICES	(1,635)	0	0	0	
PERSONNEL SERVICES Total	1,183,605	1,315,299	1,404,369	89,070	6.8%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	0	25,000	25,000	0	0.0%
530340 OTHER SERVICES	0	301,000	301,000	0	0.0%
530401 TRAVEL - TRAINING RELATED	0	2,000	2,000	0	0.0%
530440 RENTAL AND LEASES	1,017,312	1,092,000	804,000	(288,000)	-26.4%
530460 REPAIRS AND MAINTENANCE	89,717	350,000	375,000	25,000	7.1%
530520 OPERATING SUPPLIES	18,726	25,000	225,000	200,000	800.0%
530521 EQUIPMENT \$1000-\$4999	3,137	30,000	30,000	0	0.0%
530530 ROAD MATERIALS & SUPPLIES	15,000	10,000	10,000	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	0	200	200	0	0.0%
530550 TRAINING	0	3,500	10,000	6,500	185.7%
530570 DEPRECIATION-BUILDING	476,537	0	0	0	
530580 DEPRECIATION-EQUIPMENT	1,402,864	0	0	0	
530590 DEPRECIATION-OTHER	496,241	0	0	0	
OPERATING EXPENDITURES Total	3,519,535	1,838,700	1,782,200	(56,500)	-3.1%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	1,211,187	1,407,671	1,516,523	108,852	7.7%
540202 INTERNAL SERVICE FEES TECH	383	522	598	76	14.5%
540901 CLOSURE COST ACCRUAL	615,093	0	0	0	
INTERNAL SERVICE CHARGES Total	1,826,663	1,408,193	1,517,120	108,928	7.7%
BASE BUDGETS Total	6,529,803	4,562,192	4,703,690	141,498	3.1%
CIP	39,130	0	0	0	
FLEET	386,960	1,218,457	678,234	(540,223)	-44.3%
OTHER NON BASE	10,453	0	0	0	
TECHNOLOGY	0	30,000	0	(30,000)	-100.0%
LANDFILL OPERATIONS PROGRAM Total	6,966,346	5,810,649	5,381,924	(428,725)	-7.4%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ENVIRONMENTAL SERVICES SOLID WASTE DEPT

Solid Waste Compliance & Program Management

Program Message

The Compliance and Program Management support operations, provides customer service, and oversees environmental compliance in order to support the Environmental Services Solid Waste Department's mission.

Customer Service interacts with customers at the scalehouse when they arrive at either solid waste facility and by phone, email, and online request to address customers' questions or concerns. Scale houses are located at the ingress/egress for the transfer station and landfill. Scale Operators document the amount, type, and source for each incoming waste load in accordance with Chapter 62-701, F.A.C., conduct financial transactions as required, and direct customers to the appropriate location for service on the facility. Customer Service Representatives provide customers with an assortment of information, work to resolve customer complaints, and document service violations in order to hold the service contractors accountable.

The Environmental Compliance Assistance and Pollution Prevention Program (ECAP3) is responsible for overseeing and coordinating environmental compliance for solid waste and assist with environmental compliance throughout the County. The Small Quantity Generator Program is state mandated under Florida Statute 403.7225 and requires compliance assistance visits at businesses that potentially generate hazardous waste to educate and achieve compliance waste management regulations. Additionally, ECAP3 provides environmental training and conducts internal audits to assist BCC Departments with Countywide compliance.

Major services include:

- Solid Waste System Planning
- Residential Waste Collection and Management
- Scalehouse Customer Service
 - o 212,654 customers assisted at the scalehouse in FY2021
- Solid Waste Customer Service
 - o Approximately 3,600 inquires documented monthly in FY2021
- Regulatory Compliance
 - o 24 monthly internal audits conducted at both facilities and successfully completed three FDEP inspections for FY2021
- Special Waste Management
 - o 32 special waste applications reviewed and processed in FY2021
- Assist with Countywide Environmental Compliance
 - o Environmental Awareness Trainings were conducted online to educate 505 employees in order to meet FDEP and NPDES permit requirements in FY2021
 - o 20 audits of County facilities outside of solid waste were conducted
- Small Quantity Generator Program

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ENVIRONMENTAL SERVICES SOLID WASTE DEPT

Solid Waste Compliance & Program Management (CONT.)

Program Message

- o 2,207 non-contract verifications were conducted at Seminole County businesses for FY2021
- o 89 environmental spills or complaints were investigated
- Household Hazardous Waste Management
 - o 3,378 tons of household hazardous waste properly disposed of outside of the landfill in FY2021
 - o Approximately 124 tons of electronic waste sent for recycling in FY2021
 - o Over 12,687 gallons of used oil received and recycled in FY2021
- Disaster Debris Management Plan Coordination
 - o 22 site surveys for Disaster Debris Management Plan Coordination in FY2021
 - o Annual Disaster Debris Workshop held virtually on 5/6/2021, with 61 participants

ENVIRONMENTAL SERVICES - SOLID WASTE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
SW-COMPLIANCE & PROGRAM MAN					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	1,161,571	1,186,980	1,280,040	93,060	7.8%
510140 OVERTIME	66,055	28,000	28,000	0	0.0%
510150 SPECIAL PAY	3,791	3,150	3,750	600	19.0%
510210 SOCIAL SECURITY MATCHING	89,939	92,946	100,065	7,119	7.7%
510220 RETIREMENT CONTRIBUTIONS	125,545	133,663	155,100	21,437	16.0%
510230 HEALTH INSURANCE - EMPLOYER	344,831	339,957	394,785	54,828	16.1%
510240 WORKERS COMPENSATION	23,002	31,011	30,337	(674)	-2.2%
511000 CONTRA PERSONAL SERVICES	(59,904)	0	0	0	
PERSONNEL SERVICES Total	1,754,830	1,815,706	1,992,077	176,370	9.7%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	194,352	328,250	329,470	1,220	0.4%
530340 OTHER SERVICES	1,100,670	1,335,200	1,335,200	0	0.0%
530400 TRAVEL AND PER DIEM	93	250	250	0	0.0%
530401 TRAVEL - TRAINING RELATED	0	4,800	4,800	0	0.0%
530420 TRANSPORTATION	597	200	200	0	0.0%
530430 UTILITIES	90,643	100,000	100,000	0	0.0%
530439 UTILITIES-OTHER	133,231	87,500	87,500	0	0.0%
530440 RENTAL AND LEASES	8,339	14,600	14,600	0	0.0%
530460 REPAIRS AND MAINTENANCE	95,456	156,000	156,000	0	0.0%
530470 PRINTING AND BINDING	3,941	11,000	11,000	0	0.0%
530490 OTHER CHARGES/OBLIGATIONS	1,425	3,400	3,400	0	0.0%
530493 OTHER CHRGS/OB-BAD DEBT	456	1,000	1,000	0	0.0%
530494 CREDIT CARD FEES	2,680	0	0	0	
530510 OFFICE SUPPLIES	5,601	6,300	6,500	200	3.2%
530520 OPERATING SUPPLIES	31,902	46,500	46,500	0	0.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	8,221	11,000	11,000	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	1,500	2,150	2,150	0	0.0%
530550 TRAINING	3,150	3,500	23,500	20,000	571.4%
OPERATING EXPENDITURES Total	1,682,257	2,111,650	2,133,070	21,420	1.0%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	319,899	420,483	456,008	35,524	8.4%
540202 INTERNAL SERVICE FEES TECH	13,508	15,686	21,041	5,355	34.1%
540905 OPEB - OTHER POST EMP BENEFITS	(11,876)	0	0	0	
540906 GASB 68 FRS PENSION	469,109	0	0	0	
INTERNAL SERVICE CHARGES Total	790,639	436,169	477,049	40,879	9.4%
BASE BUDGETS Total	4,227,726	4,363,526	4,602,195	238,669	5.5%
CIP	3,504,372	1,660,000	450,000	(1,210,000)	-72.9%
FLEET	38,008	128,390	33,416	(94,974)	-74.0%
OTHER NON BASE	27,982	0	1,400,000	1,400,000	
SW-COMPLIANCE & PROGRAM MAN Total	7,798,088	6,151,916	6,485,611	333,695	5.4%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

ENVIRONMENTAL SERVICES SOLID WASTE DEPT

Central Transfer Station Operations

Program Message

The Central Transfer Station provides a centrally located facility for solid waste delivery in order to make solid waste disposal more efficient. Approximately 80% of all solid waste disposed of at the County's landfill first passes through the transfer station. The facility operates in accordance with the following state permits, as confirmed by regular site inspections. The Program's administrative offices for customer service staff, and environmental compliance and program management are based out of the transfer station.

Major services and permits include:

- Receive and process incoming garbage, yard waste and recyclables
 - o 187,035 customers serviced at the transfer station in FY2021
- County staff manages and transfers garbage and yard waste to the landfill
 - o 373,300 tons of waste transferred in FY2021
- Receive and process curbside recycling
 - o 6,962 tons of recyclables received and sent offsite for recycling in for FY2021
- Solid Waste Operating Permit – Waste Processing Facility (0024066-006-SO-31) authorized by FDEP
- Stormwater Discharge Associated with Industrial Activity (FLR05H280-002) authorized by FDEP

ENVIRONMENTAL SERVICES - SOLID WASTE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
TRANSFER STATION					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	931,982	1,022,982	1,114,017	91,035	8.9%
510140 OVERTIME	372,740	200,000	275,000	75,000	37.5%
510150 SPECIAL PAY	550	0	0	0	
510210 SOCIAL SECURITY MATCHING	93,652	93,558	106,260	12,702	13.6%
510220 RETIREMENT CONTRIBUTIONS	125,600	129,612	162,756	33,144	25.6%
510230 HEALTH INSURANCE - EMPLOYER	404,372	381,537	434,295	52,758	13.8%
510240 WORKERS COMPENSATION	61,422	67,043	65,774	(1,269)	-1.9%
511000 CONTRA PERSONAL SERVICES	(1,853)	0	0	0	
PERSONNEL SERVICES Total	1,988,465	1,894,731	2,158,101	263,370	13.9%
OPERATING EXPENDITURES					
530340 OTHER SERVICES	0	1,000	1,000	0	0.0%
530400 TRAVEL AND PER DIEM	163	100	100	0	0.0%
530401 TRAVEL - TRAINING RELATED	0	1,250	1,250	0	0.0%
530440 RENTAL AND LEASES	0	5,500	80,500	75,000	1363.6%
530460 REPAIRS AND MAINTENANCE	450	2,200	2,200	0	0.0%
530520 OPERATING SUPPLIES	16,585	20,500	20,500	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	160	200	200	0	0.0%
530550 TRAINING	990	2,500	10,000	7,500	300.0%
OPERATING EXPENDITURES Total	18,348	33,250	115,750	82,500	248.1%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	1,439,512	1,495,185	1,690,135	194,950	13.0%
540202 INTERNAL SERVICE FEES TECH	0	0	332	332	
INTERNAL SERVICE CHARGES Total	1,439,512	1,495,185	1,690,467	195,281	13.1%
BASE BUDGETS Total	3,446,325	3,423,166	3,964,318	541,151	15.8%
CIP	74,997	0	0	0	
FLEET	614,525	714,249	672,520	(41,729)	-5.8%
TRANSFER STATION Total	4,135,847	4,137,415	4,636,838	499,422	12.1%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

DEVELOPMENT SERVICES DEPT

**BUILDING
DEVELOPMENT SERVICES BUSINESS OFFICE
MASS TRANSIT PROGRAM (LYNX)
PLANNING AND DEVELOPMENT**

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

DEVELOPMENT SERVICES DEPT

Department Message

The Seminole County Development Services Department continues to focus on promoting quality of life within Seminole County. The Department's emphasis is on efficiently providing quality customer service and implementing the community's vision for land use policy. This offers opportunities for each of the Department's staff members to meet the challenges faced by an active department, whose functions are closely linked to the fluctuations of the economy and development trends. The Department also focuses on meeting the needs of the development community through participation in Open for Business, the nation's first regional streamlined permitting initiative.

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

DEVELOPMENT SERVICES DEPT

Department Goals/Objectives/Performance Measures

THE FOLLOWING GOAL SUPPORTS KSPs: DEVELOP A STRATEGY FOR EFFECTIVELY MANAGING DEVELOPMENT ACTIVITY; and IMPROVE THE QUALITY OF COUNTY GOVERNMENT’S TECHNOLOGY INFRASTRUCTURE, INCLUDING UPGRADING SEMINOLE COUNTY GOVERNMENT’S EXTERNAL WEBSITE.

GOAL: PROVIDE AN INTUITIVE STREAMLINED PERMITTING, PLAN REVIEW AND INSPECTION SERVICE EXPERIENCE TO THE SEMINOLE COUNTY COMMUNITY THROUGH A MANAGED ELECTRONIC INTAKE AND PLAN REVIEW PROCESS.

Objective: Provide options for permit application submittals and continue to increase the number of permit applications created* in the ePlan System and through the EZ Permit Program.

Performance Measure: Number of permit applications created* in ePlan

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
14,567	16,081	18,568	18,939

*Permit applications created represents the total possible applications that could be processed through ePlan. This number varies pending permit completion and timing of same.

Performance Measure: Number of permit applications created through EZ Permit Program

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
n/a	2,090	3,101	3,163

THE FOLLOWING GOAL SUPPORTS KSP: DEVELOP A STRATEGY FOR EFFECTIVELY MANAGING DEVELOPMENT ACTIVITY.

GOAL: CONTRIBUTE TO THE STRUCTURAL LONGEVITY AND SAFETY OF THE SEMINOLE COUNTY BUILT ENVIRONMENT BY FACILITATING A COUNTY-WIDE STREAMLINED SIMULTANEOUS REVIEW PROCESS FROM INITIAL APPLICATION TO PERMIT ISSUANCE.

Objective: To increase the number of permit applications processed through ePlan and EZ Permit Program and reduce walk-in customers by a minimum of 20%.

Performance Measure: Number of permit applications processed through ePlan or the EZ Permit Program

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
13,544	17,907	21,669	23,836

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

DEVELOPMENT SERVICES DEPT

Department Goals/Objectives/Performance Measures (CONT.)

Performance Measure: Number of walk in customers

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
10,920	8,920	8,274	8,266

The number of permits will greatly exceed the number of applications as each application can have many associated permits under one application number. By decreasing walk in customers, the permit applications processed through ePlan and EZ Permit Program would be expected to increase by the same or similar amount. EZ Permit Program implemented in FY20.

THE FOLLOWING GOAL SUPPORTS KSP: DEVELOP A STRATEGY FOR EFFECTIVELY MANAGING DEVELOPMENT ACTIVITY.

GOAL: FACILITATE THE GROWTH AND LONGEVITY OF SEMINOLE COUNTY’S BUILT ENVIRONMENT BY ENSURING STRUCTURES ARE SAFE AND CAN WITHSTAND THE RIGORS OF CONSTANT USE AND OCCUPANCY AS WELL AS EXPOSURE TO THE SEVERITY OF NATURAL ELEMENTS COMMONLY OCCURRING IN THE STATE OF FLORIDA.

Objective: Continue to inspect all permitted structures according to the requirements of the Florida Building Code.

Performance Measure: Number of inspections performed

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
73,027	81,118	97,124	99,066

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

DEVELOPMENT SERVICES DEPT

Department Goals/Objectives/Performance Measures (CONT.)

THE FOLLOWING GOAL SUPPORTS KSP: DEVELOP A STRATEGY FOR EFFECTIVELY MANAGING DEVELOPMENT ACTIVITY.

GOAL: ENHANCE THE QUALITY OF LIFE FOR SEMINOLE COUNTY RESIDENTS THROUGH QUALITY DEVELOPMENT THAT CONTRIBUTES TO ECONOMIC GROWTH BY FACILITATING PROPOSED DEVELOPMENT THROUGH A STREAMLINED REVIEW PROCESS.

Objective: Continue to assist applicants through the Rezone, Site Plan and Subdivision processes.

