



FY 2021/22
BUDGET WORKSESSION #2

MAY 18, 2021

9:30AM



Agenda

SHERIFF'S OFFICE

- Dennis M. Lemma

BUDGET OVERVIEW

- Revenues
- FY22 Expenditure Requests
- Fund Forecast

RESERVES



Agenda

ENVIRONMENTAL SERVICES

- Terry McCue
- Revenue Sufficiency Analysis

IMPACT FEES

- Fire Rescue
- Libraries
- Mobility Fees
- Water & Wastewater Connection Fees



SHERIFF'S OFFICE

DENNIS M. LEMMA

FISCAL YEAR
2021/2022
PROPOSED BUDGET



SEMINOLE COUNTY SHERIFF'S OFFICE

SHERIFF DENNIS M. LEMMA

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

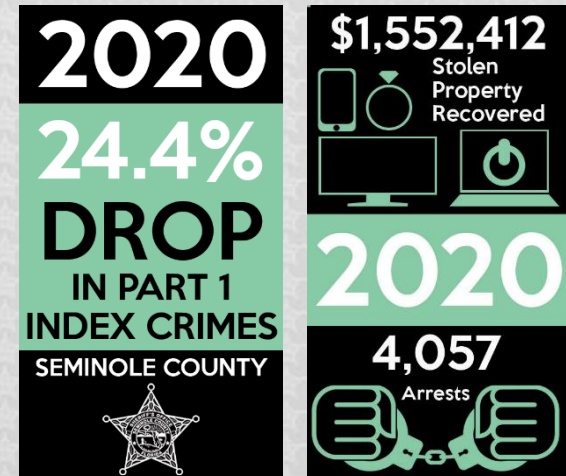
Each year as I prepare my budget proposal, I remain mindful that public safety is a fundamental quality of life government service that requires a significant investment of the community's resources. My philosophy has been and will continue to be, to plan for today as well as look for ways to challenge 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.

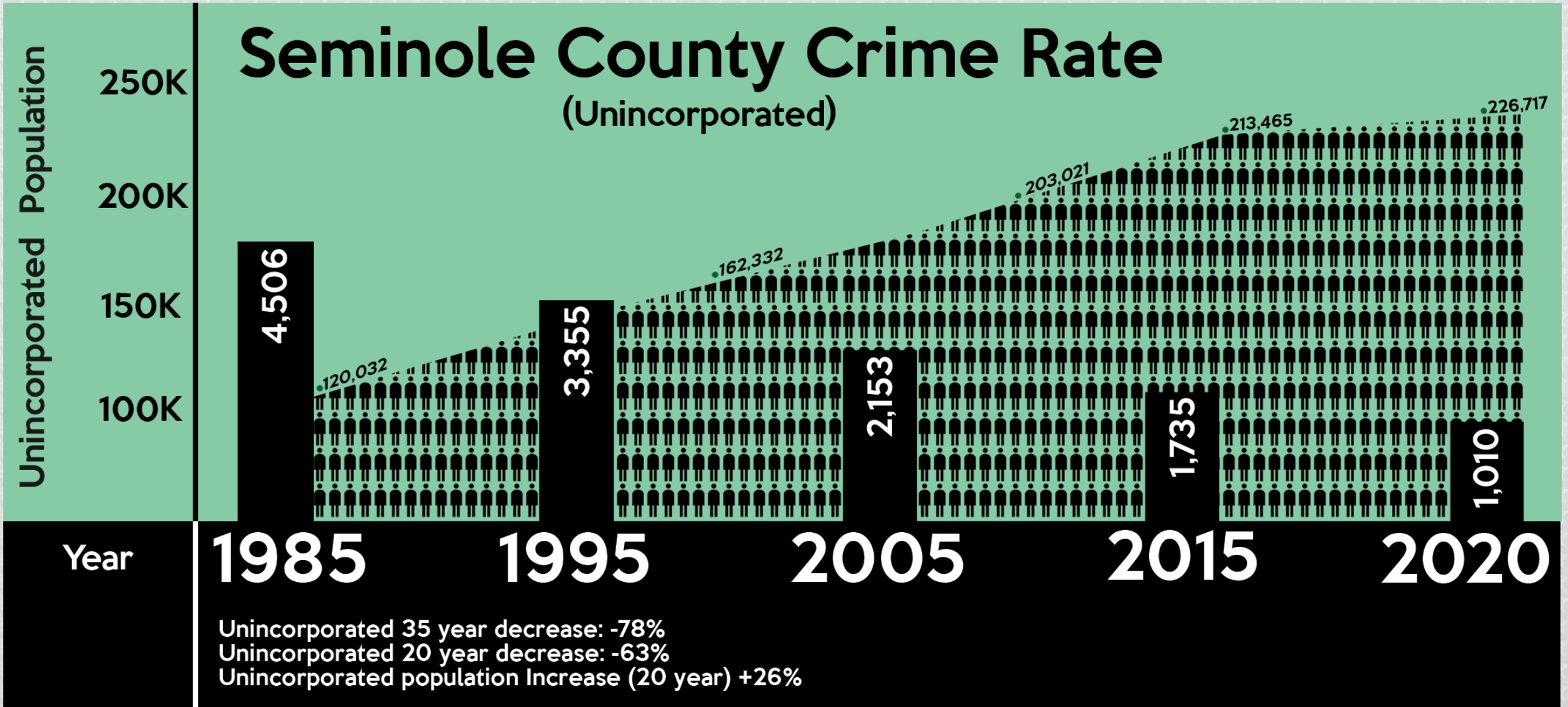
Sincerely,


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)

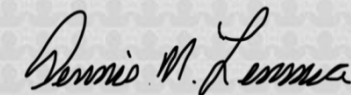
USES	FY 2021/22	FY 2020/21	\$ CHANGE
Personnel Services	\$ 6,460,068	\$ 7,017,100	\$ (557,032)
Operating Expenditures	2,800,062	2,416,700	383,362
Capital Outlay	-	-	-
TOTAL USES	\$ 9,260,130	\$ 9,433,800	\$ (173,670)

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

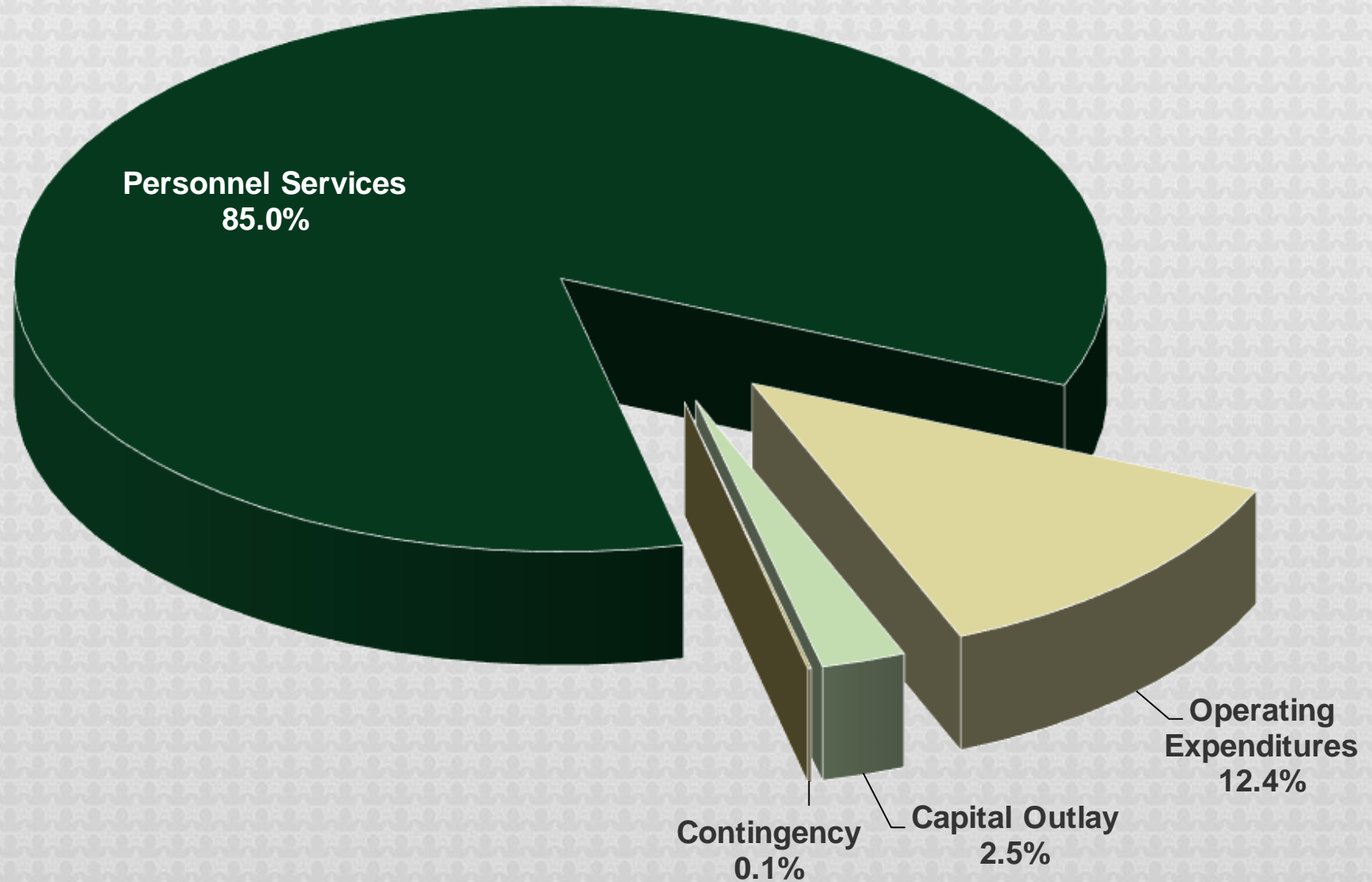
As required by Chapter 30.49(2)(a), Florida Statutes, I hereby certify that the proposed expenditures for Fiscal Year 2021/2022 are reasonable and necessary for the proper and efficient operation of the Seminole County Sheriff's Office.

Respectfully submitted,



Sheriff Dennis M. Lemma

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	\$ 1 37,330,000	\$ 1 32,645,000	\$ 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

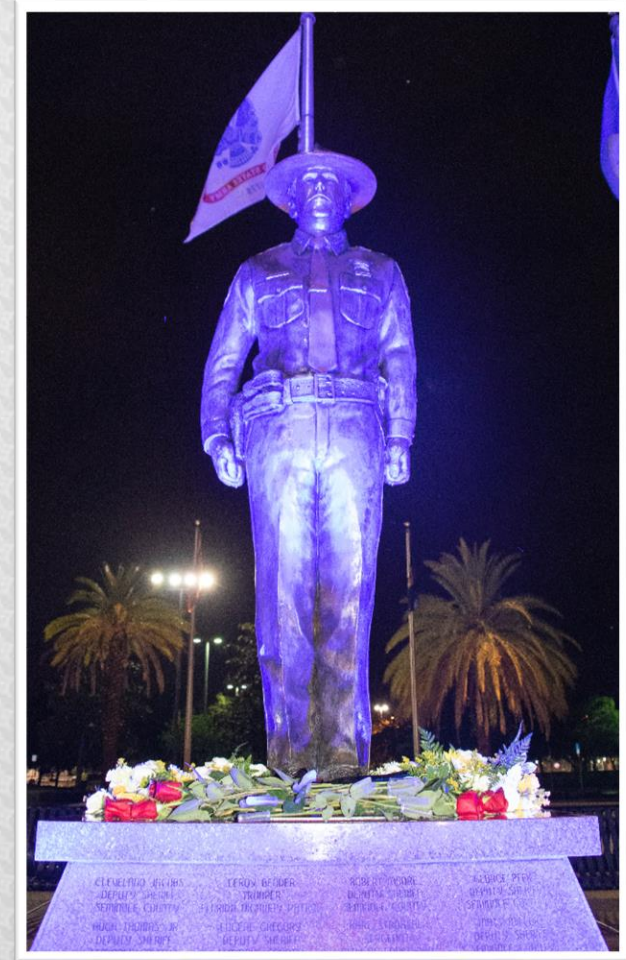
Positions	
Sworn	3
Certified	-
Civilian	7
Total Full-Time	10
Part-Time	-
Total	10



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

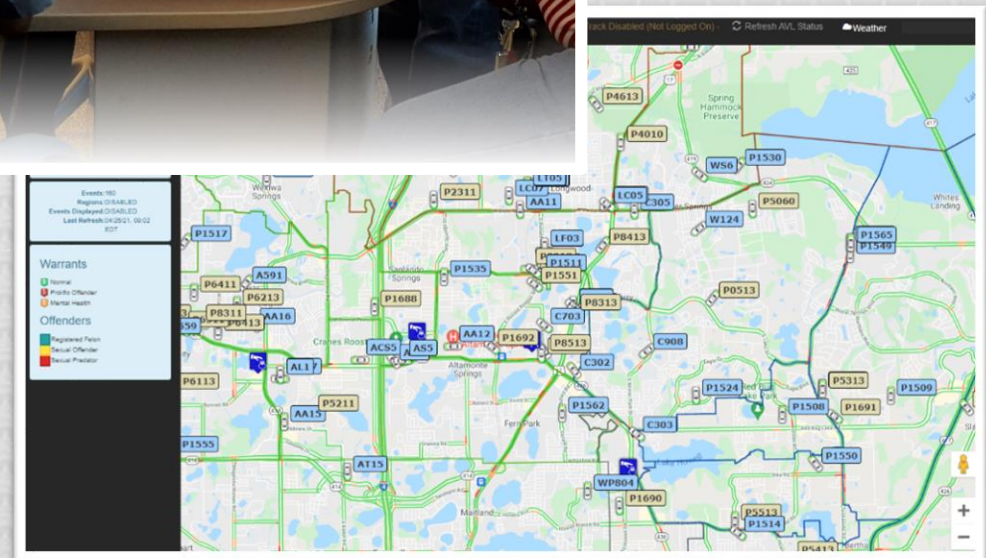
TECHNOLOGY SOLUTIONS

Budget

Personnel Services	\$	3,086,538
Operating Expenses		3,509,371
Capital Outlay		1,294,365
Contingency		-
Total	\$	7,890,274