Performance Measure: Approved commercial square footage

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
552,967	780,160	78,160	100,000

Performance Measure: New single family residential lots

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
830	690	279	300

Performance Measure: Total number of new project applications

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
433	413	512	450

Performance Measure: Approved planned development re-zoning for multi family units

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
6,113	50	325	500

DEVELOPMENT SERVICES

FUNDING SOURCE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BY FUND TYPE					
WATER & SEWER FUNDS	14,619	0	0	0	
GENERAL FUND	2,233,779	2,552,420	3,110,262	557,842	21.9%
TRANSPORTATION FUNDS	8,686,362	8,686,362	9,400,000	713,638	8.2%
SPECIAL REVENUE FUNDS	0	145,900	149,193	3,293	2.3%
FIRE DISTRICT FUNDS	14,802	0	0	0	
BUILDING FUNDS	4,836,479	5,212,894	6,428,979	1,216,085	23.3%
DEVELOPMENT SERVICES DEPT Total	15,786,041	16,597,576	19,088,433	2,490,858	15.0%

BUDGET TYPE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BASE BUDGETS					
BUILDING	4,724,493	5,272,894	6,461,879	1,188,985	22.5%
DEV SVCS BUSINESS OFFICE	499,791	665,968	807,204	141,236	21.2%
MASS TRANSIT FUNDING	8,686,362	8,686,362	9,400,000	713,638	8.2%
PLANNING AND DEVELOPMENT	1,652,652	1,972,353	2,042,251	69,899	3.5%
BASE BUDGETS Total	15,563,297	16,597,576	18,711,333	2,113,758	12.7%
CIP	14,619	0	0	0	
FLEET	22,656	0	27,100	27,100	
OTHER NON BASE	78,054	0	350,000	350,000	
TECHNOLOGY	107,415	0	0	0	
FACILITIES PROJECTS	0	0	0	0	
DEVELOPMENT SERVICES DEPT Total	15,786,041	16,597,576	19,088,433	2,490,858	15.0%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

DEVELOPMENT SERVICES DEPT

Building

Program Message

The Seminole County Building Program exists to ensure the safety of the built environment, by helping customers with varying levels of experience through the Permitting, Plan Review, and Inspections processes required by the Florida Building Code. The Building Program strives to operate in a fair and efficient manner using all available resources to meet customer needs and economic demands.

The Building Program consists of three primary functional areas of operations of Permitting, Plan Review, and Inspections along with Enforcement of Unpermitted Construction and overall Program Administration.

Permitting involves the administration and program management for the intake and technical screening of construction permit applications along with the eventual issuance and creation of Building, Mechanical, Plumbing, Gas, and Electrical Permits upon approval of the submitted documentation by the appropriate Program authority.

Each trade for permits issued is represented by an accompanying State Licensed Plan reviewer(s) that must perform a thorough review of all submitted Permit Application documentation while focusing on the scope of work as an initial guide for understanding submitted drawings and technical documents requiring review. All plan review is performed in detail to ensure that the construction project meets the minimum requirements of the Florida Building Code and other associated construction codes, and to avoid any need for later revision.

There are three separate Inspection Teams who are assigned by the construction trades of Building, Electrical and a combined team of Plumbing-Mechanical-Gas, who perform onsite inspections of the built environment by State Licensed Inspectors. Inspectors use the County approved plan drawings and technical documents to perform a thorough inspection at each site to ensure that the construction occurring onsite meets the requirements of the drawings. Many times Inspections must occur in stages with a Rough Inspection, followed by a Final Inspection.

The program provides the following services:

- Building Plan Review
- Building Permitting
- Building Inspection

DEVELOPMENT SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BUILDING					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	2,752,824	2,867,933	3,445,984	578,052	20.2%
510140 OVERTIME	50,904	75,000	150,000	75,000	100.0%
510150 SPECIAL PAY	9,665	9,990	10,290	300	3.0%
510210 SOCIAL SECURITY MATCHING	202,378	222,839	272,798	49,958	22.4%
510220 RETIREMENT CONTRIBUTIONS	261,447	303,218	399,115	95,897	31.6%
510230 HEALTH INSURANCE - EMPLOYER	787,305	711,892	845,732	133,840	18.8%
510240 WORKERS COMPENSATION	38,298	53,123	61,930	8,807	16.6%
PERSONNEL SERVICES Total	4,102,821	4,243,995	5,185,849	941,855	22.2%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	46,666	100,000	200,000	100,000	100.0%
530340 OTHER SERVICES	144,627	211,500	211,500	0	0.0%
530400 TRAVEL AND PER DIEM	6,500	9,000	9,000	0	0.0%
530401 TRAVEL - TRAINING RELATED	695	5,400	5,400	0	0.0%
530460 REPAIRS AND MAINTENANCE	0	300	350	50	16.7%
530490 OTHER CHARGES/OBLIGATIONS	2,819	11,500	11,500	0	0.0%
530494 CREDIT CARD FEES	0	125,000	155,000	30,000	24.0%
530510 OFFICE SUPPLIES	1,660	5,475	5,625	150	2.7%
530520 OPERATING SUPPLIES	8,492	18,638	31,000	12,362	66.3%
530522 OPERATING SUPPLIES-TECHNOLOGY	4,352	4,051	6,000	1,949	48.1%
530540 BOOKS, DUES PUBLICATIONS	20,151	24,420	29,420	5,000	20.5%
530550 TRAINING	3,219	30,000	30,000	0	0.0%
OPERATING EXPENDITURES Total	239,181	545,284	694,795	149,511	27.4%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	356,053	450,083	542,267	92,183	20.5%
540202 INTERNAL SERVICE FEES TECH	26,438	33,532	38,968	5,436	16.2%
INTERNAL SERVICE CHARGES Total	382,491	483,615	581,235	97,619	20.2%
BASE BUDGETS Total	4,724,493	5,272,894	6,461,879	1,188,985	22.5%
FLEET	22,656	0	27,100	27,100	
TECHNOLOGY	107,415	0	0	0	
BUILDING Total	4,854,563	5,272,894	6,488,979	1,216,085	23.1%

**SEMINOLE COUNTY GOVERNMENT
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DEVELOPMENT SERVICES DEPT

Development Services Business Office

Program Message

The Development Services Department Business Office provides leadership, management and financial oversight to the entire Department, including the County's Impact Fee program.

The program provides the following services:

- Annual Budget Development
- General and Financial Accounting
- Purchase order and contracts tracking
- Financial Reporting
- Accounts payable and Payroll
- Account reconciliation
- Impact Fees and Concurrency
- Oversees Department Leadership & Management

DEVELOPMENT SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
DEV SVCS BUSINESS OFFICE					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	250,494	247,593	315,710	68,116	27.5%
510150 SPECIAL PAY	2,368	2,310	2,610	300	13.0%
510210 SOCIAL SECURITY MATCHING	18,416	18,941	24,152	5,211	27.5%
510220 RETIREMENT CONTRIBUTIONS	31,236	40,306	51,511	11,206	27.8%
510230 HEALTH INSURANCE - EMPLOYER	60,272	50,646	70,475	19,829	39.2%
510240 WORKERS COMPENSATION	340	421	505	84	20.0%
PERSONNEL SERVICES Total	363,126	360,217	464,963	104,746	29.1%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	5,000	5,000	5,000	0	0.0%
530340 OTHER SERVICES	0	147,900	151,193	3,293	2.2%
530400 TRAVEL AND PER DIEM	0	200	200	0	0.0%
530401 TRAVEL - TRAINING RELATED	0	1,072	1,072	0	0.0%
530510 OFFICE SUPPLIES	817	3,000	3,000	0	0.0%
530520 OPERATING SUPPLIES	35	750	750	0	0.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	392	500	500	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	98,149	100,351	102,123	1,772	1.8%
530550 TRAINING	165	1,180	1,180	0	0.0%
OPERATING EXPENDITURES Total	104,558	259,953	265,018	5,065	1.9%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	30,504	42,152	71,714	29,561	70.1%
540202 INTERNAL SERVICE FEES TECH	1,603	3,645	5,509	1,864	51.1%
INTERNAL SERVICE CHARGES Total	32,107	45,798	77,223	31,425	68.6%
BASE BUDGETS Total	499,791	665,968	807,204	141,236	21.2%
CIP	14,619	0	0	0	
OTHER NON BASE	29,604	0	0	0	
DEV SVCS BUSINESS OFFICE Total	544,014	665,968	807,204	141,236	21.2%

**SEMINOLE COUNTY GOVERNMENT
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DEVELOPMENT SERVICES DEPT

Mass Transit Program (LYNX)

Program Message

The purpose of the Seminole County Mass Transit program (LYNX) is to provide transit opportunities for those who lack personal transportation, paratransit service to those with certified disabilities/handicaps, and to serve as an alternative mode of transportation to the personal car. The transit services offered provide residents access to jobs, schools, medical care and shopping markets throughout the Seminole/Orange/Osceola area. In 2014, the County expanded bus service in support of the four Seminole SunRail Commuter Stations.

The Mass Transit program is administered by the Development Services Department and is designed to plan and pay for transit services countywide. These services are provided through a contract between Seminole County and the Central Florida Regional Transportation Authority, aka LYNX; a standalone, governmental unit.

LYNX provides public transportation services to both the municipalities and unincorporated area of Seminole County in three modes:

- Fixed Bus Service - Offered along major transit corridors within the urban area of Seminole County, both incorporated and unincorporated.
- Americans with Disabilities Act (ADA) Paratransit Service - Known as ACCESS LYNX, this service provides residents unable to use the bus system due to certified disabilities and/or handicaps the ability to schedule a pickup and delivery by a van to accomplish basic living tasks such as medical appointments, etc. The service is available countywide, to both unincorporated and municipal residents.
- NeighborLink – A shuttle service providing on-call area wide pickup and drop-off.

DEVELOPMENT SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
MASS TRANSIT FUNDING					
BASE BUDGETS					
OPERATING EXPENDITURES					
530490 OTHER CHARGES/OBLIGATIONS	0	0	38,665	38,665	
OPERATING EXPENDITURES Total	0	0	38,665	38,665	
GRANTS & AIDS					
580811 AID TO GOVT AGENCIES	8,686,362	8,686,362	9,361,335	674,973	7.8%
GRANTS & AIDS Total	8,686,362	8,686,362	9,361,335	674,973	7.8%
BASE BUDGETS Total	8,686,362	8,686,362	9,400,000	713,638	8.2%
MASS TRANSIT FUNDING Total	8,686,362	8,686,362	9,400,000	713,638	8.2%

**SEMINOLE COUNTY GOVERNMENT
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DEVELOPMENT SERVICES DEPT

Planning and Development

Program Message

The purpose of the Planning and Development Program is to carry out the mission of Seminole County by providing excellent customer service in the administering of the State mandated Comprehensive Plan and the Land Development Code of Seminole County. This program ensures compatibility between existing and proposed developments and assists property owners in the pursuit of beneficial development, thereby protecting the quality of life in Seminole County.

Planning and Development administers programs and processes necessary to implement comprehensive and current planning to comply with state and county ordinances. The Program maintains effective public relations with other departments, state agencies, cities and the public in general. The Program presents applications and reports to the Board of County Commissioners, the Planning and Zoning Commission, the Board of Adjustment and, the Code Enforcement Special Magistrate and the Code Enforcement Board, which includes the gathering of planning, legal and engineering data, preparing special reports, general meeting preparation and public contacts. The Program holds meetings with customers on technical and contentious planning issues and attends Development Review Committee meetings. The Planning Program oversees numerous processes related to land use and zoning changes.

The program provides the following services:

- Long Range/Comprehensive Planning
- Current Planning, Zoning and Development Review
- Code Enforcement
- Board of Adjustment (zoning, variances and special exceptions)

DEVELOPMENT SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
PLANNING AND DEVELOPMENT					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	984,438	990,202	1,145,856	155,654	15.7%
510150 SPECIAL PAY	615	600	600	0	0.0%
510210 SOCIAL SECURITY MATCHING	72,541	75,750	87,658	11,908	15.7%
510220 RETIREMENT CONTRIBUTIONS	89,694	102,049	127,203	25,154	24.6%
510230 HEALTH INSURANCE - EMPLOYER	278,983	248,822	275,922	27,100	10.9%
510240 WORKERS COMPENSATION	4,657	1,683	1,833	150	8.9%
PERSONNEL SERVICES Total	1,430,928	1,419,106	1,639,071	219,965	15.5%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	69,577	290,000	115,000	(175,000)	-60.3%
530340 OTHER SERVICES	11,014	57,500	60,000	2,500	4.3%
530400 TRAVEL AND PER DIEM	0	500	500	0	0.0%
530401 TRAVEL - TRAINING RELATED	0	5,600	5,600	0	0.0%
530470 PRINTING AND BINDING	809	1,000	2,000	1,000	100.0%
530490 OTHER CHARGES/OBLIGATIONS	23,202	40,000	40,000	0	0.0%
530494 CREDIT CARD FEES	0	4,000	4,000	0	0.0%
530510 OFFICE SUPPLIES	1,282	3,000	3,150	150	5.0%
530520 OPERATING SUPPLIES	1,251	2,500	3,500	1,000	40.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	726	1,000	1,350	350	35.0%
530540 BOOKS, DUES PUBLICATIONS	2,247	5,000	5,000	0	0.0%
530550 TRAINING	1,075	4,000	4,000	0	0.0%
OPERATING EXPENDITURES Total	111,183	414,100	244,100	(170,000)	-41.1%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	99,964	123,550	144,423	20,873	16.9%
540202 INTERNAL SERVICE FEES TECH	10,576	15,597	14,657	(939)	-6.0%
INTERNAL SERVICE CHARGES Total	110,540	139,146	159,080	19,934	14.3%
BASE BUDGETS Total	1,652,652	1,972,353	2,042,251	69,899	3.5%
OTHER NON BASE	48,450	0	350,000	350,000	
PLANNING AND DEVELOPMENT Total	1,701,102	1,972,353	2,392,251	419,899	21.3%

**SEMINOLE COUNTY GOVERNMENT
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INFORMATION SERVICES DEPT

**ENTERPRISE ADMINISTRATION
ENTERPRISE SOFTWARE DEVELOPMENT
GEOGRAPHIC INFORMATION SYSTEMS
INFORMATION SERVICES BUSINESS OFFICE
NETWORK & COMMUNICATIONS SERVICES
PORTFOLIO MANAGEMENT
WORKSTATION SUPPORT & MAINTENANCE**

**SEMINOLE COUNTY GOVERNMENT
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INFORMATION SERVICES DEPT

Department Message

The Information Services Department's mission is to deliver and support technology throughout the County. The Department is organized into functional teams that work together to ensure the County's technology investments are properly maintained, secured, and available to enhance the efficiency of the delivery of County services. The Information Services Department partners with local municipalities and Constitutional agencies to share information and resources in order to support the overall mission to provide the best citizen experience while being fiscally responsible. The Department's budget is comprised of seven programs that are focused on providing countywide technology services.

**SEMINOLE COUNTY GOVERNMENT
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INFORMATION SERVICES DEPT

Department Goals/Objectives/Performance Measures

THE FOLLOWING GOAL SUPPORTS KSP: IMPROVE THE QUALITY OF COUNTY GOVERNMENT'S TECHNOLOGY INFRASTRUCTURE, INCLUDING UPGRADING SEMINOLE COUNTY GOVERNMENT'S EXTERNAL WEBSITE.

GOAL: IMPROVE THE LEVEL OF SERVICE TO COUNTY EMPLOYEES.

Request Priority	Resolution Time
Emergency	4 Hours
High	8 Hours (1 Work Day)
Standard	24 Hours (3 Work Days)
Scheduled	40 Hours (5 Work Days)

Objective: Meet Service Level Criteria for the installation of PC software.

Performance Measure: Percentage of requests that meet Service Level Criteria

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
91%	93.5%	91.75%	92.5%

Objective: Meet Service Level Criteria for the Deskside Support.

Performance Measure: Percentage of requests that meet Service Level Criteria

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
88%	85.7%	87%	87.5%

Objective: Meet Service Level Criteria for moves, adds, and changes.

Performance Measure: Percentage of requests that meet Service Level Criteria

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
88%	87.9%	83.5%	85%

Objective: Meet Service Level Criteria for Account Administration.

Performance Measure: Percentage of requests that meet Service Level Criteria

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
95%	97.2%	91.75%	92.5%

**SEMINOLE COUNTY GOVERNMENT
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INFORMATION SERVICES DEPT

Department Goals/Objectives/Performance Measures (CONT.)

Objective: Meet Service Level Criteria for the repair of printers/MFDs.

Performance Measure: Percentage of requests that meet Service Level Criteria

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
87%	91%	92.5%	93%

Objective: Meet Service Level Criteria for the resolution of virus and spam notifications.

Performance Measure: Percentage of requests that meet Service Level Criteria

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
97%	98.9%	82%	90%

Objective: Meet Service Level Criteria for network repair.

Performance Measure: Percentage of requests that meet Service Level Criteria

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
94%	91.3%	87.5%	90%

Objective: Meet Service Level Criteria for the Customer Service Desk.