Positions

Sworn		-
Certified		-
Civilian		30
Total Full-Time		30
Part-Time		-
Total		30



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

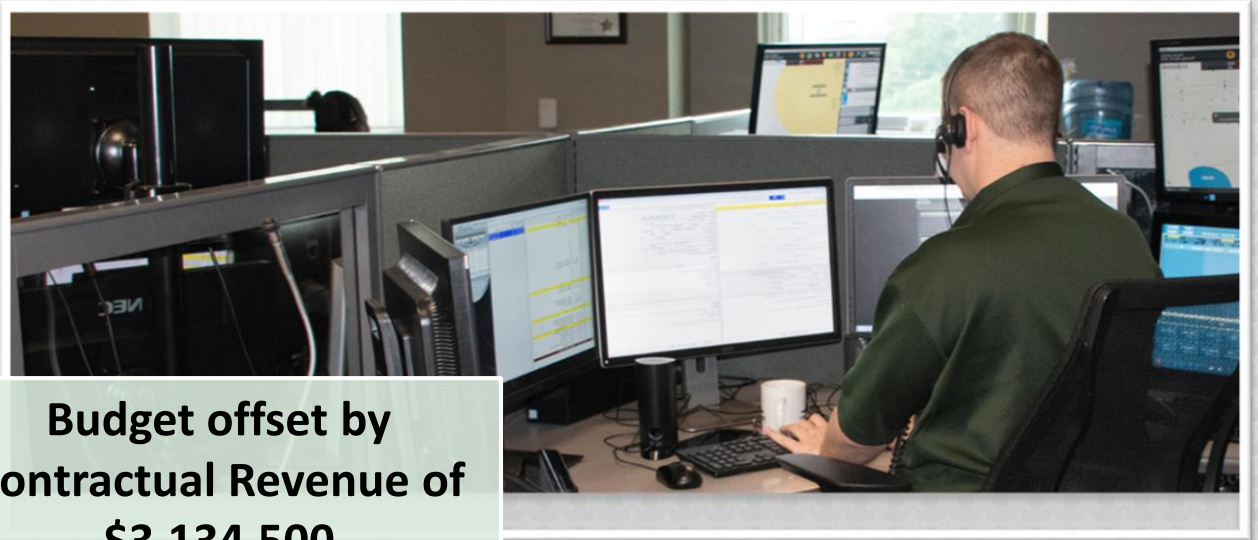


COMMUNICATIONS

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

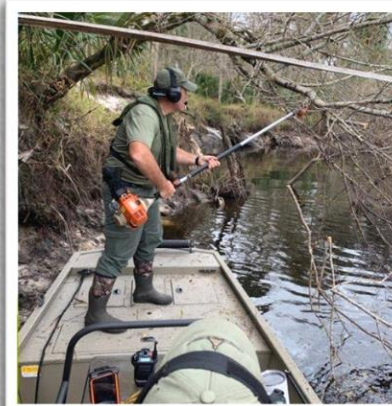
Budget	
Personnel Services	\$ 2,893,562
Operating Expenses	771,925
Capital Outlay	-
Contingency	-
Total	\$ 3,665,487

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

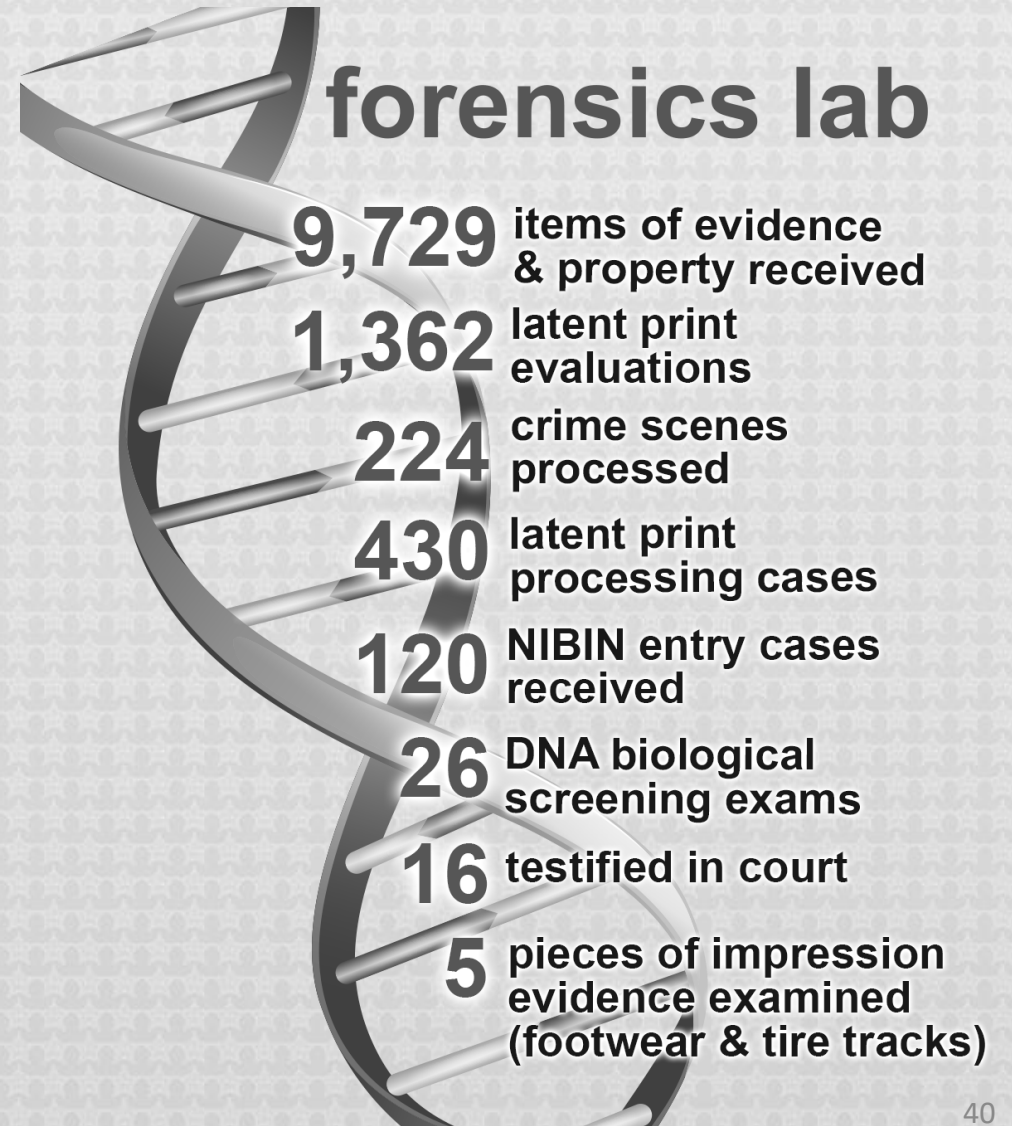
Positions	
Sworn	21
Certified	-
Civilian	1
Total Full-Time	22
Part-Time	1
Total	23



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

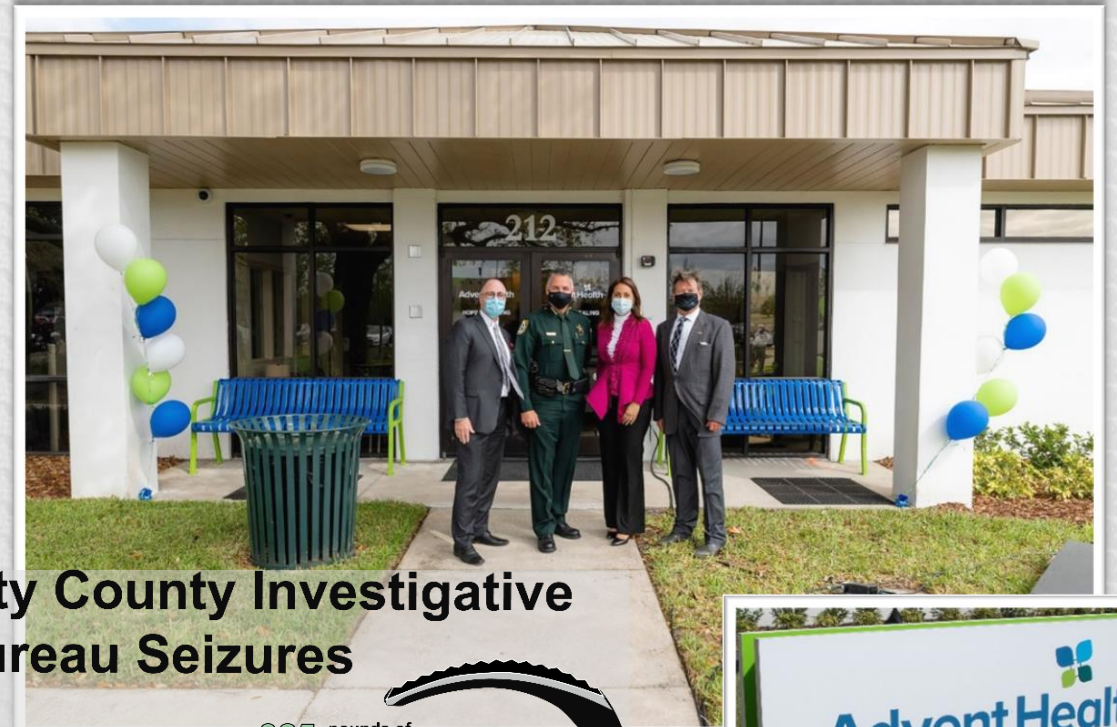
Domestic Security Division



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



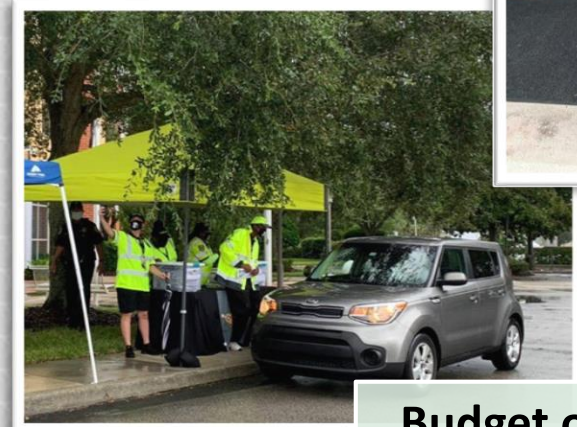
City County Investigative Bureau Seizures



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

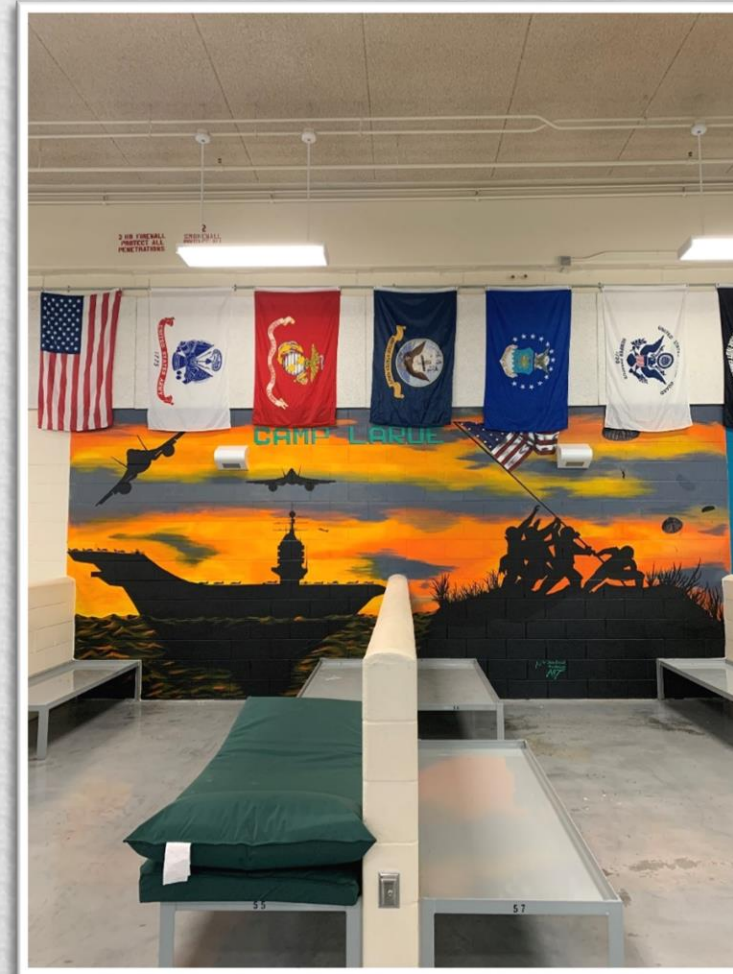
Positions	
Sworn	-
Certified	-
Civilian	24
Total Full-Time	24
Part-Time	-
Total	24