Performance Measure: Percentage of requests that meet Service Level Criteria

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
90%	94.1%	91%	92%

INFORMATION SERVICES

FUNDING SOURCE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BY FUND TYPE					
REPLACEMENT FUNDS	345,076	588,260	725,721	137,461	23.4%
WATER & SEWER FUNDS	68,691	0	0	0	
SOLID WASTE FUNDS	16,944	0	0	0	
GENERAL FUND	537,429	649,033	1,284,675	635,642	97.9%
FIRE DISTRICT FUNDS	35,146	0	0	0	
BUILDING FUNDS	6,945	0	0	0	
INFORMATION SERVICES DEPT Total	1,010,232	1,237,294	2,010,396	773,103	62.5%

BUDGET TYPE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BASE BUDGETS					
ENTERPRISE ADMINISTRATION	825,507	1,306,483	1,456,319	149,836	11.5%
ENTERPRISE SOFTWARE DEVELOP	1,562,876	2,051,815	1,910,199	(141,616)	-6.9%
GEOGRAPHIC INFORMATION SYST	788,449	823,783	841,978	18,195	2.2%
IS BUSINESS OFFICE	495,696	548,643	572,231	23,589	4.3%
NETWORK & COMM SERVICES	1,820,117	2,019,475	2,254,460	234,985	11.6%
WORKSTATION SUPPORT & MAINT	1,388,823	1,704,853	1,830,179	125,325	7.4%
PORTFOLIO MANAGEMENT	535,411	855,459	1,605,724	750,265	87.7%
BASE BUDGETS Total	7,416,880	9,310,512	10,471,090	1,160,579	12.5%
FLEET	0	28,368	186,409	158,041	557.1%
TECHNOLOGY	1,249,549	1,694,000	1,772,675	78,675	4.6%
FACILITIES PROJECTS	0	27,500	0	(27,500)	-100.0%
INFORMATION SERVICES DEPT Total	8,666,428	11,060,380	12,430,174	1,369,795	12.4%

**SEMINOLE COUNTY GOVERNMENT
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INFORMATION SERVICES DEPT

Enterprise Administration

Program Message

This program is responsible for the support, maintenance, lifecycle management, service delivery, security of servers, storage, data centers, and associated systems. Examples of these services include: email, website access, user account administration, electronic file storage, and the housing of server-based software.

This program ensures disaster recovery by performing backups of critical software systems and data, ensures the security of critical servers, and designs data centers for reliability and availability. Performance of this team is measured on its ability to meet service levels associated with system up-time and data loss prevention.

Key services provided by this program:

- Account Administration
- Application Hosting Services
- Data Storage Services
- Email Services
- Remote Access Services
- Security Services
- Technology Consulting Services

INFORMATION SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
ENTERPRISE ADMINISTRATION					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	462,093	681,642	749,309	67,667	9.9%
510140 OVERTIME	42,880	18,500	18,500	0	0.0%
510210 SOCIAL SECURITY MATCHING	36,602	53,561	58,737	5,176	9.7%
510220 RETIREMENT CONTRIBUTIONS	47,070	70,014	83,077	13,063	18.7%
510230 HEALTH INSURANCE - EMPLOYER	115,576	142,497	171,432	28,934	20.3%
510240 WORKERS COMPENSATION	656	1,190	1,229	38	3.2%
PERSONNEL SERVICES Total	704,877	967,405	1,082,283	114,878	11.9%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	0	5,000	5,000	0	0.0%
530340 OTHER SERVICES	0	20,000	20,000	0	0.0%
530400 TRAVEL AND PER DIEM	333	300	300	0	0.0%
530460 REPAIRS AND MAINTENANCE	15,673	42,000	42,000	0	0.0%
530520 OPERATING SUPPLIES	18,035	167,000	167,000	0	0.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	60,544	49,600	87,600	38,000	76.6%
530550 TRAINING	0	11,994	11,994	0	0.0%
OPERATING EXPENDITURES Total	94,586	295,894	333,894	38,000	12.8%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	25,963	40,217	37,096	(3,121)	-7.8%
540202 INTERNAL SERVICE FEES TECH	82	2,967	3,045	78	2.6%
INTERNAL SERVICE CHARGES Total	26,045	43,184	40,142	(3,042)	-7.0%
BASE BUDGETS Total	825,507	1,306,483	1,456,319	149,836	11.5%
TECHNOLOGY	0	0	125,000	125,000	
ENTERPRISE ADMINISTRATION Total	825,507	1,306,483	1,581,319	274,836	21.0%

**SEMINOLE COUNTY GOVERNMENT
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INFORMATION SERVICES DEPT

Enterprise Software Development

Program Message

The Enterprise Software Development program consists of a managed team of ten software developers, database administrators, and application support personnel who are responsible for maintaining over 120 applications and databases throughout the County. The Information Services Department discourages the internal development of software unless it is unavoidable. This program's focus is on providing application support, reporting and integration services as well as maintaining and updating legacy systems.

This program is also responsible for the design and maintenance of the County's websites and primary document retention management system.

This program is measured based upon projects completed that add value and efficiency to the County's operations, as well as incident response and resolution times.

Key services provided by this program:

- Application Development
- Application Support
- Requirements Analysis
- Enterprise content management system

INFORMATION SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
ENTERPRISE SOFTWARE DEVELOP					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	768,735	1,060,065	874,127	(185,938)	-17.5%
510140 OVERTIME	1,045	0	0	0	
510150 SPECIAL PAY	250	0	0	0	
510210 SOCIAL SECURITY MATCHING	56,874	81,095	66,871	(14,224)	-17.5%
510220 RETIREMENT CONTRIBUTIONS	68,463	106,007	81,784	(24,223)	-22.9%
510230 HEALTH INSURANCE - EMPLOYER	167,442	198,331	140,251	(58,080)	-29.3%
510240 WORKERS COMPENSATION	1,538	1,802	1,399	(404)	-22.4%
PERSONNEL SERVICES Total	1,064,347	1,447,300	1,164,431	(282,868)	-19.5%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	4,659	5,000	5,000	0	0.0%
530340 OTHER SERVICES	26,461	38,000	50,000	12,000	31.6%
530400 TRAVEL AND PER DIEM	0	2,400	3,000	600	25.0%
530510 OFFICE SUPPLIES	84	0	0	0	
530522 OPERATING SUPPLIES-TECHNOLOGY	446,063	500,481	639,855	139,374	27.8%
530540 BOOKS, DUES PUBLICATIONS	0	1,550	1,550	0	0.0%
530550 TRAINING	2,093	18,100	20,000	1,900	10.5%
OPERATING EXPENDITURES Total	479,360	565,531	719,405	153,874	27.2%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	16,001	34,203	22,360	(11,843)	-34.6%
540202 INTERNAL SERVICE FEES TECH	3,168	4,781	4,003	(779)	-16.3%
INTERNAL SERVICE CHARGES Total	19,168	38,984	26,363	(12,622)	-32.4%
BASE BUDGETS Total	1,562,876	2,051,815	1,910,199	(141,616)	-6.9%
TECHNOLOGY	87,227	0	150,000	150,000	
ENTERPRISE SOFTWARE DEVELOP Total	1,650,103	2,051,815	2,060,199	8,384	0.4%

**SEMINOLE COUNTY GOVERNMENT
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INFORMATION SERVICES DEPT

Geographic Information Systems

Program Message

The Seminole County GIS (Geographic Information Systems) program provides mapping and spatial analysis services to the County. The program produces over 300 layers of information detailing everything from addresses to physical assets and infrastructure.

GIS has become increasingly vital to the County's ability to provide excellent public safety through improved incident response times as well as general efficiencies by reducing drive times and providing problem analysis based upon geographic location.

This program is measured based upon projects completed that add value and efficiency to the County's operations.

Key services provided by this program:

- Spatial Analysis
- Layer Production
- Map Production
- Real time GIS integration with Production applications

INFORMATION SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
GEOGRAPHIC INFORMATION SYST					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	300,262	296,438	314,492	18,054	6.1%
510210 SOCIAL SECURITY MATCHING	22,614	22,678	24,059	1,381	6.1%
510220 RETIREMENT CONTRIBUTIONS	26,712	29,644	34,028	4,384	14.8%
510230 HEALTH INSURANCE - EMPLOYER	59,028	50,667	46,954	(3,713)	-7.3%
510240 WORKERS COMPENSATION	445	504	503	(1)	-0.2%
PERSONNEL SERVICES Total	409,062	399,930	420,036	20,106	5.0%
OPERATING EXPENDITURES					
530400 TRAVEL AND PER DIEM	15	3,000	3,600	600	20.0%
530510 OFFICE SUPPLIES	1,682	2,300	2,300	0	0.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	85,300	126,764	126,764	0	0.0%
530550 TRAINING	1,685	4,000	7,100	3,100	77.5%
OPERATING EXPENDITURES Total	88,682	136,064	139,764	3,700	2.7%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	287,005	285,492	279,283	(6,209)	-2.2%
540202 INTERNAL SERVICE FEES TECH	3,700	2,297	2,896	599	26.1%
INTERNAL SERVICE CHARGES Total	290,705	287,789	282,179	(5,611)	-1.9%
BASE BUDGETS Total	788,449	823,783	841,978	18,195	2.2%
TECHNOLOGY	8,125	0	0	0	
GEOGRAPHIC INFORMATION SYST Total	796,574	823,783	841,978	18,195	2.2%

**SEMINOLE COUNTY GOVERNMENT
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INFORMATION SERVICES DEPT

Information Services Business Office

Program Message

This program provides strategic direction and policy for all information systems countywide in addition to the centralized administration and oversight for the Information Services Department. Additional responsibilities include: managing the operating budget, general and financial accounting including payroll and accounts payable; and oversight and coordination for countywide IT purchases and strategic planning. This program also provides administrative support countywide for: voice, data, and long distance plans; air cards, cell phones, and accessories; as well as inventory and procurement support of computer workstations and technology for all county departments.

Key services provided by this program:

- Department Administration
- Budget Management
- Financial Accounting
- Purchasing Oversight

INFORMATION SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
IS BUSINESS OFFICE					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	337,767	353,263	374,779	21,516	6.1%
510140 OVERTIME	1,629	0	0	0	
510150 SPECIAL PAY	3,939	3,900	3,900	0	0.0%
510210 SOCIAL SECURITY MATCHING	25,648	27,025	28,671	1,646	6.1%
510220 RETIREMENT CONTRIBUTIONS	55,059	59,667	67,719	8,051	13.5%
510230 HEALTH INSURANCE - EMPLOYER	54,936	49,295	53,727	4,432	9.0%
510240 WORKERS COMPENSATION	469	601	600	(1)	-0.1%
PERSONNEL SERVICES Total	479,448	493,751	529,395	35,644	7.2%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	0	10,000	10,000	0	0.0%
530400 TRAVEL AND PER DIEM	0	1,200	1,200	0	0.0%
530510 OFFICE SUPPLIES	1,921	2,500	2,500	0	0.0%
530520 OPERATING SUPPLIES	37	500	500	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	260	1,675	1,675	0	0.0%
530550 TRAINING	0	5,000	5,000	0	0.0%
OPERATING EXPENDITURES Total	2,218	20,875	20,875	0	0.0%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	12,031	29,693	19,006	(10,687)	-36.0%
540202 INTERNAL SERVICE FEES TECH	2,000	4,324	2,955	(1,369)	-31.7%
INTERNAL SERVICE CHARGES Total	14,030	34,017	21,962	(12,056)	-35.4%
BASE BUDGETS Total	495,696	548,643	572,231	23,589	4.3%
TECHNOLOGY	0	0	10,000	10,000	
IS BUSINESS OFFICE Total	495,696	548,643	582,231	33,589	6.1%

**SEMINOLE COUNTY GOVERNMENT
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INFORMATION SERVICES DEPT

Network & Communications Services

Program Message

This program is responsible for the design, implementation, support, maintenance, availability and security of the County's data and voice networks. Examples of these services include: phone system troubleshooting and repair, network troubleshooting and repair, installation and management of public and internal wireless local area networking (WIFI) systems, installation and management of security cameras and overall network security and firewall support.

The performance of this team is measured based upon the availability and performance of the County's network and telephone systems as well as incident response and repair times.

Key services provided by this program:

- Internet Access
- Network Services
- Wireless Services
- Security Services
- Site Design and Build Services
- Technology Consulting Services
- Telephone Services
- Video Services

INFORMATION SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
NETWORK & COMM SERVICES					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	525,153	563,744	606,571	42,827	7.6%
510140 OVERTIME	19,128	18,500	18,500	0	0.0%
510150 SPECIAL PAY	390	0	0	0	
510210 SOCIAL SECURITY MATCHING	39,959	43,126	46,403	3,276	7.6%
510220 RETIREMENT CONTRIBUTIONS	47,736	56,374	70,871	14,497	25.7%
510230 HEALTH INSURANCE - EMPLOYER	114,109	108,200	135,498	27,298	25.2%
510240 WORKERS COMPENSATION	801	958	971	12	1.3%
PERSONNEL SERVICES Total	747,277	790,903	878,814	87,910	11.1%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	21,024	30,000	30,000	0	0.0%
530340 OTHER SERVICES	0	10,000	10,000	0	0.0%
530410 COMMUNICATIONS	812,885	824,698	932,863	108,165	13.1%
530411 COMMUNICATIONS - EQUIPMENT	14,719	33,800	35,000	1,200	3.6%
530460 REPAIRS AND MAINTENANCE	0	30,000	30,000	0	0.0%
530520 OPERATING SUPPLIES	3,947	6,950	6,950	0	0.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	166,240	214,000	236,362	22,362	10.4%
530550 TRAINING	0	9,828	11,900	2,072	21.1%
OPERATING EXPENDITURES Total	1,018,814	1,159,276	1,293,075	133,799	11.5%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	47,810	64,122	73,102	8,980	14.0%
540202 INTERNAL SERVICE FEES TECH	6,216	5,174	9,470	4,296	83.0%
INTERNAL SERVICE CHARGES Total	54,026	69,296	82,571	13,276	19.2%
BASE BUDGETS Total	1,820,117	2,019,475	2,254,460	234,985	11.6%
FLEET	0	28,368	186,409	158,041	557.1%
TECHNOLOGY	250,110	75,000	0	(75,000)	-100.0%
FACILITIES PROJECTS	0	27,500	0	(27,500)	-100.0%
NETWORK & COMM SERVICES Total	2,070,227	2,150,343	2,440,869	290,526	13.5%

**SEMINOLE COUNTY GOVERNMENT
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INFORMATION SERVICES DEPT

Portfolio Management

Program Message

This program is responsible for planning and implementing new technologies approved by the Board of County Commissioners. Utilizing best practices in project management and requirements gathering, this program partners with County departments and agencies to increase the likelihood of successful implementation of new technology.

The performance of this program is measured based upon a number of measures including portfolio status, project delivery status, and technical resource allocation forecasting.

Key services provided by this program:

- Portfolio and project management
- Business Analysis
- Oversight of the County's records retention process
- Administration of the County's multi-function printer deployment

INFORMATION SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
PORTFOLIO MANAGEMENT					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	111,249	174,280	780,229	605,949	347.7%
510210 SOCIAL SECURITY MATCHING	8,307	13,332	59,688	46,355	347.7%
510220 RETIREMENT CONTRIBUTIONS	9,895	17,428	84,421	66,993	384.4%
510230 HEALTH INSURANCE - EMPLOYER	32,320	38,408	190,526	152,118	396.1%
510240 WORKERS COMPENSATION	155	296	3,602	3,306	1115.8%
PERSONNEL SERVICES Total	161,926	243,745	1,118,465	874,721	358.9%
OPERATING EXPENDITURES					
530340 OTHER SERVICES	72,824	114,700	105,600	(9,100)	-7.9%
530400 TRAVEL AND PER DIEM	0	3,200	2,000	(1,200)	-37.5%
530440 RENTAL AND LEASES	123,704	257,200	210,000	(47,200)	-18.4%
530460 REPAIRS AND MAINTENANCE	92,271	115,000	115,000	0	0.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	65,902	81,108	14,902	(66,206)	-81.6%
530540 BOOKS, DUES PUBLICATIONS	294	300	300	0	0.0%
530550 TRAINING	4,800	20,000	15,000	(5,000)	-25.0%
OPERATING EXPENDITURES Total	359,795	591,508	462,802	(128,706)	-21.8%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	11,969	17,206	20,845	3,638	21.1%
540202 INTERNAL SERVICE FEES TECH	1,722	3,000	3,612	612	20.4%
INTERNAL SERVICE CHARGES Total	13,690	20,206	24,457	4,250	21.0%
BASE BUDGETS Total	535,411	855,459	1,605,724	750,265	87.7%
TECHNOLOGY	14,496	0	100,000	100,000	
PORTFOLIO MANAGEMENT Total	549,907	855,459	1,705,724	850,265	99.4%

**SEMINOLE COUNTY GOVERNMENT
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INFORMATION SERVICES DEPT

Workstation Support & Maintenance

Program Message

This program is responsible for being the first contact point for citizens, businesses and other stakeholders to access county services and for providing the computer help desk, support, and maintenance of computer workstations, peripherals, and locally installed applications. Technical support includes on-site troubleshooting, servicing, and computer refreshes.

The performance of this program is measured based upon a number of service levels including call answering time and incident resolution time based upon priority. The technology support functions of this program are currently outsourced to CAI, Inc.

Key services provided by this program:

- County Switchboard
- Citizens Engagement
- Computer Help Desk
- Computer Workstation Support

INFORMATION SERVICES

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
WORKSTATION SUPPORT & MAINT					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	70,808	188,164	306,705	118,541	63.0%
510140 OVERTIME	76	0	0	0	
510210 SOCIAL SECURITY MATCHING	4,995	14,395	23,463	9,068	63.0%
510220 RETIREMENT CONTRIBUTIONS	6,483	18,816	33,186	14,369	76.4%
510230 HEALTH INSURANCE - EMPLOYER	25,986	57,703	81,968	24,266	42.1%
510240 WORKERS COMPENSATION	237	320	491	171	53.4%
PERSONNEL SERVICES Total	108,585	279,398	445,813	166,415	59.6%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	818,499	933,052	869,340	(63,712)	-6.8%
530340 OTHER SERVICES	22,919	0	0	0	
530460 REPAIRS AND MAINTENANCE	220	0	0	0	
530510 OFFICE SUPPLIES	1,539	0	0	0	
530520 OPERATING SUPPLIES	16,546	15,000	15,000	0	0.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	416,661	475,395	481,111	5,716	1.2%
530550 TRAINING	0	0	4,000	4,000	
OPERATING EXPENDITURES Total	1,276,384	1,423,447	1,369,451	(53,996)	-3.8%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	3,137	318	12,458	12,141	3821.8%
540202 INTERNAL SERVICE FEES TECH	717	1,691	2,456	765	45.3%
INTERNAL SERVICE CHARGES Total	3,854	2,009	14,915	12,906	642.5%
BASE BUDGETS Total	1,388,823	1,704,853	1,830,179	125,325	7.4%
TECHNOLOGY	597,321	1,083,493	883,603	(199,890)	-18.4%
WORKSTATION SUPPORT & MAINT Total	1,986,144	2,788,346	2,713,782	(74,565)	-2.7%



**SEMINOLE COUNTY GOVERNMENT
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RESOURCE MANAGEMENT DEPT

<p>CENTRAL CHARGES MAIL SERVICES MSBU PROGRAM OFFICE OF MANAGEMENT & BUDGET PRINTING SERVICES PURCHASING AND CONTRACTS RECIPIENT AGENCY GRANTS RESOURCE MANAGEMENT BUSINESS OFFICE RISK MANAGEMENT</p>

**SEMINOLE COUNTY GOVERNMENT
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RESOURCE MANAGEMENT DEPT

Department Message

The Resource Management Department focuses on improving Seminole County Citizens' quality of life through the provision of an effective and efficient government. The department is committed to promoting long-term fiscal stability and resiliency, acting as stewards of the County's financial resources. The Department works to foster transparency and accountability with respect to financial matters; ensuring compliance with applicable laws, rules and regulations. The Department provides information and analysis that assists the County Manager and Board of County Commissioners in their ultimate goals of providing leadership and services to the citizens of Seminole County.

The Department strives to provide sound fiscal management, policy development, timely and accurate information, quality assistance, and reliable recommendations relative to the County's strategic priorities.

**SEMINOLE COUNTY GOVERNMENT
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RESOURCE MANAGEMENT DEPT

Department Goals/Objectives/Performance Measures

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP'S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: TO PRODUCE A CONSOLIDATED NON-AD VALOREM ASSESSMENT ROLL THAT IS ACCURATE, STATUTORILY SOUND AND SUFFICIENT TO GENERATE THE REVENUE REQUIRED TO FUND THE ASSESSMENT-FUNDED PUBLIC SERVICES AUTHORIZED BY THE BOARD OF COUNTY COMMISSIONERS.

Objective: Follow established protocol for conducting routine and periodic record audits and data checks to confirm accuracy of data throughout year and prior to generation of the annual assessment roll.

Objective: Provide weekly response to changes yielded by property record updates, notices of annexation, certificates of occupancy, raze permits, and building permits.

Performance Measure: Number of Assessment Corrections

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual*</u>	<u>Projected</u>
20 of 123,364	33 of 126,438	50 of 127,156	<75 of 129,034

Performance Measure: Number of Assessment Refunds

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
5 of 123,364	6 of 126,438	10 of 127,516	<10 of 129,034

*FY21 accuracy impacted by early payment of capital assessment in lieu of installment billing and subsequent processing of lien satisfactions.

**SEMINOLE COUNTY GOVERNMENT
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RESOURCE MANAGEMENT DEPT

Department Goals/Objectives/Performance (CONT.)

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP'S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: TO PROVIDE FINANCIAL MANAGEMENT OF ACTIVE MSBU'S IN A MANNER THAT PROMOTES STABILITY AND SUSTAINABILITY RELATIVE TO THE PUBLIC SERVICES FUNDED BY NON-AD VALOREM ASSESSMENTS.

Objective: Maintain annual rate adjustments with +/- \$5.00 of prior year rate for street lighting and +/- \$10.00 of prior year rate residential solid waste management assessments.

Performance Measure: % of Residential Solid Waste Management Assessment Rate Changes no greater than \$10.00

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
100%	100%	100%	100%

Performance Measure: % of Street Lighting Assessment Rate Changes within +/- \$5.00

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
95.98%	99.71%	99.20%	99.45%

Performance Measure: % of Lake Management & Grounds Maintenance Assessment Rate Changes no greater than \$10.00

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
100%	100%	90%	90%

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP'S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: PROVIDE EFFECTIVE INFORMATION TO THE CITIZENS, BOARD OF COUNTY COMMISSIONERS, COUNTY STAFF, AND THE GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA).

Objective: Utilize best practices when preparing a communication device, policy document, financial plan, and operations guide.

Performance Measure: Achievement of GFOA Distinguished Budget Presentation Award

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
Yes	Yes	Yes	Yes

**SEMINOLE COUNTY GOVERNMENT
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RESOURCE MANAGEMENT DEPT

Department Goals/Objectives/Performance (CONT.)

Performance Measure: Develop and adopt the County's annual budget prior to October 1st of the preceding year

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
Yes	Yes	Yes	Yes

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP'S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: DEVELOP AN ACCURATE BUDGET THAT ALLOWS COUNTYWIDE DEPARTMENTS TO MEET THEIR GOALS AND OBJECTIVES AT THE LOWEST COST WITH MAXIMUM EFFICIENCY AND VALUE TO THE TAXPAYERS.

Objective: Minimize the number of amendments to the Board Approved Budget.

Performance Measure: Process less than 50 Budget Transfer Requests per year

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
47	30	36	34

Objective: Minimize the amount of unnecessary budget in the approved countywide base operating budget, so that a minimum of 96% of this budget is expended.

Performance Measure: >95% of Countywide base operating budget expended

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
97%	> 92%	90%	>92%

Objective: Minimize the number of budgeted non-base projects (Fleet, Equipment, CIP) with no activity during the year to <35% of non-base projects.

Performance Measure: <35% of budgeted non-base projects with no activity

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
195/650	218/621	218/664	307/736
30%	35%	33%	42%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

RESOURCE MANAGEMENT DEPT

Department Goals/Objectives/Performance (CONT.)

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP'S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: PROVIDE MAXIMUM USAGE OF THE PROCUREMENT PROCESS USING BIDS, RFPS AND BEST VALUE PROCUREMENT PRACTICES.

Objective: Provide best in class procurement services using procurement policies, procedures and regulations to deliver the overall Best Value (price and value) to our citizens.

Performance Measure: Savings using the competitive process and negotiations

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
\$16,335,682	\$7,860,343	\$6,790,448	\$7,100,000

Performance Measure: Total number of competitive procurements over \$50K

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
137	198	154	160

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP'S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: CONTINUE TO DEVELOP AND UTILIZE E-PROCUREMENT/E-COMMERCE TO ENHANCE PROCUREMENT EFFICIENCIES.

Objective: Use J.D. Edwards' enhancements to be the principal procurement software and embrace new functionality that enhances efficiencies to shorten the Procurement Administrative Lead Time (PALT) calendar days from the time large contract and purchase order requisitions are approved by the Department to the time it is awarded by the Purchasing and Contracts Program.

Performance Measure: PALT calendar days from the time the large contract requisition is approved by the Department to the time it is awarded by the Purchasing and Contracts Program

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
132	135	141	135

**SEMINOLE COUNTY GOVERNMENT
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RESOURCE MANAGEMENT DEPT

Department Goals/Objectives/Performance (CONT.)

Performance Measure: PALT calendar days from the time the purchase order requisition is approved by the Department to the time it is awarded by the Purchasing and Contracts Program

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
5	5	5	5

Objective: Use VendorLink as the County’s main portal do to business with vendors and maximize the functionality of this software.

Performance Measure: Registered vendors in VendorLink

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
29,786	30,124	30,124	30,400

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP’S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: EXPAND USE OF PROCUREMENT CARD VERSUS PURCHASE ORDERS.

Objective: Use the County’s Purchasing Card program to reduce the number of costly purchase orders.

Performance Measure: Number of Card users

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
208	220	223	227

Objective: Use the County’s Purchasing Card to increase the County’s rebate by paying large targeted invoices for payment.

Performance Measure: Rebate to the County

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
\$203,099	\$103,156	\$121,808	\$130,000

**SEMINOLE COUNTY GOVERNMENT
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RESOURCE MANAGEMENT DEPT

Department Goals/Objectives/Performance (CONT.)

THE FOLLOWING GOAL IS DEPARTMENT SPECIFIC AND IS NOT ASSOCIATED WITH ONE OF THE KSP'S CURRENTLY IDENTIFIED IN THE FINAL REPORT.

GOAL: ENHANCE THE EDUCATION OF PURCHASING STAFF, INTERNAL CUSTOMERS, AND VENDORS IN THE AREA OF PURCHASING AND CONTRACTS.

Objective: Provide countywide training classes on Basic Purchasing, Basic Contracting, Advanced Purchasing and Contracts, and Policies and Procedure.

Performance Measure: Number of Countywide classes

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
8	8	4	4

Includes classes provided for the Comptroller

Objective: Provide Professional Procurement classes for Purchasing and Contracts staff.

Performance Measure: Number of Professional Procurement classes for Purchasing and Contracts Program staff

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
15	15	10	12

Objective: Provide vendor educational seminars/classes, trade shows, speaking engagements, small business, and women/veteran/minority owner meetings.

Performance Measure: Number of events conducted

FY19	FY20	FY21	FY22
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>
9	8	0	4

RESOURCE MANAGEMENT

FUNDING SOURCE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BY FUND TYPE					
REPLACEMENT FUNDS	14,578,409	0	5,000	5,000	
INTERNAL SERVICE FUNDS	5,585,065	6,202,009	6,480,699	278,690	4.5%
GENERAL FUND	2,943,291	3,425,184	4,137,031	711,847	20.8%
MSBU FUNDS	18,821,664	21,697,234	23,288,581	1,591,347	7.3%
GRANT FUNDS	67,618,386	62,165,585	6,204,473	(55,961,112)	-90.0%
DEBT SERVICE FUNDS	9,908,201	9,907,085	9,797,498	(109,587)	-1.1%
RESOURCE MANAGEMENT DEPT Total	119,455,016	103,397,098	49,913,282	(53,483,816)	-51.7%

BUDGET TYPE

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
BASE BUDGETS					
CENTRAL CHARGES	12,575,074	13,184,455	13,111,868	(72,587)	-0.6%
MAIL SERVICES	327,251	403,647	393,567	(10,080)	-2.5%
MSBU PROGRAM	18,773,628	21,697,234	23,263,581	1,566,347	7.2%
OFFICE MANAGEMENT & BUDGET	1,053,451	1,152,972	1,249,986	97,014	8.4%
PRINTING SERVICES	165,088	194,123	196,371	2,248	1.2%
PURCHASING AND CONTRACTS	1,083,827	1,355,074	1,504,922	149,848	11.1%
RESOURCE MGT - BUSINESS OFF	389,399	407,567	569,591	162,024	39.8%
RISK MANAGEMENT	5,585,065	6,179,297	6,480,699	301,402	4.9%
BASE BUDGETS Total	39,952,782	44,574,368	46,770,584	2,196,216	4.9%
CIP	48,036	0	0	0	
FLEET	0	22,712	0	(22,712)	-100.0%
OTHER NON BASE	14,852,086	0	616,758	616,758	
TECHNOLOGY	0	0	75,000	75,000	
GRANTS	67,618,386	62,165,585	6,204,473	(55,961,112)	-90.0%
RESOURCE MANAGEMENT DEPT Total	122,471,290	106,762,665	53,666,815	(53,095,850)	-49.7%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

RESOURCE MANAGEMENT DEPT

Central Charges

Program Message

Central Charges represent a collection of centralized accounts for expenditures of a countywide nature, not related to any single operating department or program. Expenses primarily include Community Redevelopment Agency (CRA) payments, debt payments, PTO payout to employees upon termination, county document recording, countywide external accounting and audit contracts, and postage for tax notices and property insurance for general government facilities.

The program provides the following services:

- Allow for non-departmental transactions to be recorded in the County's financial accounting system

RESOURCE MANAGEMENT

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
CENTRAL CHARGES					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	201,831	647,812	647,812	0	0.0%
510150 SPECIAL PAY	292	0	0	0	
510210 SOCIAL SECURITY MATCHING	18,726	49,558	49,558	0	0.0%
510220 RETIREMENT CONTRIBUTIONS	19,066	0	0	0	
510230 HEALTH INSURANCE - EMPLOYER	10,046	0	0	0	
510250 UNEMPLOYMENT COMPENSATION	23,323	0	0	0	
PERSONNEL SERVICES Total	273,284	697,370	697,370	0	0.0%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	138,468	90,000	168,000	78,000	86.7%
530320 ACCOUNTING AND AUDITING	246,000	250,000	250,000	0	0.0%
530340 OTHER SERVICES	9,018	83,000	5,000	(78,000)	-94.0%
530420 TRANSPORTATION	115,035	115,000	115,000	0	0.0%
530490 OTHER CHARGES/OBLIGATIONS	23,799	129,000	129,000	0	0.0%
530520 OPERATING SUPPLIES	31,201	0	0	0	
530540 BOOKS, DUES PUBLICATIONS	4,919	0	0	0	
OPERATING EXPENDITURES Total	568,441	667,000	667,000	0	0.0%
DEBT SERVICE					
570710 PRINCIPAL	6,263,000	6,466,000	6,759,000	293,000	4.5%
570720 INTEREST	3,643,951	3,436,235	3,036,648	(399,587)	-11.6%
570730 OTHER DEBT SERVICE	1,450	4,851	1,851	(3,000)	-61.8%
DEBT SERVICE Total	9,908,401	9,907,085	9,797,498	(109,587)	-1.1%
GRANTS & AIDS					
580811 AID TO GOVT AGENCIES	1,824,949	1,913,000	1,950,000	37,000	1.9%
GRANTS & AIDS Total	1,824,949	1,913,000	1,950,000	37,000	1.9%
BASE BUDGETS Total	12,575,074	13,184,455	13,111,868	(72,587)	-0.6%
CENTRAL CHARGES Total	12,575,074	13,184,455	13,111,868	(72,587)	-0.6%

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RESOURCE MANAGEMENT DEPT

Mail Services

Program Message

The Mail Center located in the County Services Building, Sanford, provides a variety of mailing services; first-class presort to standard processing to BCC departments and other elected officials. Other services offered are: electronic certified mail, electronic package tracking, and folding and inserting. On a monthly basis, the Mail Center processes approximately 320,000 pieces of mail and sorts and delivers approximately 100,000 pieces of interoffice mail. Mail Center staff will meet with customers to assist with pricing for bulk, discounted, first class mail, or use of the County's mail permit.