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

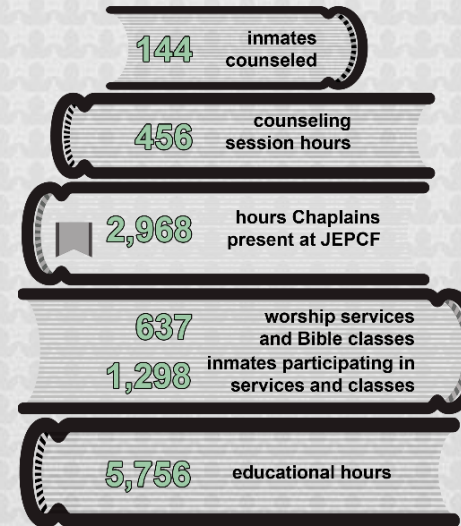
725

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



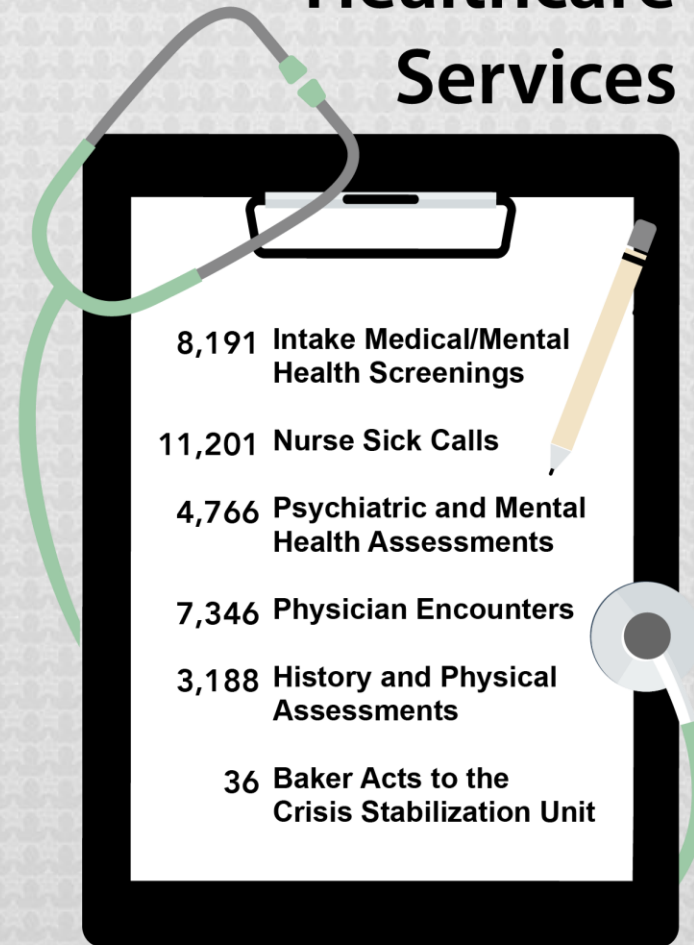
**+ Special Revenue:
\$66,300
+1 FTE**

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

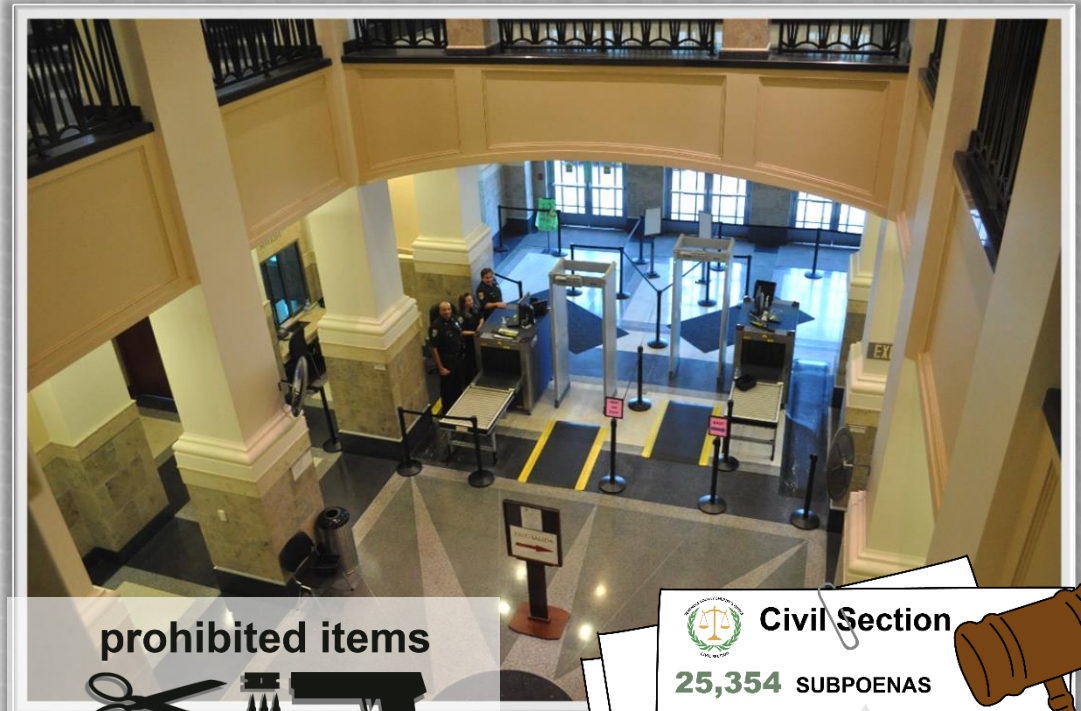
Inmate Healthcare Services



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	Annual	3 Year
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



BUDGET OVERVIEW

- Millage Comparison
- Major Revenues
- Expenditure Requests
- Fund Forecasts
- Reserves



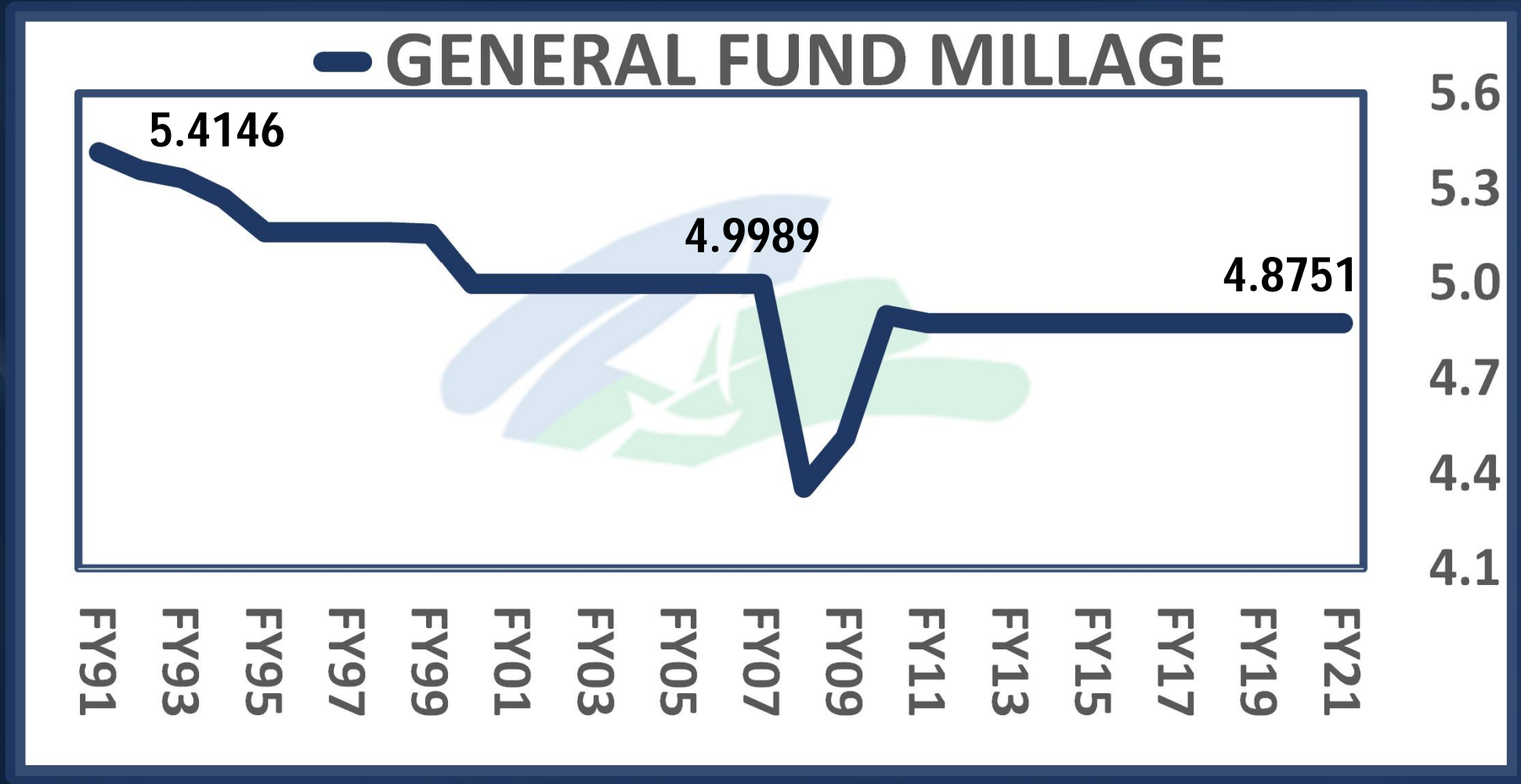
REVENUES

MILLAGE COMPARISON

- Seminole 13.9134
- Osceola 14.5364
- Lake 14.8742
- Orange 16.8829
- Volusia 18.5022



REVENUES





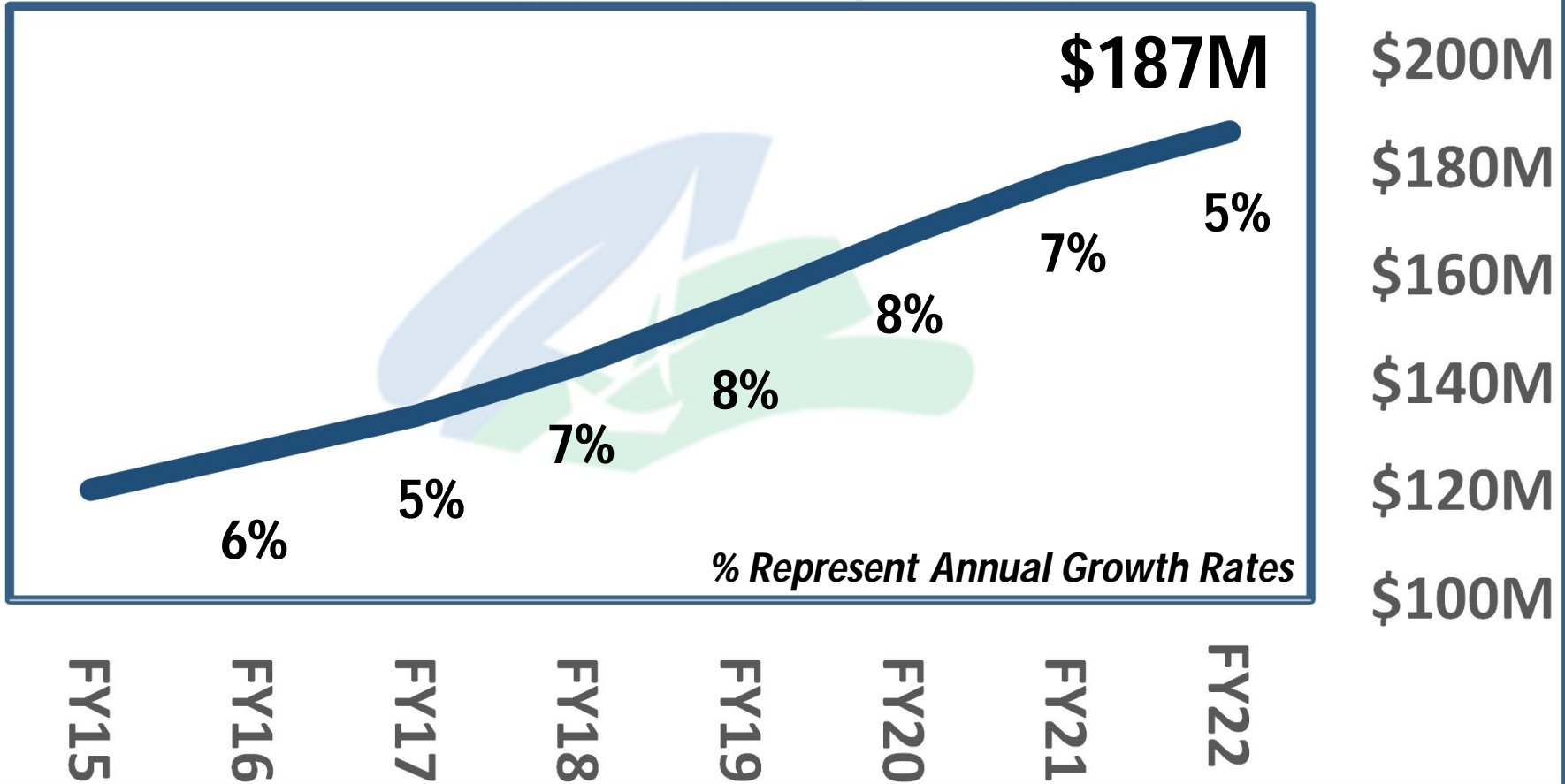
MAJOR REVENUES

- Ad Valorem
- Sales Taxes
- Utility Taxes
- Communication Service Tax
- Gas Taxes
- Tourism Taxes