The program provides the following services:

- Receipt, sorting, and delivery of mail between County Programs and external delivery services
- Coordination and delivery of inter-office mail
- Folding, collating, and stuffing of bulk mailing needs (elections, water bills, etc.)
- Specialty Deliveries
- Provision of mailing cost estimates

RESOURCE MANAGEMENT

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
MAIL SERVICES					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	51,459	51,262	51,408	146	0.3%
510150 SPECIAL PAY	390	0	1,200	1,200	
510210 SOCIAL SECURITY MATCHING	3,862	3,922	3,933	11	0.3%
510220 RETIREMENT CONTRIBUTIONS	4,579	5,126	5,562	436	8.5%
510230 HEALTH INSURANCE - EMPLOYER	13,831	21,562	11,733	(9,828)	-45.6%
510240 WORKERS COMPENSATION	2,508	2,804	2,653	(151)	-5.4%
PERSONNEL SERVICES Total	76,627	84,675	76,490	(8,186)	-9.7%
OPERATING EXPENDITURES					
530420 TRANSPORTATION	223,048	277,500	277,500	0	0.0%
530440 RENTAL AND LEASES	10,362	12,000	15,860	3,860	32.2%
530460 REPAIRS AND MAINTENANCE	162	0	0	0	
530510 OFFICE SUPPLIES	0	150	150	0	0.0%
530520 OPERATING SUPPLIES	3,891	8,566	4,706	(3,860)	-45.1%
530550 TRAINING	0	75	75	0	0.0%
OPERATING EXPENDITURES Total	237,463	298,291	298,291	0	0.0%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	12,295	19,551	17,621	(1,930)	-9.9%
540202 INTERNAL SERVICE FEES TECH	865	1,129	1,166	37	3.2%
INTERNAL SERVICE CHARGES Total	13,160	20,680	18,786	(1,894)	-9.2%
BASE BUDGETS Total	327,251	403,647	393,567	(10,080)	-2.5%
MAIL SERVICES Total	327,251	403,647	393,567	(10,080)	-2.5%

**SEMINOLE COUNTY GOVERNMENT
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RESOURCE MANAGEMENT DEPT

Municipal Services Benefit Unit (MSBU) Program

Program Message

The MSBU Program provides application coordination and financial management of the non-ad valorem assessment districts for unincorporated Seminole County as stipulated by the Seminole County Administrative Code [Section 22.10]. In addition to ensuring compliance with Administrative Code provisions, the MSBU Program is accountable for compliance with respective Florida Statutes. The MSBU Program has responsibility for over 400 assessment districts through which over 73,700 properties receive the benefit of assessment-funded public services. The MSBU Program offers customer oriented services through online alternatives, communication brochures, application packets, and speaking engagements at public meetings.

Non-ad valorem assessment districts are established by Ordinance of the Seminole County Board of County Commissioners. These districts are referred to individually as a Municipal Services Benefit Unit or MSBU. Once established, an MSBU provides funding for a municipal (public) service that offers special benefit on a localized or community-based basis. The assessment associated with each MSBU is based on the cost to provide the public service, the number of assessed properties, and the benefit unit allocated to each property. The assessment-funded public services coordinated through the Seminole County MSBU Program are intended to benefit properties located in unincorporated Seminole County, but may include properties in other taxing jurisdictions if appropriately authorized.

Public services that meet the criteria set forth in the County's Administrative Code [Section 22.10] may qualify for assessment funding. An MSBU may be established for on-going municipal services (such as residential solid waste management services, street lighting or aquatic weed control) or for a one-time capital improvement (such as road paving, water utility transmission line installation, or neighborhood wall reconstruction). Assessments may be levied annually, or may include financing arrangements by which an assessment is collected via annual installments. Assessments and installment payments are collected through annual property tax bills. Notice of proposed assessments are mailed annually to property owners in advance of the assessment roll being approved (subsequent to a public hearing) by the Board.

For community initiated MSBU creation requests, the process of establishing an MSBU begins when the County receives an application (available from the MSBU Program) for qualifying services. An application fee for each type of MSBU was established by Seminole County Board of County Commissioners and is documented in the Seminole County Administrative Code [Section 20.37]. The application process includes confirmation of service scope, development of cost and assessment estimates, and evaluation of community support for the proposed MSBU. A formal petition process is used by the MSBU Program to determine the percentage of community support for creating the MSBU. Following confirmation of sufficient support within the requesting community, a public hearing is conducted to provide public input and Board consideration for establishing the MSBU. Following creation of an MSBU by the Board, the funding for the designated essential services is generated by assessments levied against the specially benefited properties.

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RESOURCE MANAGEMENT DEPT

Municipal Services Benefit Unit (MSBU) Program (CONT.)

Program Message

The financial management services provided by the MSBU Program on behalf of each MSBU includes coordinating activities with the County operating department or service entity that provides the assessment-funded public service, preparing and monitoring budgets, developing assessment recommendations for Board consideration, and ensuring assessments (and/or installment billings) are reported accurately and timely to the Seminole County Tax Collector for collection.

The primary functions (or Major Services) fulfilled by the MSBU Program are as listed:

- Preparation of the annual Non-Ad Valorem Assessment Roll for Seminole County
- Assuring statutory compliance of non-ad valorem assessment activity
- Coordination of MSBU Application process for new MSBUs
- Providing financial management of established MSBUs

RESOURCE MANAGEMENT

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
MSBU PROGRAM					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	256,570	264,911	249,892	(15,019)	-5.7%
510210 SOCIAL SECURITY MATCHING	18,637	20,266	19,117	(1,149)	-5.7%
510220 RETIREMENT CONTRIBUTIONS	22,874	26,491	27,038	547	2.1%
510230 HEALTH INSURANCE - EMPLOYER	70,580	61,186	67,088	5,902	9.6%
510240 WORKERS COMPENSATION	374	450	400	(51)	-11.2%
PERSONNEL SERVICES Total	369,035	373,304	363,536	(9,769)	-2.6%
OPERATING EXPENDITURES					
530340 OTHER SERVICES	12,758,367	12,987,455	13,813,558	826,103	6.4%
530400 TRAVEL AND PER DIEM	0	250	150	(100)	-40.0%
530401 TRAVEL - TRAINING RELATED	15	250	100	(150)	-60.0%
530420 TRANSPORTATION	32,000	33,000	35,000	2,000	6.1%
530430 UTILITIES	2,155,889	2,201,030	2,251,500	50,470	2.3%
530460 REPAIRS AND MAINTENANCE	127,909	407,730	244,383	(163,347)	-40.1%
530470 PRINTING AND BINDING	8,054	12,500	12,500	0	0.0%
530490 OTHER CHARGES/OBLIGATIONS	3,169,784	3,316,500	3,761,500	445,000	13.4%
530492 OTHER CHRGS/OB CONSTITUTIONAL	92,254	92,500	92,500	0	0.0%
530499 CHARGES/OBLIGATIONS-CONTINGE	0	2,197,035	2,559,098	362,063	16.5%
530510 OFFICE SUPPLIES	39	250	250	0	0.0%
530520 OPERATING SUPPLIES	20	250	44,750	44,500	17800.0%
530521 EQUIPMENT \$1000-\$4999	0	250	0	(250)	-100.0%
530522 OPERATING SUPPLIES-TECHNOLOGY	0	1,200	1,200	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	219	550	550	0	0.0%
530550 TRAINING	158	1,500	1,500	0	0.0%
OPERATING EXPENDITURES Total	18,344,710	21,252,250	22,818,539	1,566,289	7.4%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	22,368	20,567	30,566	10,000	48.6%
540102 OTHER CHRGS/ADMIN FEE CONTRA	29,636	35,001	34,999	(2)	0.0%
540202 INTERNAL SERVICE FEES TECH	2,577	2,262	3,291	1,029	45.5%
INTERNAL SERVICE CHARGES Total	54,582	57,830	68,856	11,026	19.1%
INTERFUND TRANSFERS OUT					
590910 TRANSFER OUT	5,302	13,850	12,650	(1,200)	-8.7%
INTERFUND TRANSFERS OUT Total	5,302	13,850	12,650	(1,200)	-8.7%
BASE BUDGETS Total	18,773,628	21,697,234	23,263,581	1,566,347	7.2%
CIP	48,036	0	0	0	
TECHNOLOGY	0	0	25,000	25,000	
MSBU PROGRAM Total	18,821,664	21,697,234	23,288,581	1,591,347	7.3%

**SEMINOLE COUNTY GOVERNMENT
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RESOURCE MANAGEMENT DEPT

Office of Management and Budget

Program Message

The Office of Management and Budget program carries out the vision, mission, and goals of Seminole County by providing timely, accurate, and transparent information along with fiscal management support to our stakeholders. OMB emphasizes strong customer service and the use of technology to facilitate daily operations. This program develops and applies sensible policies that promote community trust and the responsible use of scarce public resources. Budgets developed under this program have been awarded the distinguished budget presentation award by the Government Finance Officers Association (GFOA) for 29 consecutive years.

The program provides the following services:

- Work with County departments to develop accurate, efficient budgets that allow for the delivery of Board approved services
- Accurately present budget requests to County decision makers
- Create financial policy to govern operations
- Audit revenues/expenditures for compliance with Board direction
- Facilitate amendments to the budget
- Coordinate Internal Service Charge budgets and allocations
- Forecast revenues, expenditures and reserves for all major funds

RESOURCE MANAGEMENT

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
OFFICE MANAGEMENT & BUDGET					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	653,279	721,898	797,484	75,586	10.5%
510150 SPECIAL PAY	598	600	600	0	0.0%
510210 SOCIAL SECURITY MATCHING	47,368	55,225	61,007	5,782	10.5%
510220 RETIREMENT CONTRIBUTIONS	57,950	72,190	86,288	14,098	19.5%
510230 HEALTH INSURANCE - EMPLOYER	156,456	151,371	158,025	6,655	4.4%
510240 WORKERS COMPENSATION	1,322	1,227	1,276	49	4.0%
PERSONNEL SERVICES Total	916,974	1,002,511	1,104,680	102,169	10.2%
OPERATING EXPENDITURES					
530340 OTHER SERVICES	80,000	80,000	80,000	0	0.0%
530400 TRAVEL AND PER DIEM	7	0	0	0	
530401 TRAVEL - TRAINING RELATED	0	600	600	0	0.0%
530490 OTHER CHARGES/OBLIGATIONS	3,092	0	0	0	
530510 OFFICE SUPPLIES	387	1,075	1,075	0	0.0%
530520 OPERATING SUPPLIES	76	0	0	0	
530540 BOOKS, DUES PUBLICATIONS	1,075	1,125	1,125	0	0.0%
530550 TRAINING	225	5,000	5,000	0	0.0%
OPERATING EXPENDITURES Total	84,863	87,800	87,800	0	0.0%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	45,468	54,624	51,323	(3,301)	-6.0%
540202 INTERNAL SERVICE FEES TECH	6,147	8,037	6,183	(1,854)	-23.1%
INTERNAL SERVICE CHARGES Total	51,615	62,661	57,506	(5,155)	-8.2%
BASE BUDGETS Total	1,053,451	1,152,972	1,249,986	97,014	8.4%
OTHER NON BASE	201,235	0	0	0	
GRANTS	0	0	0	0	
OFFICE MANAGEMENT & BUDGET Total	1,254,687	1,152,972	1,249,986	97,014	8.4%

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RESOURCE MANAGEMENT DEPT

Printing Services

Program Message

The Print Center located in the County Services Building, Sanford, houses high-speed, high-quality, black and white, and color digital presses that allow customers to order large and small volume print jobs quickly, easily and in the most cost effective manner. In addition, many types of binding, cutting and folding services are offered. The Print Center offers a web submit printing process. This paperless requisition system makes printing customers files at the Printing Center easier than ever.

The program provides the following services:

- Copying services (letterheads, color brochures, business cards, etc.)
- Binding and Finishing services, such as folding, drilling, combing, laminating, etc.
- Provision of job cost estimates
- Web submit training

RESOURCE MANAGEMENT

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
PRINTING SERVICES					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	46,336	45,808	48,598	2,790	6.1%
510210 SOCIAL SECURITY MATCHING	3,016	3,504	3,718	213	6.1%
510220 RETIREMENT CONTRIBUTIONS	4,121	4,581	5,258	678	14.8%
510230 HEALTH INSURANCE - EMPLOYER	28,245	25,257	27,241	1,984	7.9%
510240 WORKERS COMPENSATION	60	78	78	(0)	-0.1%
PERSONNEL SERVICES Total	81,779	79,228	84,893	5,665	7.2%
OPERATING EXPENDITURES					
530440 RENTAL AND LEASES	29,907	32,000	32,000	0	0.0%
530460 REPAIRS AND MAINTENANCE	23,928	38,000	38,000	0	0.0%
530510 OFFICE SUPPLIES	15	150	150	0	0.0%
530520 OPERATING SUPPLIES	23,217	36,012	36,012	0	0.0%
OPERATING EXPENDITURES Total	77,067	106,162	106,162	0	0.0%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	5,415	7,587	4,807	(2,780)	-36.6%
540202 INTERNAL SERVICE FEES TECH	826	1,146	509	(637)	-55.6%
INTERNAL SERVICE CHARGES Total	6,241	8,733	5,316	(3,417)	-39.1%
BASE BUDGETS Total	165,088	194,123	196,371	2,248	1.2%
PRINTING SERVICES Total	165,088	194,123	196,371	2,248	1.2%

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RESOURCE MANAGEMENT DEPT

Purchasing and Contracts

Program Message

The Purchasing and Contracts Division Program provides centralized procurement services by teaming with internal and external customers to deliver innovative, effective and timely procurement solutions in accordance with State Statutes, codes, policies and procedures and federal regulations. The Program's functions include but are not limited to, vendor relations, assessing procurement requests, creating solicitation packages, strategic vetting, coordinating sourcing activities, conducting negotiations and strategic competitive selection for the procurement of goods and services, issuing of procurement actions such as purchase orders, change orders, work orders, amendments and contracts that total over \$141.41M of encumbered budgeted funds. The Program also assists in the management of contracts from approval until expiration. Purchasing and Contracts Division (PCD) manages over 9,114 fixed (tangible) assets and performs the administration of the Purchasing Card program.

AWARD WINNING SERVICE:

PCD is fully accredited by the National Institute of Governmental Purchasing (NIGP). PCD received the "Achievement of Excellence in Procurement Award" from the National Purchasing Institute (NPI) and "Award for Excellence in Public Procurement" from the Florida Association of Public Purchasing Officers, Inc. (FAPPO) along with many Best Practice awards.

OBJECTIVES:

Provide first-class procurement services in response to internal needs abiding by procurement policies, procedures and regulations to deliver the overall best value to the citizens of Seminole County.

- Ensure compliance of procurement laws and regulations, code, policies and procedures, while maintaining an effective operation of the purchasing, contracting, P-Card administration and fixed assets processes.
- Provide innovative procurement solutions, while maintaining customer satisfaction and achieving performance management objectives in the purchasing, contracting, P-Card administration and fixed assets functions.
- Utilize latest technology and best practice procurement methods to achieve cost savings by using the competitive process through negotiations and suitable procurement methods.
- Provide the opportunity for training to achieve professional procurement certifications.
- Expanding the use of Vendorlink to become more efficient and paperless.
- Seek out opportunities to increase the P-Card usage to decrease the number of costly purchase orders and increase P-Card rebates.
- Administer the Purchasing Card program and conduct audits for compliance with applicable rules.
- Foster vendor relations and assist the business community on how to do business with the County.
- Provide adaptable emergency procurement solutions during natural disasters and catastrophic events.

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RESOURCE MANAGEMENT DEPT

Purchasing and Contracts (CONT.)

Program Message

STAFFING:

PCD operates an efficient centralized procurement program consisting of 14 FTE's and 1 PTE. Due to the extensive use of technology and best practices, the Program has been able to maintain a productive and proficient procurement operation.

Programs:

1. Fixed Assets and Inventory

Conduct Countywide inventory of all fixed assets as defined under Section 274.03, Florida Statutes, including identification of material at time of purchase, identification and tagging of newly purchased equipment, documenting asset in J. D. Edwards, handling the annual inventory of fixed assets and the surplus of all excess material in accordance to procedures required by Section 274.05 and Section 274.06, Florida Statutes.

BOCC Budget percentage: 15.32%

Number of Fixed Assets managed: 9,748

Value of the Fixed Assets: \$134.7M

2. Contract Administration, Change Orders, Amendments, Renewals, Close-outs, and Work Orders

Procurement related activities for the issuance of work orders, amendments, renewals, change orders, revisions, contractor's performance, insurance compliance, terminations and final closeout of contracts.

BOCC Budget percentage: 1.9%

Number of Procurement Actions: 521

Encumbered amount: \$17,135,212

3. Purchasing of Goods and Services

Procurement related activities for contracts and orders for goods and services.

BOCC Budget percentage: 13.76%

Number of Procurement Actions: 2,558

Encumbered amount: \$120.9M

4. Contracts, Construction, and Professional Services (CCNA)

Procurement related services for contracts and professional services under Section 287.055, Florida Statutes (CCNA).

BOCC Budget percentage: 13.93%

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RESOURCE MANAGEMENT DEPT

Purchasing and Contracts (CONT.)

Program Message

Number of Contracts Awarded: 39

Encumbered amount: \$122.4M

5. Procurement Policies, Procedures; Management, Budget and Training

PCD recommends and maintains current operational policies and procedures in accordance with laws and applicable regulations. Conduct a minimum of eight (8) countywide training sessions on a variety of procurement matters. PCD prepares and Procurement agenda items, brief Commissioners on those items and attends Board of County Commissioners meetings. PCD provides procurement strategies for projects and Emergency Operations Center (EOC) procurement support.

6. Vendor relations

PCD maintains the County's vendor database using VendorLink software. Vendors register online for the various commodities and services that they provide. Registered vendors receive e-mail notifications of upcoming bid opportunities and events. PCD administers the site and creates filters to optimize functionality. PCD provides assistance to vendors on "How to do Business with Seminole County Government", conduct annual vendor fair, participate in Reverse Trade Shows and in small business fairs, sponsor training, and conduct panel discussions in procurement events. Seminole County fosters relationship and partners with the vendor community resulting in competitive savings of \$6.8M.

Number of registered vendors: 30,124

7. P-Card Administration

PCD develops and maintains current policies in accordance with laws and applicable regulations. PCD provides training for all cardholders and delegates and manages accounts by issuing new cards, processing replacement, handling disputes and suspensions as well as working with the County Comptroller's Office to provide oversight and promote a successful program. PCD is expanding this area to increase the rebates generated by the usage of the cards.

BOCC Budget percentage: 1.1%

Number of P-card users: 223

Number of P-Card transactions: 12,680

Spend: \$9.75M

Rebate from SunTrust FY19/20: \$121,808

Rebate from SunTrust FY20/21: Awaiting

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RESOURCE MANAGEMENT DEPT

Purchasing and Contracts (CONT.)

Program Message

8. Procurement Administrative Lead Time (PALT)

PALT is the number of administrative calendar days associated with procurement actions, from the time of approval to award. PALT is an indicator of workload, staffing issues and complexity of procurement processes. This indicator is affected by outside agencies such as Florida Department of Transportation and other governmental agencies. These metrics are available on the Purchasing and Contract's website page.

Request for Proposals: 4 to 5 months

Construction Contracts: 4 to 5 months

Professional Services (CCNA): 6 to 8 months

RESOURCE MANAGEMENT

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
PURCHASING AND CONTRACTS					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	674,639	839,985	919,236	79,251	9.4%
510150 SPECIAL PAY	0	0	1,200	1,200	
510210 SOCIAL SECURITY MATCHING	48,314	64,259	70,322	6,063	9.4%
510220 RETIREMENT CONTRIBUTIONS	64,074	88,836	105,561	16,725	18.8%
510230 HEALTH INSURANCE - EMPLOYER	192,646	218,972	224,104	5,132	2.3%
510240 WORKERS COMPENSATION	1,308	1,428	1,471	43	3.0%
PERSONNEL SERVICES Total	980,982	1,213,480	1,321,894	108,414	8.9%
OPERATING EXPENDITURES					
530400 TRAVEL AND PER DIEM	89	1,200	1,400	200	16.7%
530401 TRAVEL - TRAINING RELATED	0	2,200	2,500	300	13.6%
530420 TRANSPORTATION	0	600	600	0	0.0%
530480 PROMOTIONAL ACTIVITIES	0	650	700	50	7.7%
530490 OTHER CHARGES/OBLIGATIONS	3,604	4,150	4,270	120	2.9%
530510 OFFICE SUPPLIES	1,601	4,200	4,600	400	9.5%
530520 OPERATING SUPPLIES	14,549	14,398	14,500	102	0.7%
530522 OPERATING SUPPLIES-TECHNOLOGY	3,600	4,600	4,750	150	3.3%
530540 BOOKS, DUES PUBLICATIONS	3,075	3,100	3,100	0	0.0%
530550 TRAINING	2,725	5,200	5,700	500	9.6%
OPERATING EXPENDITURES Total	29,243	40,298	42,120	1,822	4.5%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	67,400	90,071	128,398	38,328	42.6%
540202 INTERNAL SERVICE FEES TECH	6,202	11,225	12,509	1,284	11.4%
INTERNAL SERVICE CHARGES Total	73,602	101,296	140,908	39,612	39.1%
BASE BUDGETS Total	1,083,827	1,355,074	1,504,922	149,848	11.1%
TECHNOLOGY	0	0	50,000	50,000	
PURCHASING AND CONTRACTS Total	1,083,827	1,355,074	1,554,922	199,848	14.7%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

RESOURCE MANAGEMENT DEPT

Recipient Agency Grants

Program Message

The Resource Management Grants program manages Recipient Agency Grants for the 18th Judicial Circuit. These programs provide funding for Problem Solving Courts related to Substance Abuse and Mental Health needs in the community. The grants have several agency providers such as Aspire Health Partners, Inc., Impower, Hope and Help, and United Safety Council. These agencies provide treatment services for the Problem-Solving Courts operated by the Courts which include Adult Drug Court, Veterans Treatment Court, and Mental Health Court.

The County has been awarded a new Reinvestment Grant from the State of Florida Department of Children and Families. The grant will provide funding for Mental Health Case Management services for clients along with a Detox Unit. The Sheriff office will receive funding for a Juvenile prevention services for at-risk youth.

The last Recipient Agency Grants managed by Resource Management is the American Rescue Plan Act (ARPA) Recover Plan which provides Federal funding to the County for recovery from the COVID-19 pandemic. The following grants are funded for Fiscal Year 2022:

Grant Name	FY 2022 Funding	Grant Objective
SAMHSA Problem-Solving Courts Grant	\$390,020	Problem-Solving Court for Adults with substance abuse issues including treatment options, case management, and recovery to reduce jail time. Grant also funds treatment services for Veterans Treatment Court. This program supports the County's Strategic Plan for Community Health Initiative.
DOJ Adult Drug Court Enhancement Grant	\$357,732	Supportive funding to provide additional resources for treatment for the Problem-Solving Courts. Funding will be used to primarily increase the availability for residential treatment services. This program supports the County's Strategic Plan for Community Health Initiative.
DOJ Mental Health Court Grant	\$719,971	The grant funds the Problem-Solving Mental Health Court including case management, treatment services, and recovery to reduce jail time. This program supports the County's Strategic Plan for Community Health Initiative.

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

RESOURCE MANAGEMENT DEPT

Recipient Agency Grants (CONT.)

Program Message

Grant Name	FY 2022 Funding	Grant Objective
FL DCF Reinvestment Grant	\$1,200,000	The grant funds Mental Health and Substance abuse treatment services for clients without insurance to reduce jail time and mental hospital admissions; and funding for Detox Unit for treatment services to reduce jail time. The grant also funds a program for at-risk youth through the Sheriff's Juvenile prevention program. This program supports the County's Strategic Plan for Community Health Initiative.
Federal American Rescue Plan Act (ARPA)	\$91,646,669	Seminole County ARPA Recovery Plan address several strategic goals including Technology Infrastructure, Affordable Housing, Capital Improvement, and Community Health Initiatives. The ARPA Recovery Plan can be viewed at: www.seminolecountyfl.gov/arpa

The program provides the following services:

- Problem-Solving Court Grant funding source
- Treatment services for Substance Abuse and Mental Health Services
- Social Services to reduce jail time
- Reduce cost through intervention time

RESOURCE MANAGEMENT

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
RECIPIENT AGENCY GRANTS					
OTHER NON BASE	14,531,478	0	5,000	5,000	
GRANTS	99,315	0	0	0	
RECIPIENT AGENCY GRANTS Total	14,630,794	0	5,000	5,000	

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

RESOURCE MANAGEMENT DEPT

Resource Management Business Office

Program Message

The Resource Management Business Office provides overall direction to the operations of the Department. It also provides the Department's primary interface with the County Manager's Office, other departments of county government and the Board of County Commissioners.

The program provides the following services:

- Provide management oversight to all programs within the department
- Personnel and Administration services
- Countywide Financial Analysis
- Invoice processing and payment

RESOURCE MANAGEMENT

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
RESOURCE MGT - BUSINESS OFF					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	244,459	250,355	362,844	112,489	44.9%
510150 SPECIAL PAY	3,383	3,300	3,300	0	0.0%
510210 SOCIAL SECURITY MATCHING	18,016	19,152	27,758	8,605	44.9%
510220 RETIREMENT CONTRIBUTIONS	44,772	48,187	65,099	16,913	35.1%
510230 HEALTH INSURANCE - EMPLOYER	58,048	52,884	76,424	23,540	44.5%
510240 WORKERS COMPENSATION	400	426	581	155	36.4%
PERSONNEL SERVICES Total	369,078	374,303	536,006	161,703	43.2%
OPERATING EXPENDITURES					
530401 TRAVEL - TRAINING RELATED	0	1,000	1,000	0	0.0%
530490 OTHER CHARGES/OBLIGATIONS	0	3,000	3,000	0	0.0%
530510 OFFICE SUPPLIES	109	1,300	1,300	0	0.0%
530520 OPERATING SUPPLIES	144	300	300	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	1,138	2,145	2,145	0	0.0%
530550 TRAINING	430	500	500	0	0.0%
OPERATING EXPENDITURES Total	1,822	8,245	8,245	0	0.0%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	15,973	21,930	22,972	1,042	4.8%
540202 INTERNAL SERVICE FEES TECH	2,526	3,089	2,368	(721)	-23.3%
INTERNAL SERVICE CHARGES Total	18,499	25,018	25,340	321	1.3%
BASE BUDGETS Total	389,399	407,567	569,591	162,024	39.8%
OTHER NON BASE	72,441	0	154,000	154,000	
RESOURCE MGT - BUSINESS OFF Total	461,840	407,567	723,591	316,024	77.5%

**SEMINOLE COUNTY GOVERNMENT
FY 2021/22 ADOPTED BUDGET DOCUMENT**

RESOURCE MANAGEMENT DEPT

Risk Management

Program Message

The goal of Risk Management is to protect Seminole County against accidental financial loss by identifying, mitigating, and managing exposures to health and safety concerns for its employees, guests, properties, assets, and operations in accordance with statutes, ordinances, laws, and best practices. Risk Management coordinates treatment and coverage for all workers' compensation claims for County employees, manages most liability claims made by third parties against the County, and provides safety guidance to all departments and covered entities.

The Risk Management Division is responsible for administering the County's self-insurance programs for property, general liability, and workers' compensation and for securing excess insurance above our self-insured retentions. The Risk Management self-insurance fund also provides coverage to the following constitutional offices in Seminole County: Clerk of the Court, Property Appraiser, Supervisor of Elections, and Tax Collector.

The Risk Management Division endeavors to contribute to Seminole County Government's ultimate goal of maintaining a healthy, high performing organization by providing a framework for:

- Leadership: Providing uniform safety guidelines, procedures, and policies across the County where appropriate and applicable according to best practices and regulatory standards.
- Safety: Providing technical assistance and support to departments for compliance with federal, state, and county safety regulations.
- Loss control: Providing loss control services to departments, including exposure identification, analysis, compliance monitoring, and recommendation development.
- Insurance Administration: Ensuring the County's ability to quickly recover from accidental loss by cost-effectively balancing risk retention and risk transfer.
- Claims Administration: Investigating, evaluating, and resolving liability, property damage, and workers' compensation claims fairly.
- Reinforcing Seminole County Team Playbook Daily Drivers: By taking ownership, being responsive, and focusing on creative solutions to mitigate potential risk, we will ensure financial stability and continuously improve customer service, productive community relationships, and employee morale. A safe and healthy workforce is a productive and happy workforce.

RESOURCE MANAGEMENT

EXCLUDES CONTRAS	FY20 ACTUALS	FY21 ADOPTED BUDGET	FY22 ADOPTED BUDGET	VARIANCE	%
RISK MANAGEMENT					
BASE BUDGETS					
PERSONNEL SERVICES					
510120 REGULAR SALARIES & WAGES	208,864	310,587	340,259	29,672	9.6%
510210 SOCIAL SECURITY MATCHING	15,136	23,760	26,030	2,270	9.6%
510220 RETIREMENT CONTRIBUTIONS	15,454	26,890	31,635	4,745	17.6%
510230 HEALTH INSURANCE - EMPLOYER	56,027	67,445	83,383	15,938	23.6%
510240 WORKERS COMPENSATION	1,099	528	2,107	1,579	299.0%
PERSONNEL SERVICES Total	296,579	429,210	483,413	54,204	12.6%
OPERATING EXPENDITURES					
530310 PROFESSIONAL SERVICES	138,648	257,000	257,000	0	0.0%
530340 OTHER SERVICES	112,879	277,000	237,500	(39,500)	-14.3%
530400 TRAVEL AND PER DIEM	0	150	150	0	0.0%
530450 INSURANCE	3,325,099	2,281,925	2,563,950	282,025	12.4%
530451 BOCC INSURANCE CLAIMS	1,690,839	2,900,000	2,900,000	0	0.0%
530510 OFFICE SUPPLIES	278	1,700	1,700	0	0.0%
530520 OPERATING SUPPLIES	1,621	2,500	2,500	0	0.0%
530540 BOOKS, DUES PUBLICATIONS	420	1,725	1,725	0	0.0%
530550 TRAINING	20	2,500	2,500	0	0.0%
OPERATING EXPENDITURES Total	5,269,803	5,724,500	5,967,025	242,525	4.2%
INTERNAL SERVICE CHARGES					
540101 INTERNAL SERVICE CHARGES	16,759	22,937	27,572	4,635	20.2%
540202 INTERNAL SERVICE FEES TECH	1,925	2,651	2,689	38	1.4%
INTERNAL SERVICE CHARGES Total	18,684	25,588	30,261	4,673	18.3%
BASE BUDGETS Total	5,585,065	6,179,297	6,480,699	301,402	4.9%
FLEET	0	22,712	0	(22,712)	-100.0%
RISK MANAGEMENT Total	5,585,065	6,202,009	6,480,699	278,690	4.5%

RESOLUTION

of the

SEMINOLE COUNTY BOARD OF COUNTY COMMISSIONERS

ADOPTING THE AD VALOREM TAX MILLAGE RATES FOR THE FISCAL YEAR COMMENCING OCTOBER 1, 2021; LEVYING THESE AD VALOREM TAXES ON ALL NONEXEMPT REAL AND PERSONAL PROPERTY IN THE COUNTY AS OF JANUARY 1, 2021, ACCORDING TO THE CERTIFIED TAX ROLL; AUTHORIZING THE RESOURCE MANAGEMENT DIRECTOR TO PROVIDE A CERTIFIED COPY OF THIS RESOLUTION TO THE PROPERTY APPRAISER, THE TAX COLLECTOR AND THE FLORIDA DEPARTMENT OF REVENUE; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the total valuation on property, both real and personal in Seminole County, Florida, subject to assessment for taxation to raise revenue for the Fiscal Year beginning October 1, 2021 and ending September 30, 2022, as reported by the Property Appraiser of Seminole County, Florida in the certified Assessment Roll is \$40,054,466,662; and

WHEREAS, the Board of County Commissioners of Seminole County, Florida, pursuant to Section 200.065, Florida Statutes (2021), held duly advertised public hearings on September 15, 2021, as to the tentative millage and Fiscal Year 2021-2022 budget and on September 28, 2021, as to fixing the final millage and approval of the final budget for Fiscal Year 2021-2022; and

WHEREAS, the Board of County Commissioners of Seminole County, Florida, in accordance with Chapters 129 and 200, Florida Statutes (2021), is required at this time to fix ad valorem tax millage for County purposes as well as for special taxing units; and

WHEREAS, the aggregate millage rate of \$6.8999 per \$1,000 valuation for countywide purposes and special taxing units represents a 3.66% increase over the Current Year Aggregate Rolled Back Rate of 6.6564 mills.