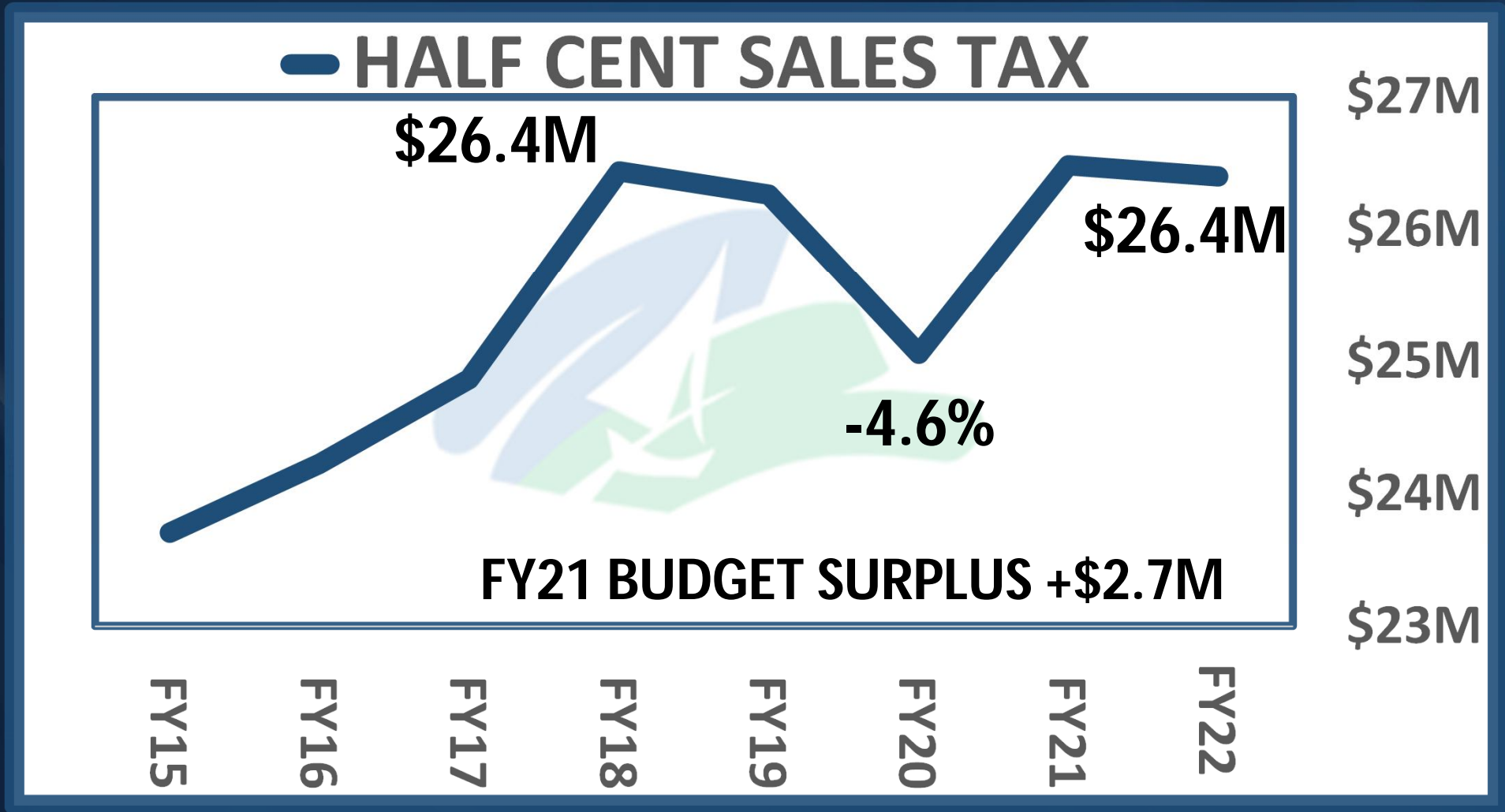
REVENUES

— AD VALOREM



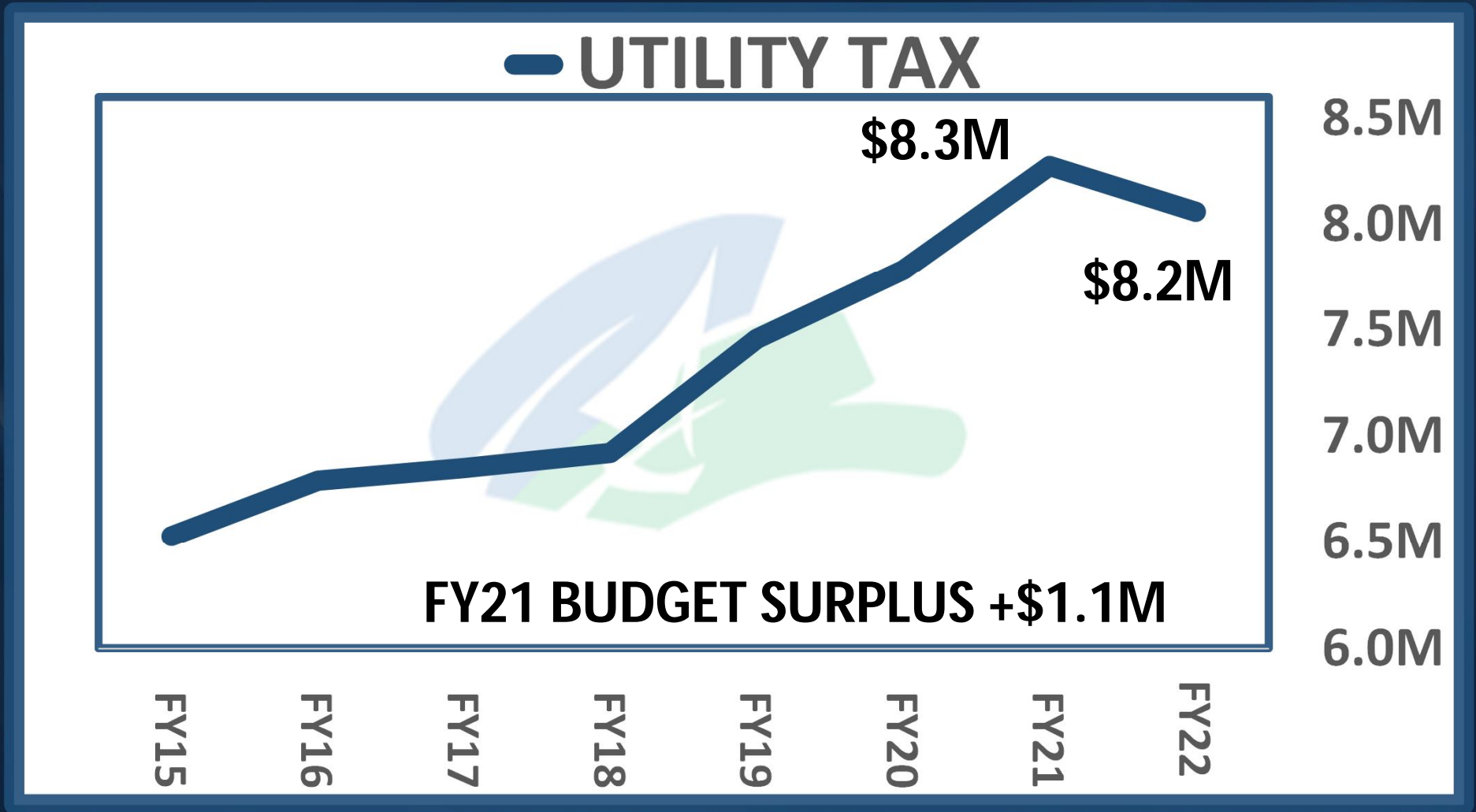


REVENUES





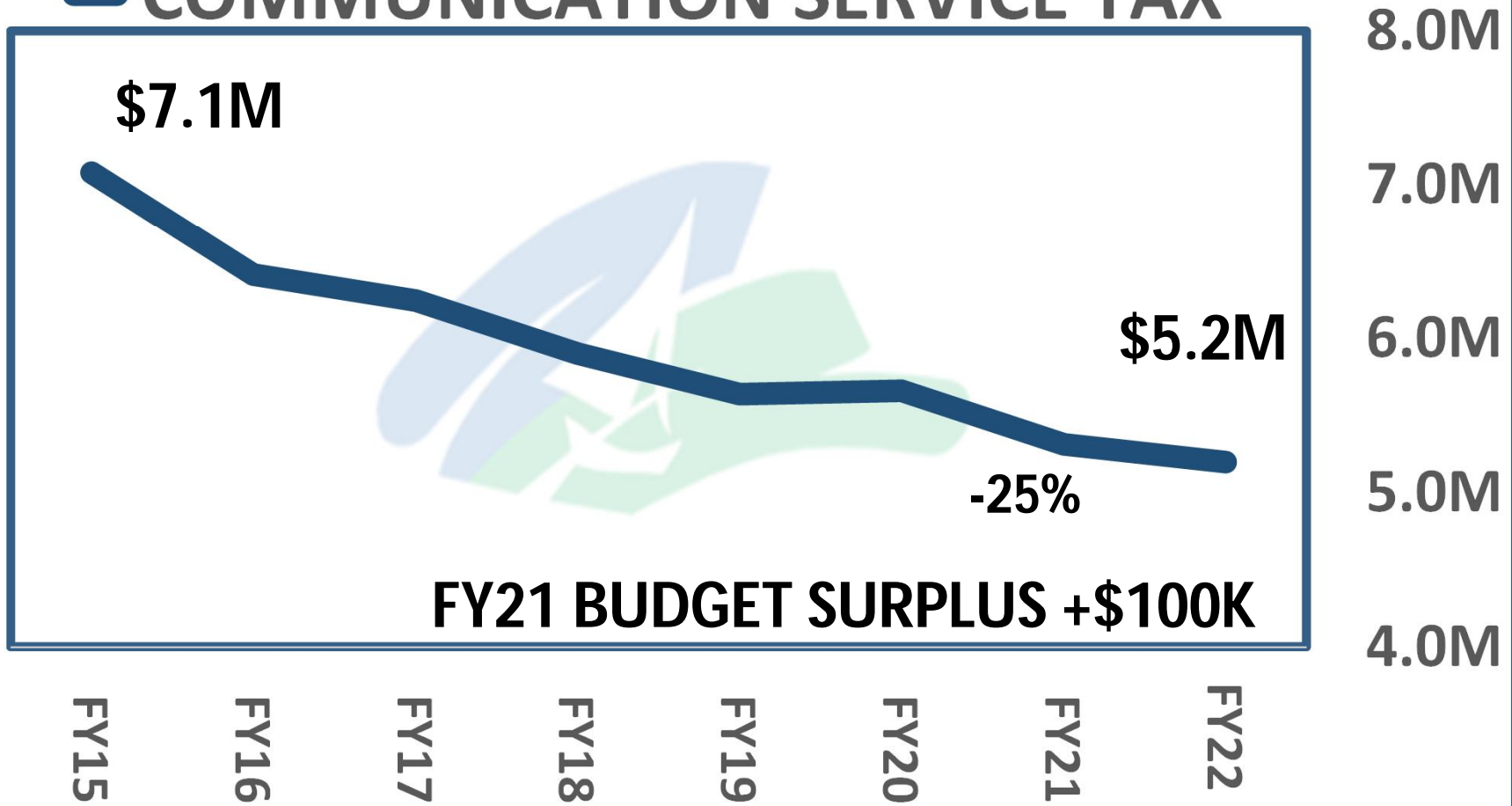
REVENUES





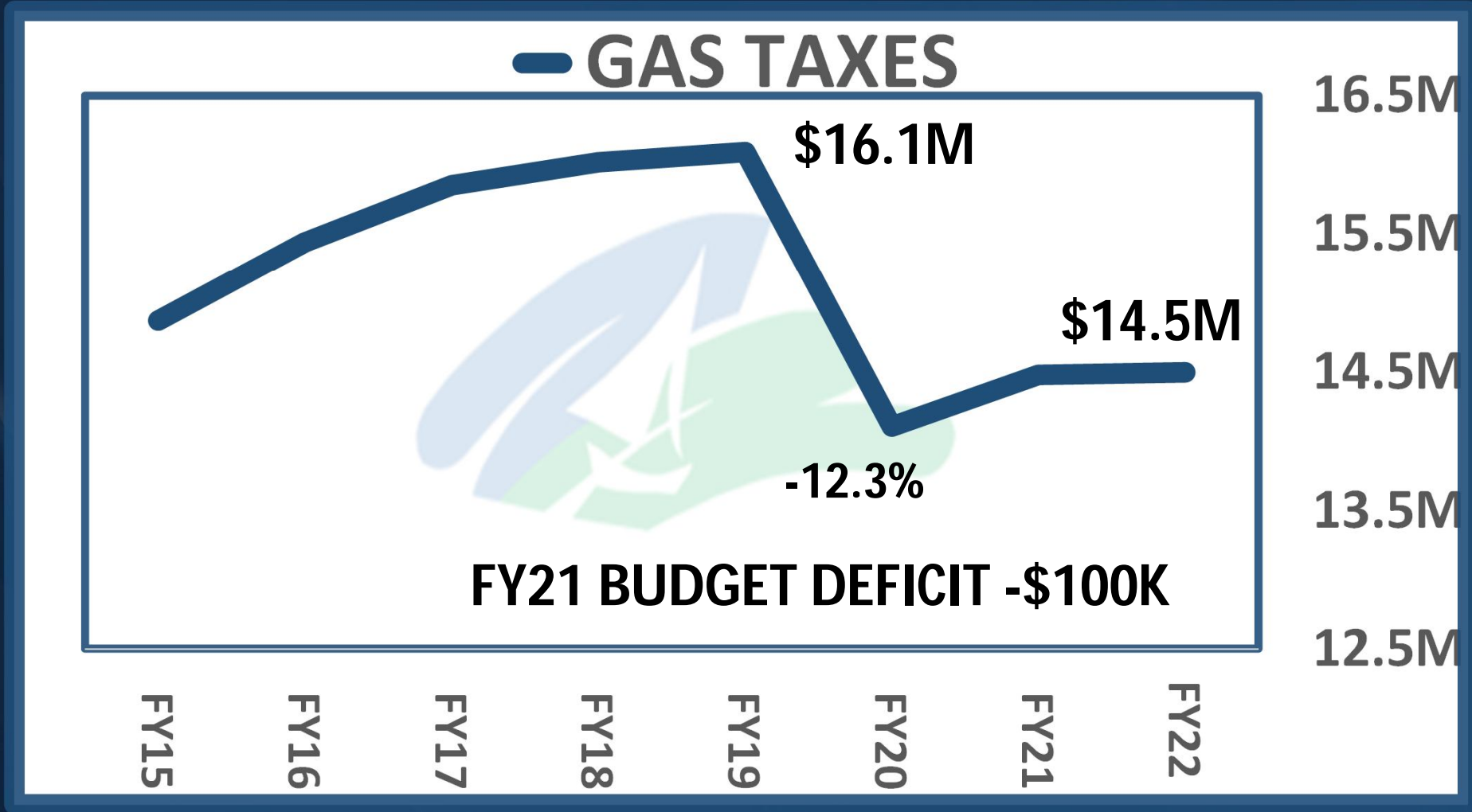
REVENUES

COMMUNICATION SERVICE TAX



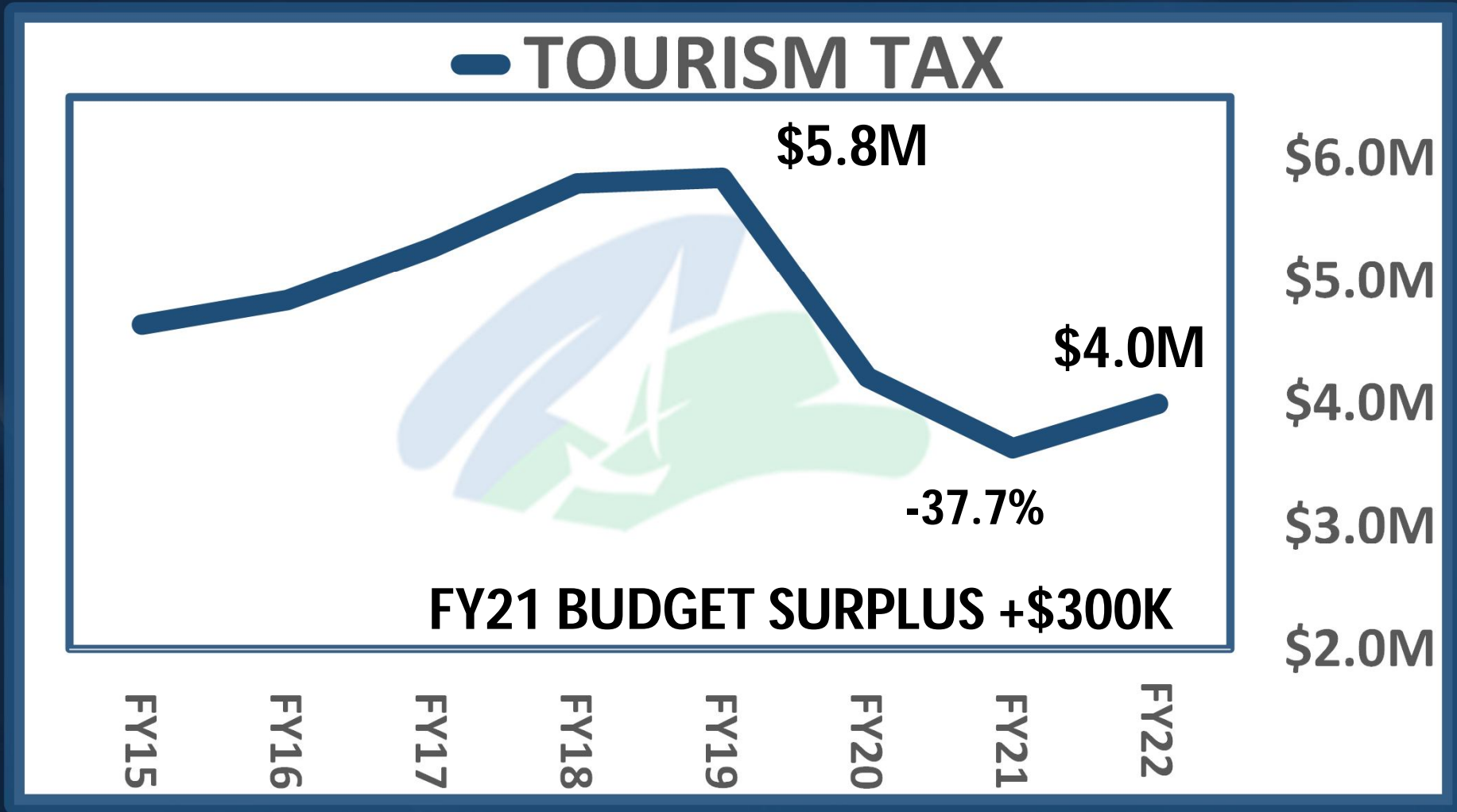


REVENUES





REVENUES



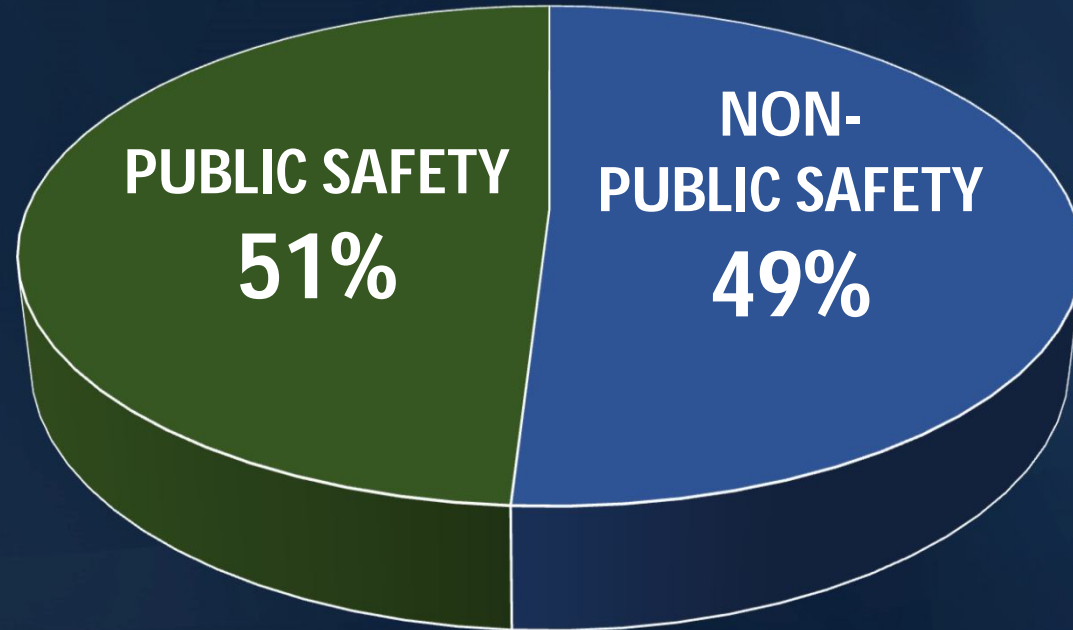


EXPENDITURES

OPERATING BUDGET

PUBLIC SAFETY

- Sheriff
- Corrections
- Fire Rescue
- Communications
- Emergency Mgmt





EXPENDITURES

FACILITIES REQUESTS

- **PRO-ACTIVE MAINTENANCE** \$ 2.8M
 - Roofs
 - HVAC
 - Floors

- **DEPARTMENT REQUESTS** \$ 2.7M
 - Improvements
 - Renovations



EXPENDITURES

FLEET REQUESTS

- **REPLACEMENT PLAN** **\$ 11.0M**
 - Fire Dept \$ 4.1 M
 - General Fund \$ 1.5 M
 - Transportation \$ 3.3 M
 - Environmental \$ 2.0 M

- **ADDITIONAL FLEET** **\$ 1.9M**



EXPENDITURES

TECHNOLOGY REQUESTS

- Software Solutions
- Technology Equipment
- Contracted Services

\$ 3.4M Countywide



EXPENDITURES

POSITION REQUESTS

- **Current FTE's** **1,487**
- **New FTE Requests** **72**
 - Public Safety 27
 - General Govt 31
 - Recreation 5
 - Enterprise 5
 - Human Svcs 4
- **New FTE Cost** **\$ 3.4M**



FUND FORECASTS



GENERAL FUND RESERVES

Florida Statute 129.01

Provision may be made for the following reserves:

1. A reserve for contingencies may be provided which does not exceed 10 percent of the total appropriations.
2. A reserve for cash balance to be carried over may be provided for the purpose of paying expenses from October 1 of the next fiscal year until the revenues for that year are expected to be available. This reserve may not be more than 20 percent of the total appropriations.



GENERAL FUND RESERVES

GFOA Best Practices

GFOA recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted budgetary fund balance of no less than two months of regular general fund operating revenues or operating expenditures.



GENERAL FUND RESERVES

Industry Standards

Pinellas	No less than 15% of total Revenue.
St. Johns	No less than two months of operating expenditures including transfers.
Orange	No less than 7% of operating revenues including reserves for cash, contingency, and designated reserves.
Volusia	No less than 5-10% for Emergency Reserve.
Lake	7% of Operating Budget; increasing to 12-16% to better prepared for natural disasters/emergency.
Osceola	Minimum of 20% of total Operating Budget and transfers out. Max 25% per fund.



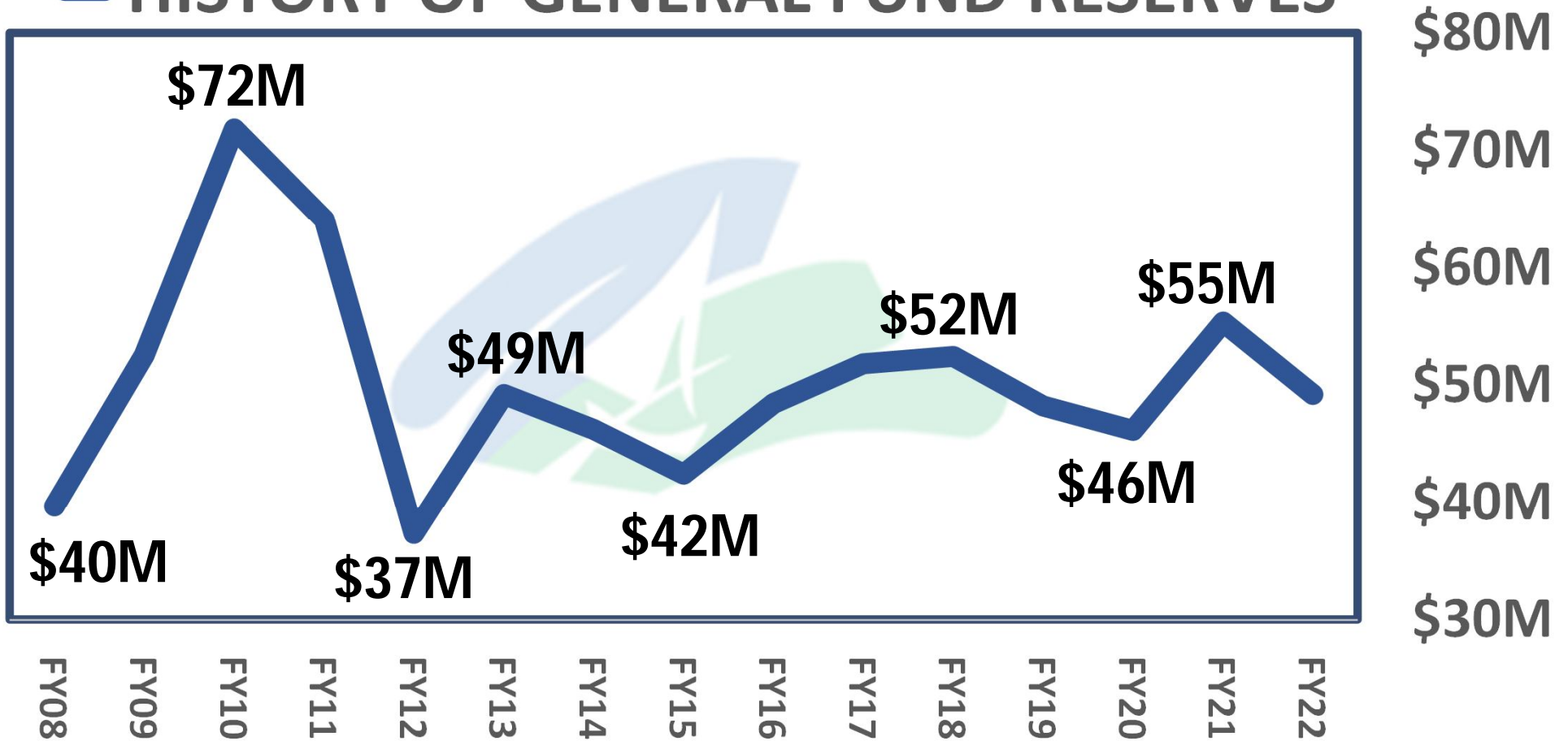
GENERAL FUND RESERVES

Seminole County Policy Recommended Revisions



RESERVES

HISTORY OF GENERAL FUND RESERVES





COMMENTS & QUESTIONS



ENVIRONMENTAL SVCS

TERRY MCCUE



ENVIRONMENTAL SERVICES

ORGANIZATIONAL CHART

UTILITIES	
BUSINESS OFFICE	17
UTILITIES ENGINEERING	18
WASTEWATER OPERATIONS	42
WATER OPERATIONS	71