NOW, THEREFORE, BE IT RESOLVED by the Board of County Commissioners of Seminole County, Florida in an open meeting duly assembled at the County Services Building in Sanford, Seminole County, Florida on the 28th day of September, 2021, as follows:

Section 1. All County Purpose Non-Debt Levies. Seminole County General County Millage: It is hereby determined and declared that a tax of \$4.8751 per \$1,000 valuation be levied, assessed, and imposed for the tax year 2021 on all taxable property in Seminole County on the first day of January, 2021, lying and being within the boundaries of Seminole County, for the purpose of providing general governmental services to the citizens of Seminole County inclusive of payment of salaries and fees of officers and employees, to provide for law enforcement, operating and maintaining the County road system, and to properly conduct the business of the County.

The millage rate of \$4.8751 per \$1,000 valuation for all County purpose non-debt levies is unchanged from the rate imposed for tax year 2021 and is 4.01% more than the current year rolled back millage rate of 4.6870 mills.

Section 2. Special Taxing Units.

(a) **Seminole County Fire Protection District (MSTU):** It is hereby determined and declared that a tax of \$2.7649 per \$1,000 valuation be levied, assessed, and imposed for the tax year 2021 on all taxable property lying within the boundaries of the Seminole County Fire Protection District on the first day of January, 2021, for the purpose of providing fire and rescue services.

The millage rate of \$2.7649 per \$1,000 valuation for the Seminole County Fire Protection District (MSTU) levy is the same rate imposed for Fiscal Year 2020-2021 and is 3.89% more than the current year rolled back millage rate of 2.6613 mills for the 2021 tax year.

(b) **Seminole County Unincorporated Transportation District (MSTU):** It is hereby determined and declared that a tax of \$0.1107 per \$1,000 valuation be levied, assessed and imposed for the tax year 2021 on all taxable property lying within the boundaries of the Transportation District in Seminole County on the first day of January, 2021, for the purpose of meeting the current expenses as estimated in the budget.

The millage rate of \$0.1107 per \$1,000 valuation for the Seminole County Unincorporated Transportation District (MSTU) levy is the same millage rate imposed for Fiscal Year 2020-2021 and is 4.04% more than the certified rolled back millage rate of 0.1064 mills for the 2021 tax year.

Section 3. The Property Appraiser of Seminole County, Florida is hereby directed to assess all the foregoing taxes, as fixed and levied by the Board of County Commissioners of Seminole County, Florida, upon the property and that he extend the taxes upon valuation of such property according to the millage as fixed and determined by the Board of County Commissioners of Seminole County, Florida on all property subject to taxation in the County as of the first day of January, 2021.

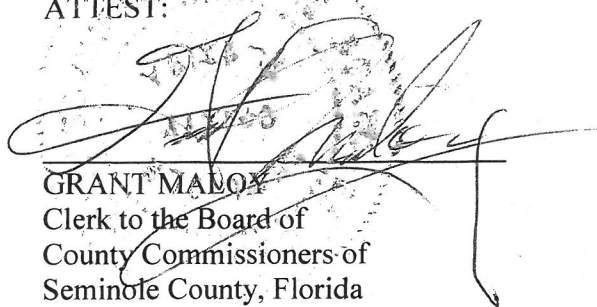
Section 4. The County's Resource Management Department Director is hereby directed to furnish to the Property Appraiser, the Tax Collector of Seminole County, Florida, and the Florida Department of Revenue full and complete copies of this Resolution.

Section 5. The Clerk and Auditor of Seminole County, Florida is hereby notified of the amount to be apportioned to the different funds and accounts out of the total taxes levied for all purposes.

Section 6. The Tax Collector of Seminole County, Florida is hereby instructed and directed to collect the taxes in the same manner as other taxes are collected.

ADOPTED this 28th day of September, 2021, which is the effective date of this Resolution.

ATTEST:



GRANT MALOY
Clerk to the Board of
County Commissioners of
Seminole County, Florida

BOARD OF COUNTY COMMISSIONERS
SEMINOLE COUNTY, FLORIDA

By:



LEE CONSTANTINE, Chairman

RESOLUTION

of the

SEMINOLE COUNTY BOARD OF COUNTY COMMISSIONERS

ADOPTING THE FINAL BUDGET FOR FISCAL YEAR 2021-2022 AFTER CONDUCTING DULY ADVERTISED PUBLIC HEARINGS ON THIS BUDGET; MAKING APPROPRIATIONS FOR THIS FISCAL YEAR ACCORDING TO THE ESTIMATES OF REVENUES AND EXPENDITURES FOR SEMINOLE COUNTY CONTAINED IN THIS BUDGET AS SET FORTH IN THIS RESOLUTION; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Fiscal Year 2021-2022 budget estimates of the revenues and expenditures of Seminole County, Florida, its Departments, Divisions, and Districts have been prepared; and

WHEREAS, the Board of County Commissioners of Seminole County, Florida, pursuant to the requirements of Chapter 129 and Section 200.065, Florida Statutes (2021), held duly advertised public hearings on September 15, 2021, as to the tentative millage and Fiscal Year 2021-2022 budget and on September 28, 2021, as to fixing the final millage and approval of the final budget for Fiscal Year 2021-2022.

NOW, THEREFORE, BE IT RESOLVED by the Board of County Commissioners of Seminole County, Florida:

Section 1. The Seminole County budget for Fiscal Year 2021-2022 showing a total of all sources of revenues of \$878,750,674.00 and total uses of \$878,750,674.00 all set forth in detail as to the several funds identified in this budget, is hereby approved, adopted, and accepted as the Seminole County budget for the Fiscal Year commencing October 1, 2021 and ending on September 30, 2022 as follows:



GOVERNMENTAL FUNDS:

General Fund

00100 General Fund	\$ 309,969,793
00103 Natural Land Endowment	302,500
00108 Facilities Maintenance	1,206,939
00109 Fleet Replacement	1,757,374
00111 Technology Replacement	1,404,072
00112 BCC Projects	1,241,478
13100 Economic Development	1,975,139

Sub-Total General Fund 317,857,295

Donation Funds

60301 B/OCC Agency	38,000
60303 Libraries - Designated	50,000
60305 Historical Commission	24,000

Sub-Total Donation Funds 112,000

Total General Fund 317,969,295

Restricted Funds

00101 Police Education	150,000
00104 Boating Improvement	410,000
10400 Building Program	12,984,500
11400 Court Support Technology Fee	1,219,119
11800 EMS Trust Fund	58,188
12200 Arbor Violation Trust	149,193
12300 Alcohol/Drug Abuse	95,000
12302 Teen Court	195,000
12500 Emergency 911	4,500,000
12804 Library-Impact Fee	170,000
12805 Drainage-Impact Fee	7,000
15000 MSBU Street Lighting	2,805,000
15100 MSBU Residential Solid Waste	21,395,000

Other MSBU:

16000 MSBU Program Operations	1,210,433
16005 MSBU Mills (LM/AWC)	519,590
16008 MSBU Pickett Aquatic (LM/AWC)	407,975
16007 MSBU Amory (LM/AWC)	49,823
16010 MSBU Cedar Ridge (GROUNDS MAINT)	81,100
16013 MSBU Howell Creek (LM/AWC)	14,140
16020 MSBU Horseshoe (LM/AWC)	28,615
16021 MSBU Myrtle (LM/AWC)	23,305
16023 MSBU Spring Wood Lake (LM/AWC)	40,335
16024 MSBU Lake of the Woods (LM/AWC)	115,280
16025 MSBU Mirror (LM/AWC)	76,085
16026 MSBU Spring (LM/AWC)	167,700
16027 MSBU Springwood Waterway (LM/AWC)	67,270
16028 MSBU Burkett (LM/AWC)	69,800
16030 MSBU Sweetwater Cove (LM/AWC)	66,690
16031 MSBU Lake Asher (AWC)	12,940
16032 MSBU English Estates (LM/AWC)	9,475
16033 MSBU Grace Lake (LM/AWC)	25,710
16035 MSBU Buttonwood Pond (LM/AWC)	14,470
16038 MSBU Howell Lake (LM/AWC)	374,450
16073 MSBU Sylvan Lake (AWC)	107,800
16077 MSBU Little Lk Howell/Tuskawilla	20,506
16080 MSBU E Crystal Chain of Lakes	23,280

Sub-Total Other MSBU Funds 3,536,572

Governmental Restricted Funds (continued)

<i>Transportation Funds</i>	
10101 Transportation Trust	23,393,527
10102 Ninth-cent Fuel Tax	9,400,000
<i>Infrastructure Sales Tax</i>	
11500 Infrastructure Sales Tax - 1991	3,700,000
11541 Infrastructure Sales Tax - 2001	9,800,000
11600 Infrastructure Sales Tax - 2014	65,700,000
Sub-Total Infrastructure Sale Tax Funds	<u>79,300,000</u>
<i>Transportation Impact Fee</i>	
12601 Arterial Transportation Impact Fee	500,000
12602 North Collector Transp Impact Fee	60,000
12603 West Collector Transp Impact Fee	5,000
12604 East Collector Transp Impact Fee	2,000
12605 South Central Collector Transp Impact Fee	(706,260)
12606 Mobility Fee Core District	839,904
12607 Mobility Fee Suburban District	3,427,669
12608 Mobility Fee Rural District	331,731
12609 Mobility Fee Suburban West	829,327
Sub-Total Transportation Impact Fee Funds	<u>5,399,597</u>
Sub-Total Transportation Funds	<u>117,493,124</u>
<i>Fire District Funds</i>	
11200 Fire Protection	103,644,056
12801 Fire/Rescue-Impact Fee	1,252,000
Sub-Total Fire District Funds	<u>104,896,056</u>
<i>Tourism</i>	
11000 Tourist Development - 3% Tax	5,410,000
11001 Tourist Development/Prof Sports - 2% Tax	2,804,500
Sub-Total Tourism Funds	<u>8,214,500</u>
<i>Grant Funds</i>	
00110 Adult Drug Court	495,244
11641 Public Works - Interlocal Agreements	437,500
11901 Community Development Block Grant	2,390,446
11902 HOME Program Grant	3,926,699
11904 Emergency Shelter Grants	223,372
11905 Community Svc Block Grant	233,500
11909 Mosquito Control Grant	60,688
11916 Public Safety Grants (Federal)	782,727
11917 Leisure Services Grants	833,405
11919 Community Svc Grants	624,371
11925 DCF Reinvestment Grant	1,200,000
11933 Federal Mitigation Grants	92,980
11935 Federal Cares Act Grants	109,000
11938 Federal Emergency Rental Assistance	4,508,229
12022 Ship Affordable Housing 21/22	270,000
Restricted / Grant Funds	<u>16,181,061</u>
<i>Debt Service Funds</i>	
21200 General Revenue Debt	3,181,910
21235 General Revenue Debt 2014	1,637,400
22500 Sales Tax Revenue Bonds	4,978,188
Restricted / Debt Service Funds	<u>9,797,498</u>
<i>Capital Funds</i>	
30600 Infrastructure Imp Op Fund	625,000
32100 Natural Lands/Trails	600,000
32200 Courthouse Projects Fund	11,000
32300 Five Points Development Fund	1,745,500
Restricted / Capital Funds	<u>2,981,500</u>
Total Restricted Funds	<u>307,228,311</u>
TOTAL GOVERNMENTAL FUNDS	<u>625,197,606</u>

PROPRIETARY FUNDS:

Enterprise Funds

<i>Water & Sewer</i>		
40100 Water And Sewer Operating		101,203,592
40102 Water Connection Fees		3,170,000
40103 Sewer Connection Fees		8,724,000
40107 Water & Sewer Debt Service Reserve		14,008,275
40108 Water and Sewer (Operating) Capital Fund		6,250,000
	Sub-Total Water & Sewer Fund	<u>133,355,867</u>

<i>Solid Waste</i>		
40201 Solid Waste		38,603,537
40204 Landfill Closure Escrow		22,614,429
	Sub-Total Solid Waste Fund	<u>62,217,966</u>

Total Enterprise Funds 195,573,833

Internal Service Funds:

50100 Property/Casualty Insurance		7,294,235
50200 Workers' Compensation Insurance		7,795,000
50300 Health Insurance		42,890,000

Total Internal Service Funds 57,979,235

TOTAL PROPRIETARY FUNDS 253,553,068

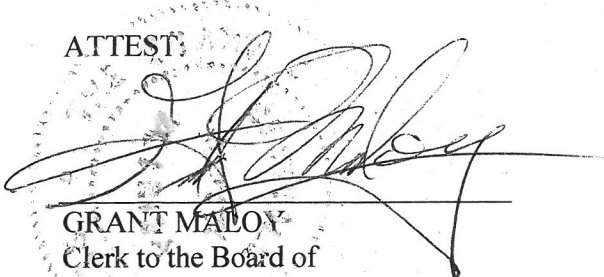
GRAND TOTAL ALL FUNDS \$ 878,750,674

Section 2. All sections or parts of sections of all resolutions in conflict with this Resolution are hereby repealed to the extent of such conflict.

Section 3. This Resolution takes effect immediately upon its adoption by the Board of County Commissioners.

ADOPTED this 28th day of September, 2021.

ATTEST:



GRANT MALOY
Clerk to the Board of
County Commissioners of
Seminole County, Florida

BOARD OF COUNTY COMMISSIONERS
SEMINOLE COUNTY, FLORIDA

By: 
LEE CONSTANTINE, Chairman



GLOSSARY

Accrual – A revenue or expense which gets recognized in the accounting period where it is earned or incurred, even if it gets received or paid in a subsequent period.

Accrual Accounting – A system that recognizes revenues and expenses as they occur, regardless of when the final payment is made. This system is used by businesses and by certain government funds that operate like businesses.

Ad Valorem Tax – A tax levied on the assessed value (net of any exemptions) of real personal property. This is a commonly referred to as “property tax”.

ADA – Americans with Disabilities Act. There are a number of projects in this document which specifically address ADA compliance. These projects enable handicapped access to county facilities.

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

Adopted Budget – The financial plan of revenues and expenditures for a fiscal year as approved by the Board of County Commissioners.

Aggregate Millage Rate – The sum of all property tax levies imposed by the governing body of a County excluding debt service and other voted millages, divided by the total taxable value.

Allocation – An authorization to incur expense or obligation up to a specified amount, for a specific purpose, and within a specific period.

Amendment – A change to an adopted budget, which may increase or decrease a fund total. The Board of County Commissioners must approve the change.

Appropriation – A specific amount of funds authorized by the Board of County Commissioners to which financial obligations and expenditures may be made.

Approved Budget – Board of County Commissioners Budget, to be legally adopted in the following fiscal year in accordance with state statutes.

ARPA – American Rescue Plan Act.

ARRA – American Recovery and Reinvestment Act.

Assessed Value – A value established by the County Property Appraiser for all real or personal property for use as a basis for levying property taxes.

Balanced Budget – Total estimated receipts, including balances brought forward, equal total appropriations and reserves.

Beginning Fund Balance – Estimated funds remaining from the previous fiscal year. These remaining funds are both unexpended appropriations and the previous year’s reserves.

Board of County Commissioners – The governing body of Seminole County is composed of five persons elected from single member districts, one of who is selected as Chairman.

GLOSSARY

Bond – A written promise to pay a sum of money on a specific date at a specific interest rate as detailed in a bond ordinance.

Budget Adjustment – A revision to the adopted budget occurring during the affected fiscal year as approved by the Board of County Commissioners via an amendment or a transfer.

Budget Calendar – The schedule of key dates involved in the process of adopting and executing an adopted budget.

Budget Message – A brief written statement presented by the County Manager to explain principal budget issues.

Business Unit – An Organizational structure such as a Department, Program, Service, or Project where funding is established. This is the fundamental unit of account for the County's budget structure. Each County Fund is a sum of all Business Units within that fund. Each business unit exists in exactly one fund. The County organizes its Business Unit budgets into the following types:

Base – These are Business Units where ongoing costs are budgeted, including personnel, operating costs, and program revenues. Available balances are not Carried Forward.

Capital Improvement – These are one-time, non-base Business Units where significant capital projects are budgeted, based on completion of a specific scope. Available balances are eligible to Carryforward into the new fiscal year if the scope is not complete.

Facilities Projects – These are non-base business units allocated for improvements to County owned facilities, including Department requests and recommended maintenance/improvements. These budgets may be for the benefit of Countywide User Departments, however budget estimates and procurement is the responsibility of the Facilities Program. Available balances are Carryforward eligible.

Fleet – These are non-base Business Units where new or replacement fleet costs are budgeted. Generally each piece of Fleet equipment, including associated upfitting costs, is budgeted in its own unique business unit. These are primarily rolling stock and generators, which are maintained by the Fleet Program. While this equipment is for the benefit of Countywide user Departments, the budget estimates and procurement is the responsibility of the Fleet Program. Available balances are Carryforward eligible.