TOTAL FTES	148

SOLID WASTE	
LANDFILL	21
COMPLIANCE & PROGRAM MGMT	27
TRANSFER STATION	29
TOTAL FTES	77



ENVIRONMENTAL SERVICES

FY22 BASE BUDGET REQUEST

	FY21 ADOPTED BUDGET	FY22 REQUESTED BUDGET	FY22 VARIANCE	%
UTILITIES				
PERSONNEL SERVICES	10,324,980	11,503,926	1,178,947	11.4%
OPERATING EXPENDITURES	21,270,201	22,820,940	1,550,739	7.3%
DEBT SERVICE	15,894,825	15,896,575	1,750	0.0%
GRANTS & AIDS	10,000	10,000	-	0.0%
INTERFUND TRANSFERS OUT	1,400,000	1,400,000	-	0.0%
UTILITIES Total	48,900,006	51,631,441	2,731,435	5.6%
SOLID WASTE				
PERSONNEL SERVICES	5,025,737	5,705,527	679,791	13.5%
OPERATING EXPENDITURES	3,983,600	4,602,020	618,420	15.5%
SOLID WASTE Total	9,009,337	10,307,547	1,298,211	14.4%
Grand Total	57,909,342	61,938,988	4,029,646	7.0%



ENVIRONMENTAL SERVICES

POSITION REQUESTS

- **Current FTE's** **225**
- **New FTE Requests** **5**
 - SCADA Technology Coordinator
 - Chief Wastewater Treatment Plant Operator
 - Industrial Pretreatment Inspector

 - Scale House Operator
 - Hazard Waste Technician



ENVIRONMENTAL SERVICES

NON-BASE REQUESTS

- Fleet (30) \$ 2.9M
- Facilities (4) \$ 70K
- Technology (4) \$ 118K
- Capital Improvements 6/29/21



Seminole County Environmental Services

Revenue Sufficiency Analysis Updates: Water & Wastewater and Solid Waste



BCC Work Session – May 18, 2021



**Study
Overview**



**Water &
Wastewater**



**Solid
Waste**

- **Recommend** options for near-term rate planning
- **Highlight** key planning issues
- **Review** the results of alternative planning scenarios



STUDY OVERVIEW



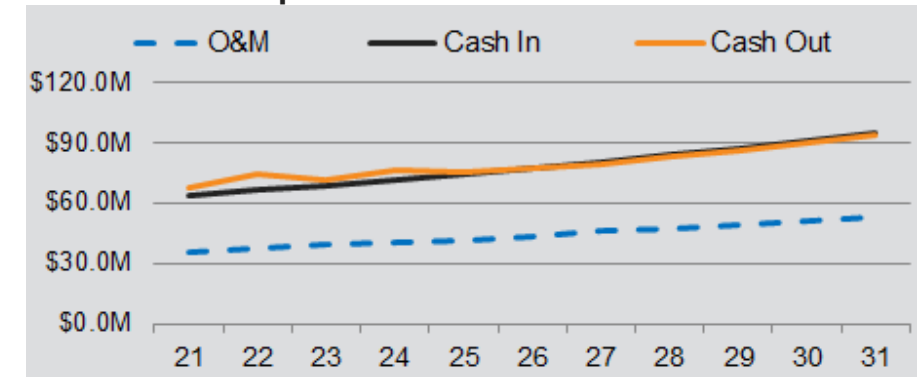
Study Elements

Task Update financial management plans and recommend new plan of rate adjustments that satisfies all identified revenue requirements, as well as County policy, industry standards, and market considerations



- Results and Outcomes**
- Understanding the financial implications of alternative assumptions
 - Sustainable financial plan that satisfies all planning requirements
 - Comparison of rates among other neighboring communities

Revenues vs. Expenses





WATER & WASTEWATER

Revenue Sufficiency Analysis Update



Analysis Overview

Recommendation: Proceed with 1 year of rate increase, then re-evaluate prior to FY 2023 upon completion of the CIP Master Plan

Key Takeaway: Rate increases are necessary to fund anticipated System requirements through FY 2031

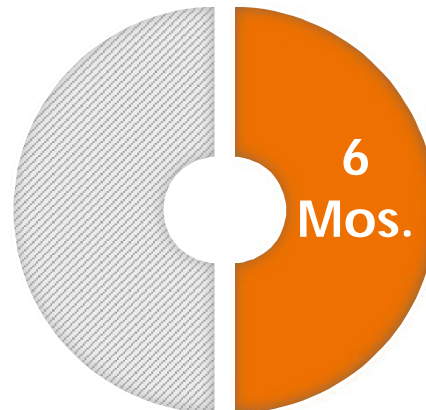
Avg. Annual Spending

FY 2022 - 2031



Minimum Reserves

Months of Annual O&M



Avg. Annual Growth

FY 2022 - 2031





Key Planning Considerations

20-Year Capital Improvements Master Plan Update

- Anticipated in time to inform FY 2023 Budget process
- Near-term CIP Budget vs Master Plan Update
 - Developer Driven Expansion Projects
 - Alternative Water Supply
- Cash vs Debt Funding of Capital

Advanced Metering Infrastructure

- Metering as a service
- In-house capital project



Rate Plans Evaluated

Baseline Financial Management Plan

- Level annual rate adjustments beginning FY 2022

Alternative Scenario 1

- Baseline + Cash Funding Capital

Alternative Scenario 2

- 1-Year Delay; Re-evaluate prior to FY 2023
 - Multi-year fix, level annual rate adjustments thereafter
 - One-year fix, level annual rate adjustments thereafter
 - Cash vs Debt Funding of Capital

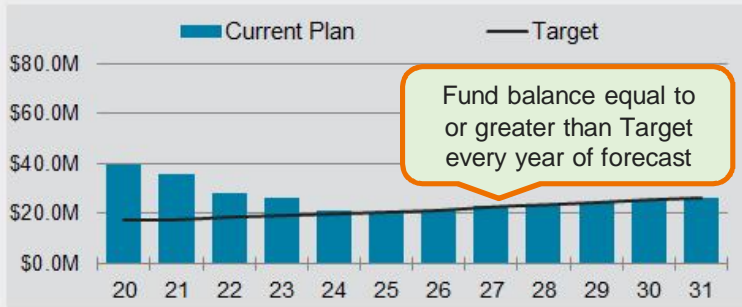


Baseline Financial Management Plan

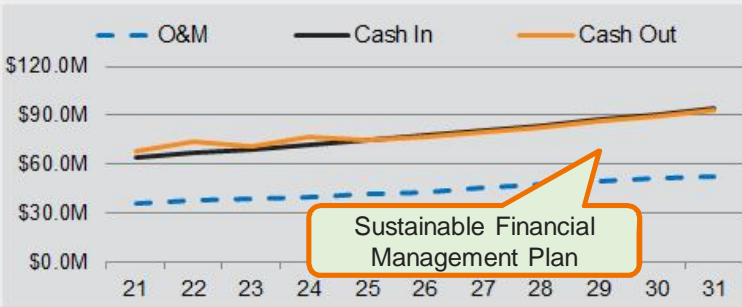
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2025	FY 2030
Water Rate Plan	0.00%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	20.28%	44.62%
Wastewater Rate Plan	0.00%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	20.20%	44.45%
Debt Coverage Ratio (I)	1.78	1.80	1.82	1.91	1.98	2.07	2.05	2.08	2.12	2.13	2.18	Scenario Manager	
Debt Coverage Ratio (II)	1.89	1.92	1.93	2.02	2.10	2.18	2.16	2.19	2.23	2.24	2.29	Developer Ex	N/A
Typical Monthly Bill @ 6 Kgals	\$88.06	\$91.37	\$94.81	\$98.39	\$102.10	\$105.87	\$109.78	\$113.91	\$118.18	\$122.60	\$127.18	AWS	N/A
												Meters	N/A

Projected debt coverage ratios exceed 2.00x Net Revenue by FY26

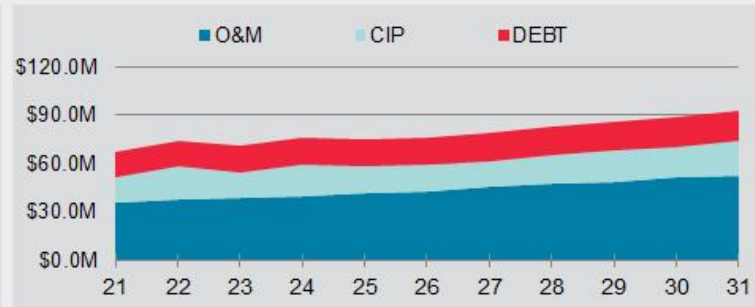
Operating Fund



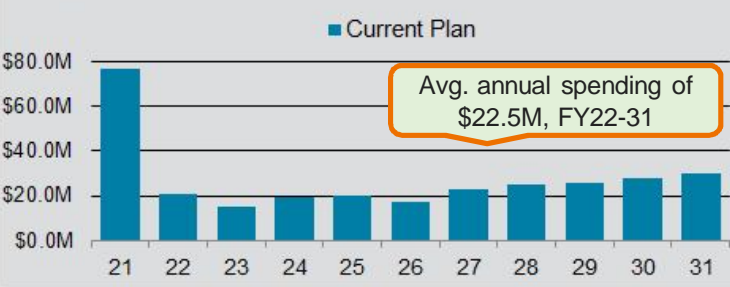
Revenues vs. Expenses



Expenses by Type



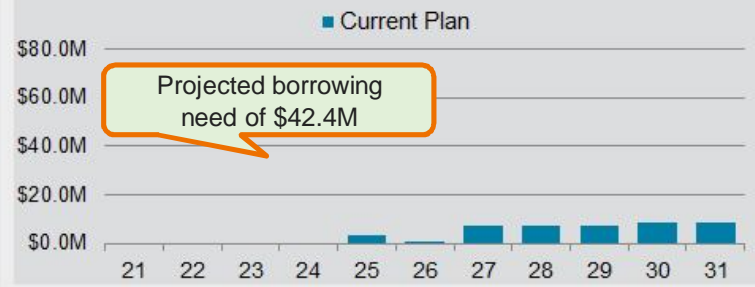
CIP Spending



CIP Funding



Borrowing





Alternative Scenario 1

Baseline + Cash Funding Capital

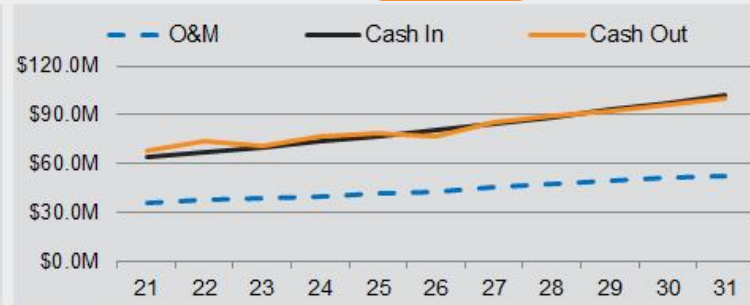
+ 0.85% per year, FY22

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2025	FY 2030
Water Rate Plan	0.00%	4.60%	4.60%	4.60%	4.60%	4.60%	4.60%	4.60%	4.60%	4.60%	4.60%	25.24%	56.78%
Wastewater Rate Plan	0.00%	4.60%	4.60%	4.60%	4.60%	4.60%	4.60%	4.60%	4.60%	4.60%	4.60%	25.22%	56.82%
Rate Covenant (I)	1.78	1.83	1.89	2.01	2.15	2.28	2.35	2.49	2.65	2.79	2.99	Scenario Manager	
Rate Covenant (II)	1.89	1.95	2.00	2.13	2.26	2.40	2.46	2.61	2.77	2.91	3.10	Developer Ex	N/A
Typical Monthly Bill @ 8 Kgals	\$88.06	\$92.17	\$96.43	\$100.85	\$105.44	\$110.28	\$115.37	\$120.64	\$126.25	\$132.05	\$138.13	AWS	N/A
												Meters	N/A

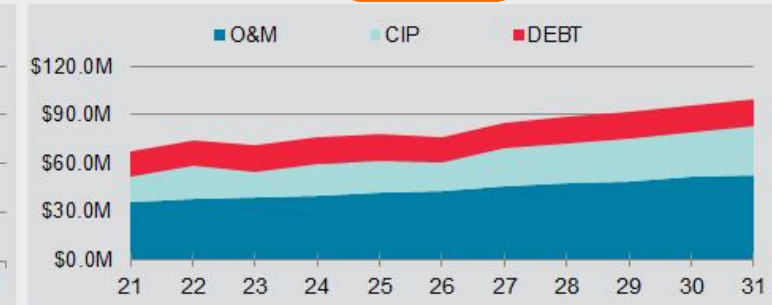
Operating Fund



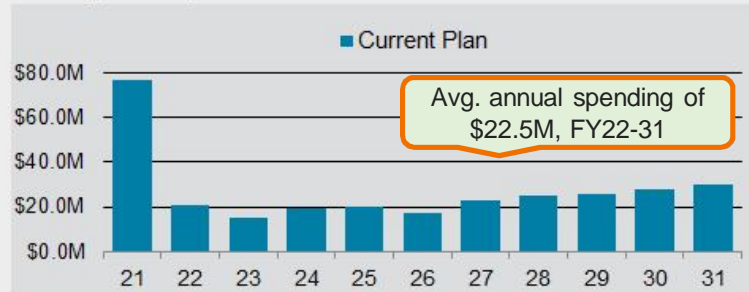
Revenues vs. Expenses



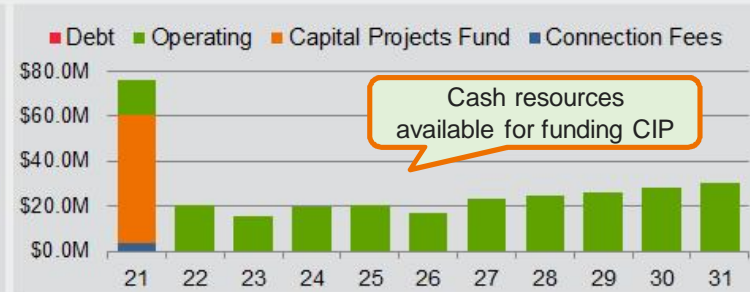
Expenses by Type



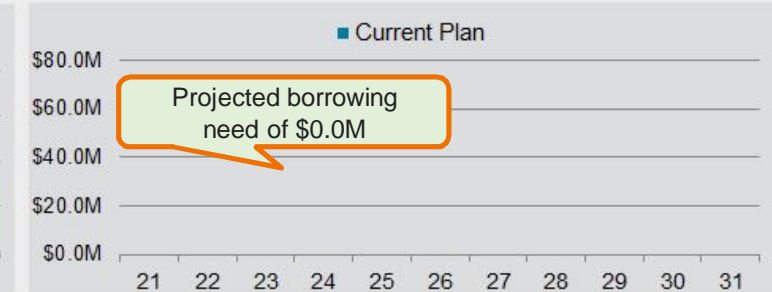
CIP Spending



CIP Funding



Borrowing





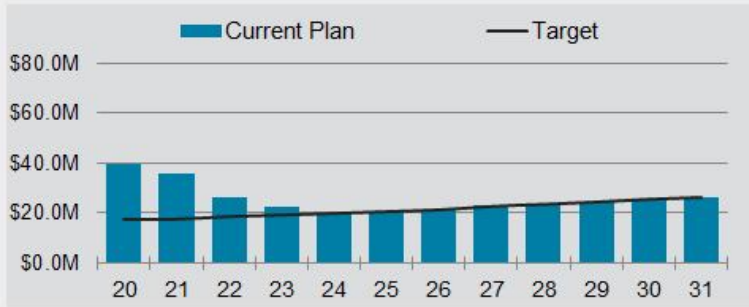
Alternative Scenario 2.A

Baseline + 1-Year Delay

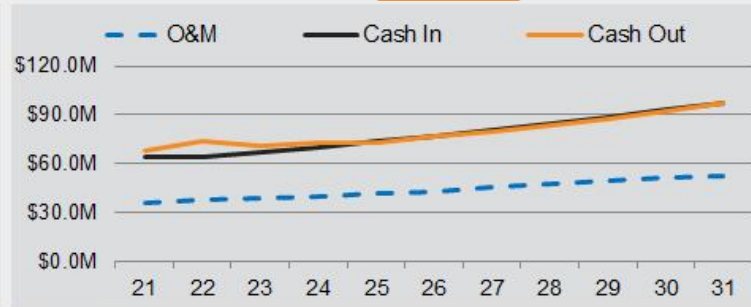
+ 0.80% per year, FY23

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2025	FY 2030
Water Rate Plan	0.00%	0.00%	4.55%	4.55%	4.55%	4.55%	4.55%	4.55%	4.55%	4.55%	4.55%	19.44%	49.23%
Wastewater Rate Plan	0.00%	0.00%	4.55%	4.55%	4.55%	4.55%	4.55%	4.55%	4.55%	4.55%	4.55%	19.45%	49.21%
Rate Covenant (I)	1.78	1.66	1.71	1.81	1.90	2.00	2.01	2.09	2.17	2.24	2.35	Scenario Manager	
Rate Covenant (II)	1.89	1.78	1.83	1.92	2.01	2.11	2.12	2.20	2.28	2.34	2.46	Developer Ex	N/A
Typical Monthly Bill @ 8 Kgals	\$88.06	\$88.06	\$92.14	\$96.38	\$100.78	\$105.34	\$110.15	\$115.13	\$120.37	\$125.87	\$131.64	AWS	N/A
												Meters	N/A

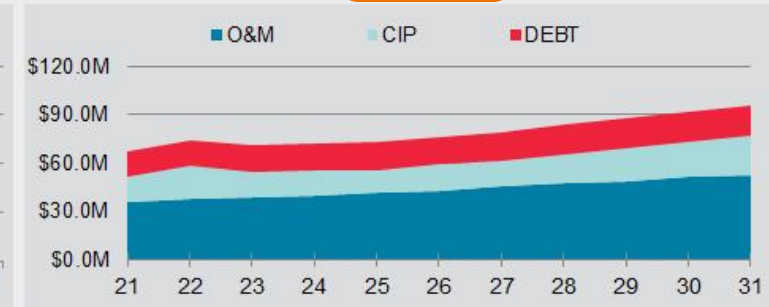
Operating Fund



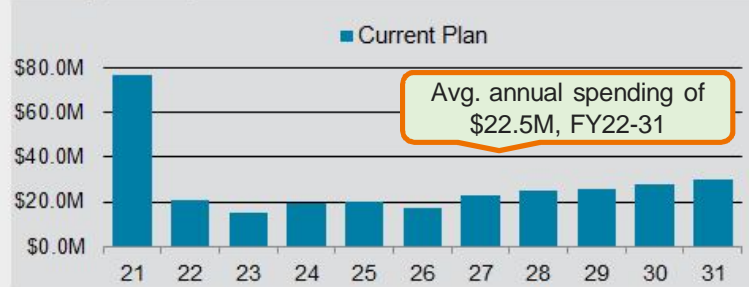
Revenues vs. Expenses



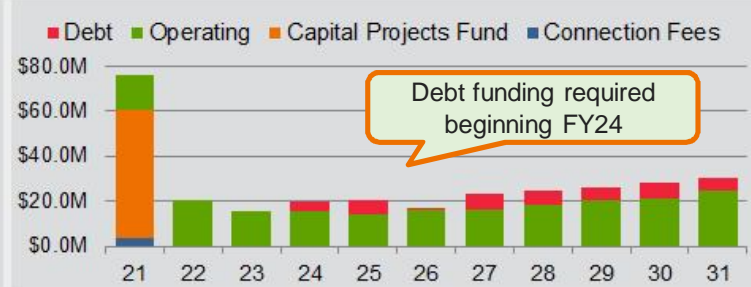
Expenses by Type



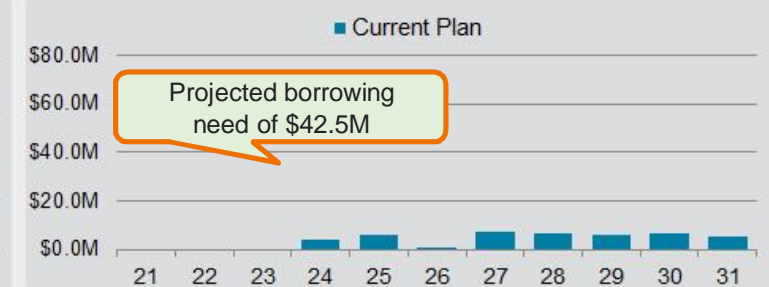
CIP Spending



CIP Funding



Borrowing





Alternative Scenario 2.B

Baseline + 1-Year Delay (1-Year Fix)