Funds – These business units include all revenue budgets for each fund, except for program revenues, which are budgeted in Base business units.

Grants – These are generally non-base business units associated with Federal, State, or Local Grant Funding Agreements, which include both Revenue and Expenditure budgets. Available balances are Carryforward eligible.

Other Non-Base – These are non-base business units for all other one time purchases, including equipment, studies, and operating projects; typically greater than \$5,000. Available balances are Carryforward eligible.

GLOSSARY

Reserves – These business units are dedicated for reserve budgets, and are managed by the Resource Management Department. Generally each fund has one Reserve Business Unit.

Technology – These are non-base business units where costs of software and hardware that will interact with the County’s network is budgeted; typically greater than \$5,000. These budgets may be for the benefit of Countywide user Departments, but budget estimates and procurement is the responsibility of the Information Services Department. Available balances are Carryforward eligible.

Transfers – These business units are dedicated for interfund transfers, and are managed by the Resource Management Department. Generally each fund has one Transfer Business Unit.

Capital Budget – The financial plan of capital project expenditures for the fiscal year beginning October 1. It incorporates anticipated revenues and appropriations included in the first year of the five-year capital improvement program (CIP). The capital budget is adopted by the BOCC as a part of the annual county budget.

Capital Equipment – Tangible equipment with a cost of \$5,000 or more.

Capital Improvement Program (CIP) – The financial plan of approved capital projects, their timing, and cost over a five-year period. The CIP is designed to meet county infrastructure needs in a responsive and efficient manner. It includes projects which are, or will become the property of Seminole County, as well as, projects that although are not owned by the county, will be part of a joint project agreement.

Capital Improvements – Physical assets constructed or purchased, that have minimum cost of five thousand dollars (\$5,000) and a useful life of at least one year. These may include buildings, recreational facilities, road and drainage structures, water and wastewater structures, and equipment.

Capital Improvements Element (CIE) – An element of the comprehensive plan which identifies the revenues, costs, and location of the six public facility types required by concurrency: parks, solid waste, stormwater, transportation, water, and wastewater based on service level standards and the land use plan adopted by the BOCC.

Capital Outlay – Appropriation for the acquisition or construction of physical assets.

Capital Project – is a capital improvement which has a minimum cost of five thousand dollars (\$5,000) and a useful life of one year and will include a scope of services, time frame for completion, a location, an estimated total expenditure, and proposed method of financing resulting in the creation or acquisition of a capital asset. Detailed descriptions of projects over twenty-five thousand (\$25,000) are included in our 5 Year Capital Improvement Program.

CARES Act – The Coronavirus Aid, Relief, and Economic Security (CARES) Act is a \$2.2 trillion economic relief package in response to COVID-19 in the United States. The Cares Act provides assistance for state, local, and tribal governments; American workers; families; and small businesses; and preserves jobs for American industries.

CCNA – Consultant’s Competitive Negotiation Act.

CDBG – Community Development Block Grant.

GLOSSARY

Certificates for Participation (COPs) – Certificates issued by the Trustee pursuant to a Trust Agreement, the proceeds from the sale of which shall be used to finance the acquisition, construction, and installation of a project.

Charges for Services – These are charges for specific governmental services provided to specific individuals and entities. These charges include water and sewer services, landfill charges, building fees, and other such charges.

CIP – Capital Improvement Program.

Community Redevelopment Agency (CRA) – A dependent special district in which any future increases in property values over a specified period of time are set aside to support economic development projects within that district.

Contingency – A budgetary reserve to provide for emergency or unanticipated expenditures during the fiscal year.

CSBG – Community Services Block Grant.

Culture and Recreation – Functional classification for expenditures to provide county residents opportunities and facilities for cultural, recreational and educational programs, including: libraries, parks and recreation, and other cultural and recreation services.

Debt per Capita – Total county debt divided by the county's population. The level of debt per capita is an important factor to consider when analyzing a government's ability to continue to pay its debt service costs through its current levels of tax revenue. This measure helps indicate the default risk of government bonds.

Debt – An obligation resulting from the borrowing of money or from the purchase of goods and services.

Debt Service – The expense of retiring such debts as loans and bond issues. It includes principal and interest payments, and payments for paying agents, registrars and escrow agents.

Deficit – The excess of expenditures over revenues during a fiscal year.

Department – An organizational unit of the County responsible for carrying out a major governmental function, such as Public Works.

Depreciation – The periodic expiration of an asset's useful life. Depreciation is a requirement in proprietary type funds.

Division – A basic organizational unit of the County which is functionally unique in its service delivery.

DJJ – Department of Juvenile Justice.

DOR – Florida Department of Revenue.

Economic Environment – Functional classification for expenditures used to develop and improve the economic condition of the community and its citizens, including: business development, veterans' services, housing and urban development and other services related to economic improvements.

Encumbrance – The commitment of appropriated funds to purchase an item or service.

GLOSSARY

Ending Fund Balance – Funds carried over at the end of the fiscal year. Within a fund, the revenue on hand at the beginning of the fiscal year plus revenues received during the year less expenses equals ending fund balance.

Enterprise Fund – A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business enterprise, i.e., through user charges.

EPA – Environmental Protection Agency.

Equipment – Other equipment or technology with a cost of \$5,000 or greater.

Exempt, Exemption, Non-exempt – Amounts determined by State law to be deducted from the assessed value of property for tax purposes. Tax rates are applied to the balance, which is called the non-exempt portion of the assessment. A 1980 amendment to the Florida Constitution sets the exemptions for homesteads at \$25,000. That means that a homeowner with property assessed at \$50,000, would have to pay taxes on \$25,000, of the assessment. Eligible homeowners must apply for the exemptions by March 1 each year. Other exemptions apply to agricultural land and property owned by widows, the blind, and permanently and totally disabled people who meet certain income criteria.

Expenditure – Decrease in fund financial resources for the procurement of assets or the cost of goods and/or services received.

Facilities – Projects including renovations and repairs to County facilities with a cost of \$5,000 or greater.

FCC – Federal Communication Commission.

FDEP – Florida Department of Environmental Protection.

FDOT – Florida Department of Transportation.

Fiduciary Funds – Funds used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units or other funds.

Final Millage – The tax rate adopted in the final public budget hearing of a taxing authority.

Fiscal Year – The annual budget year for the county which runs from October 1 through September 30. The abbreviation used to designate this accounting period is FY.

Fleet – Includes any rolling stock equipment (vehicles, off-road equipment, trailers, emergency vehicles and apparatus) of a cost of \$5,000 or greater.

FRDAP – Florida Recreation Development Assistance Program.

FTE – Full Time Equivalent. A measure meant to standardize personnel; roughly equivalent to 2,080 hours per year.

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

GLOSSARY

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

Fund Balance – Represents the excess of a fund's current assets over its current liabilities. For accounting purposes, fund balance is calculated as of year-end and is based on the difference between actual revenues and expenditures for the fiscal year. If revenues exceed expenditures, fund balance is positive and carries forward as revenue to the following year. If expenditures exceed revenues, any existing fund balance from a prior year is reduced. A study of changes in fund balances can indicate financial trends and fiscal health. Extreme quantities of fund balances or large fluctuations may indicate possible policy adjustments by the governing body or changes in budget procedures.

General Fund – Governmental accounting fund supported by ad valorem (property) taxes, licenses and permits, service charges, and other general revenues to provide countywide operating services. This may be referred to as the Operating Fund.

General Government – Functional classification for services provided by the county for the benefit of the public and the governmental body as a whole, including: legislative, financial/administrative, legal, comprehensive planning, judicial, court services and other general governmental services.

Governmental Funds – Account for general governmental activities which are largely supported by taxes and fees.

GOB – General Obligation Bond. General obligation bonds are secured by the full faith, credit and ad-valorem taxing power of the County. General obligation bonds may be issued only upon voter approval after a general election as required by Florida law.

Grant – A contribution of assets (usually cash) by one governmental unit or other organization to another made for a specified purpose.

Homestead Exemption – Refer to definition for exempt, exemption, and non-exempt.

Human Services – Functional classification for expenditures with the purpose of promoting the general health and well-being of the community as a whole, including: health services, mental health services, welfare, medical examiner and other human services.

Impact Fees – Financial contributions (i.e., money, land, etc.) Imposed by communities on developers or builders to pay for capital improvements within the community which are necessary to service/accommodate the new development.

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

Infrastructure – Infrastructure is a permanent installation such as a building, road, or water transmission system that provides public services.

Infrastructure Sales Tax – A 1% surtax on the first \$5,000 of each item sold in Seminole County. Revenues are restricted to funding county and municipal transportation improvements and for the construction and renovation of schools. Only that portion related to transportation improvements is included in the county's budget.

GLOSSARY

Interfund Transfers – Budgeted amounts transferred from one governmental accounting fund to another for services provided or for operational purposes. These represent a “double counting” of expenditures. Therefore, these amounts are deducted from the total County operating budget to calculate the “net” budget.

Intergovernmental Revenue – Revenue received from another government unit for a specific purpose.

Internal Service – Functional classification for expenses incurred through services provided by one county agency to another, such as the self-insurance fund.

Level Of Service Impact – Impact on adopted levels of service of facilities included in the capital improvements element (CIE) as follows: (m) the repair, remodeling, renovation or replacement of an existing county facility that will maintain levels of service in the comprehensive plan; (e) construction of a new facility or expansion of an existing facility that will reduce deficiencies in the levels of service in the comprehensive plan; (f) construction of a new facility or expansion of an existing facility is needed to meet levels of service from new development.

Levy – To impose taxes, special assessments, or service charges. Or, another term used for millage rate.

Line-Item Budget – A budget that lists each account category separately along with the dollar amount budgeted for each account, such as office supplies, overtime, or rolling stock purchases.

Long-Term Debt – Debt with a maturity of more than one year after the date of issuance.

LWCG – Land and Water Conservation Grant.

Mandate – Any responsibility, action, or procedure that is imposed by one sphere of government or another through constitutional, legislative, administrative, executive, or judicial action as a direct order, or that is required as a condition of aid.

Mill, Millage – 1/1000 of one dollar; used in computing taxes by multiplying the rate times taxable value divided by 1,000.

Millage Rate – A rate per one thousand dollars of taxable property value which, when multiplied by the taxable value, yields the property tax billing for a given parcel.

Miscellaneous (Funding Source) – Revenues other than those received from standard sources such as taxes, licenses and permits, grants, and user fees.

Modified Accrual Basis of Accounting – Revenues should be recognized in the accounting period in which they become available and measurable. Expenditures should be recognized in the accounting period in which the fund liability is incurred, if measurable, except for immature interest on general long-term debt, which should be recognized when due.

Municipal Services Benefit Unit (MSBU) – An assessment district established by the Board of County Commissioners via an adopted ordinance, which provides an essential public health and safety improvement for which a non-ad valorem assessment is levied to fund the cost of providing that benefit. This unit may be referred to as an MSBU.

Municipal Services Taxing Unit (MSTU) – A specific taxing unit established by the Board of County Commissioners via an adopted ordinance, which derives a specific benefit for which a levy or special assessment is imposed to defray part or all of the cost of providing that benefit. This unit may be referred to as an MSTU.

GLOSSARY

New Project – A capital project that has not been previously approved by the BOCC.

Non-Base Budgets – A non-recurring or one-time budget provided to a Department with a specific scope of work, which does not expire until completed. Non-base budgets are segregated in individual Business Units that are eligible to be carried forward at the end of each Fiscal Year.

NPDES – National Pollutant Discharge Elimination System.

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

Objective – A defined method to accomplish an established goal.

Operating Expenses – Also known as Operating and Maintenance costs, these are expenses or day-to-day operations which exclude capital costs, such as office supplies, maintenance of equipment, and travel.

Operating Project – is a non-base activity which does not result in the creation or acquisition of a capital asset. It has a significant identifiable cost and scope of services. (Examples: studies, monitoring activities)

Other Appropriations – Functional classification for funds set aside to provide for unforeseen expenses, reserves and debt payment required by bond documents, and reserves for future capital projects.

Other Expenditures – These include items of a non-expense or expenditure nature such as depreciation expense and transfers to other funds.

Other Revenues – These include revenues unearned in the current fiscal year, such a fund balance or prior year reimbursements.

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

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

Physical Environment – Functional classification for functions performed by the county to achieve a satisfactory living environment for the community as a whole, including: solid waste disposal, water & sewer conservation & resource management, flood control & other physical environment services.

Program -. A set of activities with a common goal that is accomplished through a plan of action aimed at accomplishing a clear objective, with details on what work is to be done, by whom, when, and what means or resources will be used.

Project Completion Date – This is the date the project will be available to the user for its intended purpose but there may be some outstanding financial issues pending such as outstanding invoices, contractual or legal disputes.

Project Description – Brief explanation of each project's purpose and work scope.

Project – is a non-base activity that can be either an operating or capital project with an identifiable cost and scope of services.

GLOSSARY

Property Appraiser – The elected county official responsible for setting property valuations for tax purposes and for preparing the annual tax roll.

Property Tax – Refer to definition for ad valorem tax.

Proposed Millage – The tax rate certified to a property appraiser by each taxing authority within a county. The proposed millage is to be sent to the County Property Appraiser within 35 days after a county's tax roll is certified.

PSAP – Public Safety Answering Point.

Public Safety – Functional classification for services provided by the county for the safety and security of the public, including: law enforcement, fire control, protective inspections, emergency and disaster relief, and other public safety services.

Real Property – Land and the buildings and other structures attached to it that is taxable under state law.

Reassessment – The rolled back rate will be slightly lower than the previous year's millage levy. This reduced rate multiplied by the value of the new construction/annexations added to the roll during the year provides the only source of additional tax revenue if the rolled back rate is levied.

Reserve – An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Reserves and Refunds- Included in this category are funds required to meet both anticipated and unanticipated needs: the balance of anticipated earmarked revenues not required for operation in the budget year; estimated reimbursements to organizations, state, or federal governments for revenues received and not spent, and those required to be set aside by bond covenants.

Revenue – Funds that a government receives as income. These receipts may include tax payments, interest earnings, service charges, grants, and intergovernmental payments.

Revenue Bonds – Bonds usually sold for constructing a capital project that will produce revenue for the governmental unit issuing the bonds. The revenue is used to pay for the principal and interest of the bonds.

Revenue Estimate – A formal estimate of how much revenue will be earned from a specific revenue source for some future period, such as the next fiscal year.

Rolled Back/Roll Back Rate – That millage rate which, when multiplied times the tax roll, exclusive of new construction added to that tax roll, would yield the same amount of revenue for the taxing authority as was yielded by the millage rate levied in the previous year. In normal circumstances, as the tax roll rises by virtue of inflation or rising property values, the roll-back rate will be lower than the previous year's tax rate.

SCADA – Supervisory Control and Data Acquisition.

SER – South-East Regional.

SHIP – State Housing Initiative Program.

Special Assessment – A compulsory levy imposed on certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

GLOSSARY

Special Revenue Fund – A governmental accounting fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

SSNOCWTA – South Seminole & North Orange County Wastewater Transmission Authority.

State Shared Revenue – Revenues assessed and collected by the State of Florida, then allocated and returned to the counties and municipalities. The largest portion of state shared revenues is sales tax.

Structurally Balanced Budget – A balanced budget that supports financial sustainability for multiple years into the future.

Tax Base – The total property valuations on which each taxing authority levies its tax rates.

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

Tax Year – The calendar year in which ad valorem property taxes are levied to finance the ensuing fiscal year budget. For example, the tax roll for the 2005 calendar year would be used to compute the ad valorem taxes levied for the FY 05-06 budget.

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

Transfers – Transfers between individual funds of a governmental unit which are not repayable and are not considered charges for goods or services. These represent a “double counting” of revenues, and correspond to an equal amount of interfund expenditures.

Transportation – Functional classification for expenditures for developing and improving the safe and adequate flow of vehicles, travelers and pedestrians on road and street facilities.

Trust and Agency Funds – Funds used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

Truth in Millage Law – Also called the TRIM bill. A 1980 law enacted by the Florida legislature, which changed the budget process for local taxing agencies; it was designed to keep the public informed about the taxing intentions of the various taxing authorities.

Underlying Bond Rating – Published assessment of a particular debt issue’s credit quality absent credit enhancement.

Unencumbered Balance – The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of funds still available for future needs.

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

User Fees – The fees charged for direct receipt of public services.

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

WTP – Water Treatment Plant.

GLOSSARY

WWTP – Waste Water Treatment Plant.