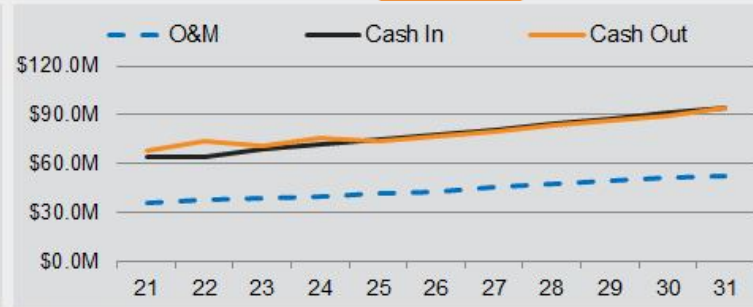
+ 4.00%
FY23 only

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2025	FY 2030
Water Rate Plan	0.00%	0.00%	7.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	20.35%	44.69%
Wastewater Rate Plan	0.00%	0.00%	7.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	20.33%	44.63%
Rate Covenant (I)	1.78	1.66	1.84	1.92	1.99	2.07	2.05	2.09	2.13	2.14	2.20	Scenario Manager	
Rate Covenant (II)	1.89	1.78	1.95	2.03	2.10	2.19	2.16	2.20	2.24	2.25	2.30	Developer Ex	N/A
Typical Monthly Bill @ 8 Kgals	\$88.06	\$88.06	\$94.85	\$98.43	\$102.14	\$105.99	\$109.91	\$114.04	\$118.31	\$122.73	\$127.31	AWS	N/A
												Meters	N/A

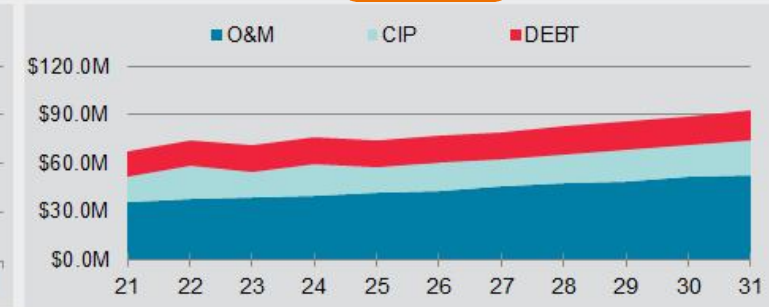
Operating Fund



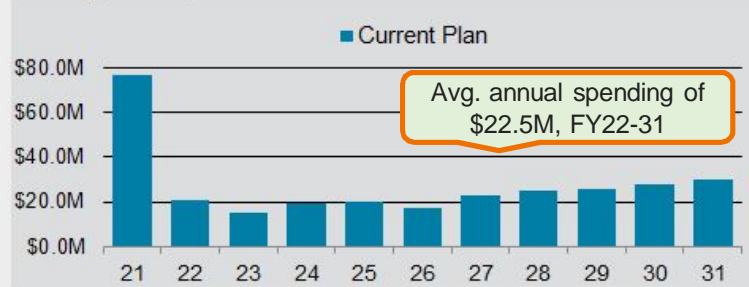
Revenues vs. Expenses



Expenses by Type



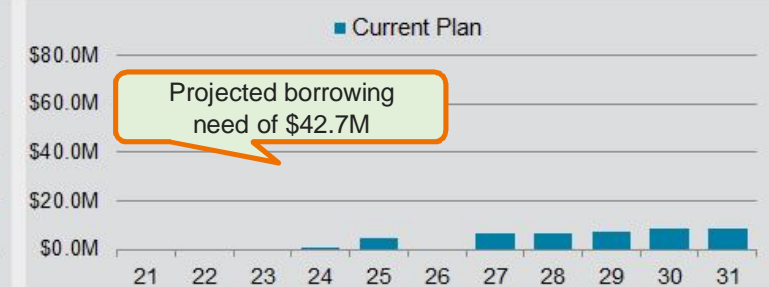
CIP Spending



CIP Funding



Borrowing





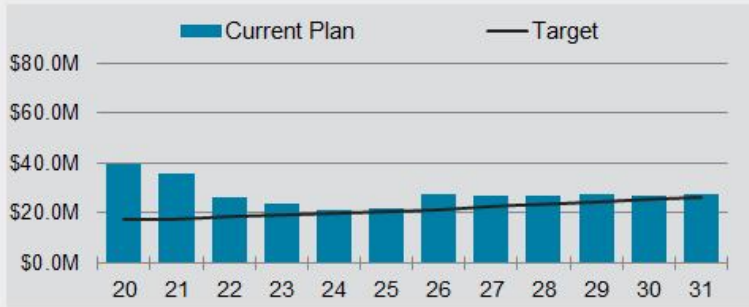
Alternative Scenario 2.C

Alternative 1 + 1-Year Delay

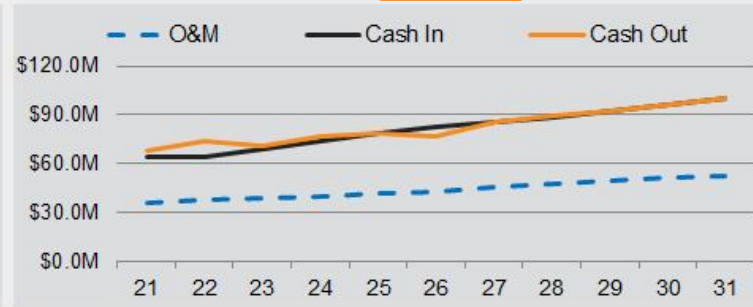
+ 10.00%
thru FY25

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2025	FY 2030
Water Rate Plan	0.00%	0.00%	7.25%	7.00%	7.00%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	27.41%	53.15%
Wastewater Rate Plan	0.00%	0.00%	7.25%	7.00%	7.00%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	27.46%	53.26%
Rate Covenant (I)	1.78	1.66	1.82	2.04	2.28	2.38	2.41	2.51	2.62	2.72	2.86	Scenario Manager	
Rate Covenant (II)	1.89	1.78	1.93	2.15	2.39	2.50	2.52	2.63	2.74	2.83	2.98	Developer Ex	N/A
Typical Monthly Bill @ 8 Kgals	\$88.06	\$88.06	\$94.43	\$101.05	\$108.19	\$112.30	\$116.55	\$120.95	\$125.50	\$130.19	\$135.12	AWS	N/A
												Meters	N/A

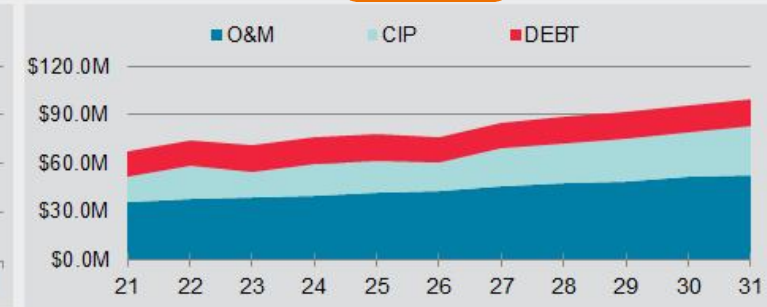
Operating Fund



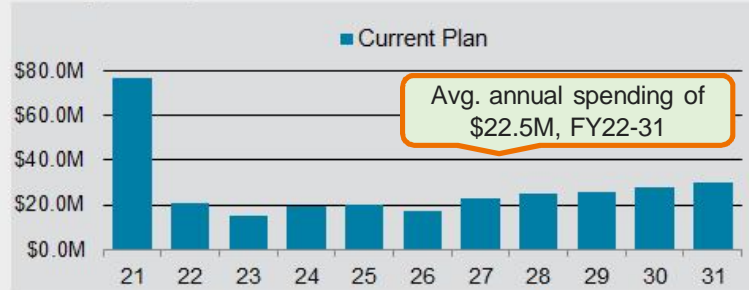
Revenues vs. Expenses



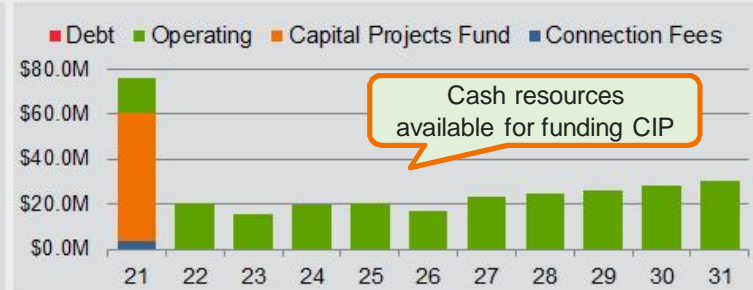
Expenses by Type



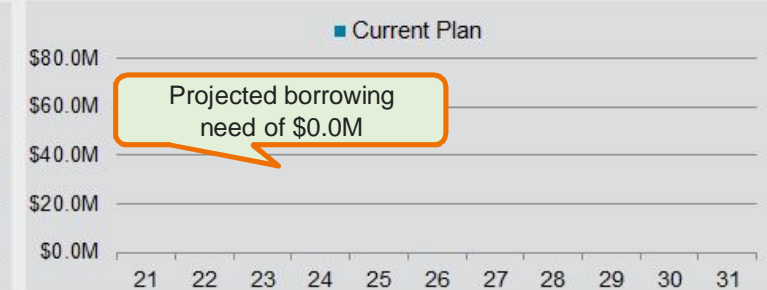
CIP Spending



CIP Funding



Borrowing





Alternative Scenario 2.D

Alternative 1 + 1-Year Delay (1-Year Fix)

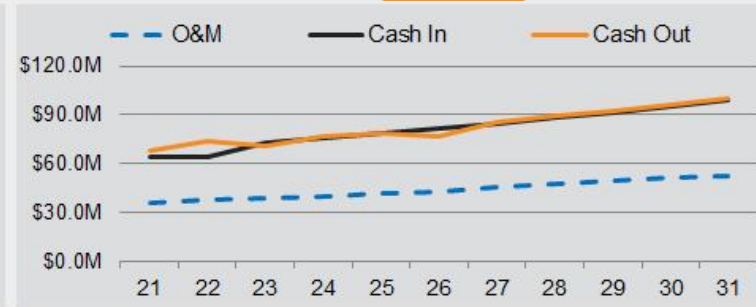
+ 9.25%
FY23 only

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2025	FY 2030
Water Rate Plan	0.00%	0.00%	13.00%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	26.22%	51.75%
Wastewater Rate Plan	0.00%	0.00%	13.00%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	26.19%	51.76%
Rate Covenant (I)	1.78	1.66	2.04	2.13	2.23	2.34	2.36	2.46	2.57	2.66	2.80	Scenario Manager	
Rate Covenant (II)	1.89	1.78	2.15	2.24	2.35	2.45	2.48	2.58	2.69	2.78	2.92	Developer Ex	N/A
Typical Monthly Bill @ 8 Kgals	\$88.06	\$88.06	\$99.51	\$103.24	\$107.11	\$111.20	\$115.36	\$119.66	\$124.11	\$128.71	\$133.54	AWS	N/A
												Meters	N/A

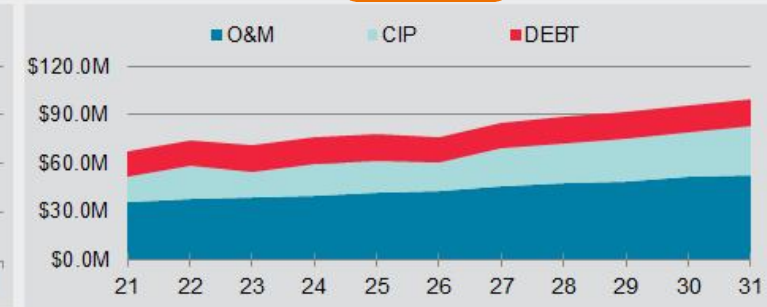
Operating Fund



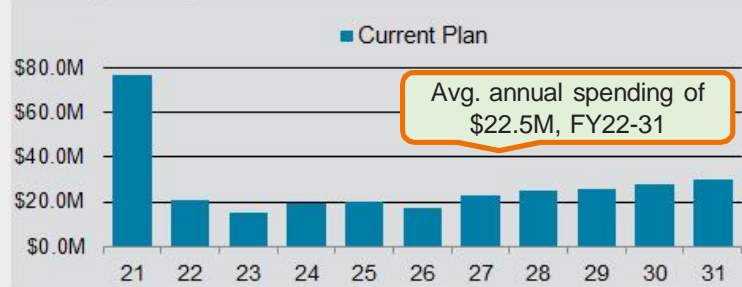
Revenues vs. Expenses



Expenses by Type



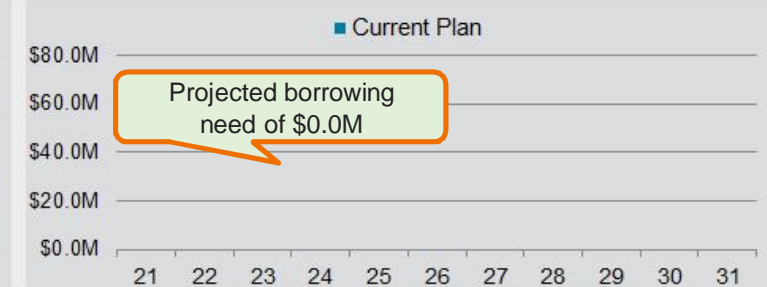
CIP Spending



CIP Funding



Borrowing





Summary of Results

Rate Plans Evaluated

Typical Residential Water & Sewer Bill – Monthly Water Use = 8.0 Kgal

Scenario	Debt Funding	Plan of Rate Adjustments	Adder vs Baseline	FY 2022	FY 2026	FY 2031
Baseline Financial Management Plan	Yes	3.75%; FY22-31	N/A	\$91.37	\$105.87	\$127.18
Alternative Scenario 1: Baseline + Cash Funding Capital	No	4.60%; FY22-31	+ 0.85% per year	\$92.17	\$110.28	\$138.13
Alternative Scenario 2.A: Baseline + 1-Year Delay	Yes	4.55%; FY23-31	+ 0.80% per year	\$88.06	\$105.34	\$131.64
Alternative Scenario 2.B: Baseline + 1-Year Delay (1-Yr. Fix)	Yes	7.75%; FY23 3.75%; FY24-31	+ 4.00% FY23 only	\$88.06	\$105.99	\$127.31
Alternative Scenario 2.C: Alternative 1 + 1-Year Delay	No	7.25%; FY23 7.00%; FY24-25 3.75%; FY26-31	+ 10.00% thru FY25	\$88.06	\$112.30	\$135.12
Alternative Scenario 2.D: Alternative 1 + 1-Year Delay (1-Yr. Fix)	No	13.00%; FY23 3.75%; FY24-31	+ 9.25% FY23 only	\$88.06	\$111.20	\$133.54



Capital Planning Impacts Evaluated

Developer Driven Expansion Projects

- Oxford Manor projects
- Recharge projects

Alternative Water Supply

- AWS Design
- AWS Prevention / Recovery Strategy

Advanced Metering Infrastructure

- Metering as a service, assuming 10-year payback
- Metering as a service, assuming 15-year payback
- In-house capital project



Summary of Results

Capital Planning Impacts Evaluated

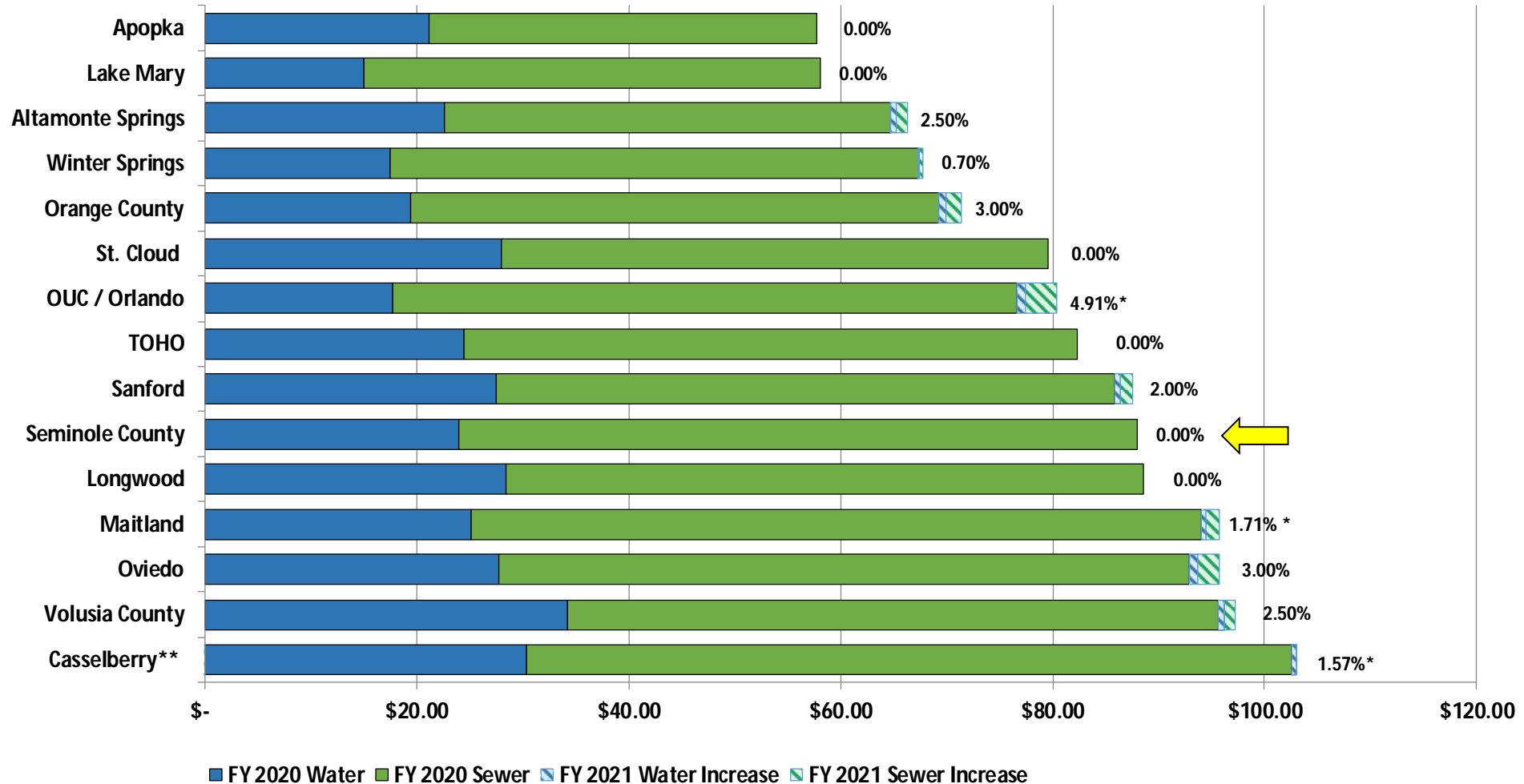
Typical Residential Water & Sewer Bill – Monthly Water Use = 8.0 Kgal

Scenario	Debt Funding	Plan of Rate Adjustments	Adder vs Baseline	FY 2022	FY 2026	FY 2031
Developer Driven Expansion Projects: Baseline + Oxford Manor Projects	Yes	4.15%; FY22-31	+ 0.40% per year	\$91.67	\$107.75	\$131.97
Developer Driven Expansion Projects: Baseline + Recharge Projects	Yes	3.90%; FY22-31	+ 0.15% per year	\$91.51	\$106.67	\$129.00
Alternative Water Supply: Baseline + AWS Design	Yes	4.05%; FY22-31	+ 0.30% per year	\$91.64	\$107.56	\$131.26
Alternative Water Supply: Baseline + Prevent / Recovery Strategy	Yes	4.10%; FY22-31	+ 0.35% per year	\$91.66	\$107.66	\$131.58
Advanced Metering Infrastructure: Baseline + Service, 10-Yr Payback	Yes	4.25%; FY22-31	+ 0.50% per year	\$91.80	\$108.47	\$133.49
Advanced Metering Infrastructure: Baseline + Service, 15-Yr Payback	Yes	4.15%; FY22-31	+ 0.40% per year	\$91.67	\$107.75	\$131.97
Advanced Metering Infrastructure: Baseline + In-House Capital Project	Yes	4.45%; FY22-31	+ 0.70% per year	\$91.95	\$109.37	\$136.08



Local Benchmarking Survey – Current Rates

Residential Water & Wastewater Monthly Bill @ 8.0 Kgal



* Reflects non-uniform rate changes from FY 2020 to FY 2021; values shown represent the percent change to the nominal bill assuming demand of 8000 gallons.



Recommendation:

Proceed with 1 year of 3.75% rate increase, then re-evaluate prior to FY 2023 upon completion of CIP Master Plan



Solid Waste Revenue Sufficiency Analysis Update



Analysis Overview

Recommendation: Proceed with 1 year of rate increase, then re-evaluate prior to FY 2023 upon completion of the CIP Master Plan

- Key Takeaways:**
- Ongoing structural cash flow deficit exists
 - Without future rate adjustments, projected Operating Fund reserves are exhausted by FY 2028
 - Minimum reserve policy significantly impacts future level of rate revenue adjustments
 - Historical Planning Target = ~ \$10.0 million
 - Hurricane Irma Debris Cleanup = ~\$19 million in FY 2017
 - Lag in timing of FEMA reimbursements
 - Scenarios herein reflect \$10.0 million Planning Target



Key Planning Considerations

20-Year Capital Improvements Master Plan

- Anticipated in time to inform FY 2023 Budget process
- Near-term CIP Budget vs Master Plan
 - Landfill Regulatory Compliance projects

Minimum Reserve Policy

- Historical Planning Target vs Hurricane Cleanup Costs



Rate Plans Evaluated

Baseline Financial Management Plan

- Level annual rate adjustments beginning FY 2022

Alternative Scenario 1

- Baseline + Doubling of CIP Budget

Alternative Scenario 2

- Baseline + \$20.0 Million Reserve Fund

Alternative Scenario 3

- 1-Year Delay; Re-evaluate prior to FY 2023
 - Multi-year fix, level annual rate adjustments thereafter
 - One-year fix, level annual rate adjustments thereafter

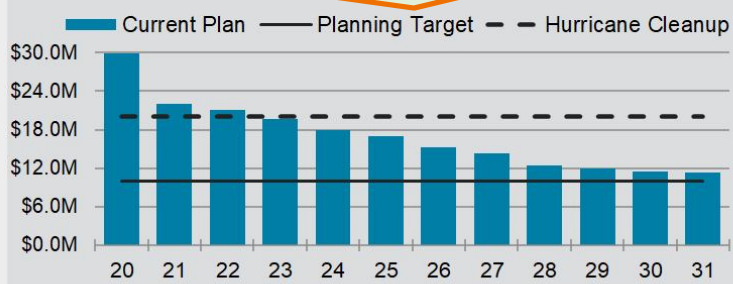


Baseline Financial Management Plan

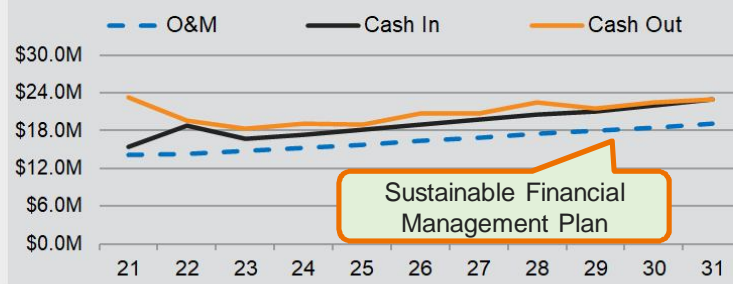
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2025	FY 2030
Tipping Fee Rate Increases	3.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	18.79%	41.09%
Tipping Fee Per Ton	\$34.17	\$35.37	\$36.61	\$37.89	\$39.22	\$40.59	\$42.01	\$43.48	\$45.00	\$46.58	\$48.21	LF Reg Comp	N/A
												Non-Base Op Proj	Y

Operating Fund

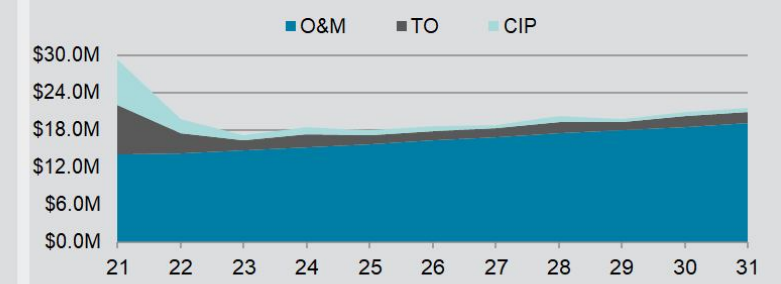
Fund balance equal to or greater than Planning Target every year of forecast



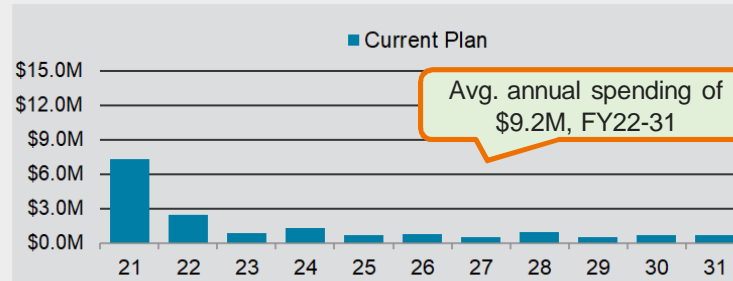
Revenues vs. Expenses



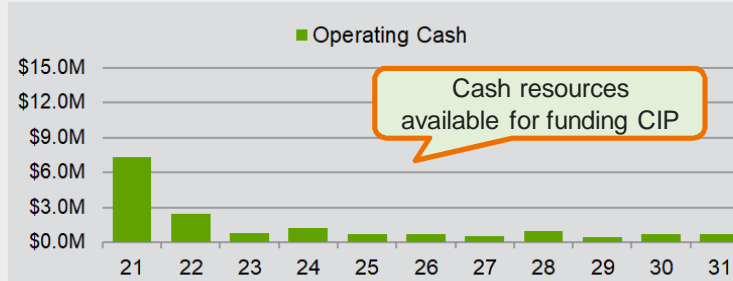
Expenses by Type



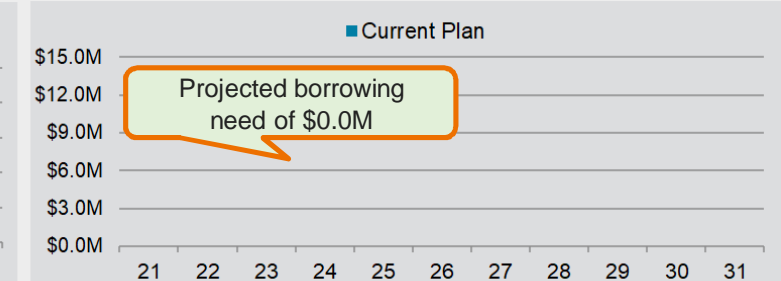
CIP Spending



CIP Funding



Borrowing





Alternative Scenario 1

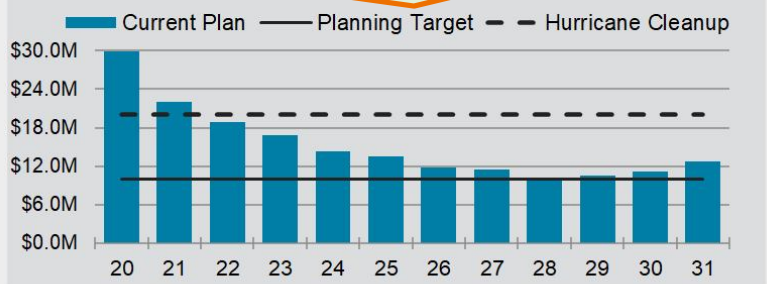
Baseline + Doubling of CIP Budget

+ 1.00%
per year, FY22

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2025	FY 2030
Tipping Fee Rate Increases	3.00%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	24.64%	55.34%
Tipping Fee Per Ton	\$34.17	\$35.71	\$37.32	\$39.00	\$40.76	\$42.59	\$44.51	\$46.51	\$48.60	\$50.79	\$53.08	LF Reg Comp	N/A
												Non-Base Op Proj	Y

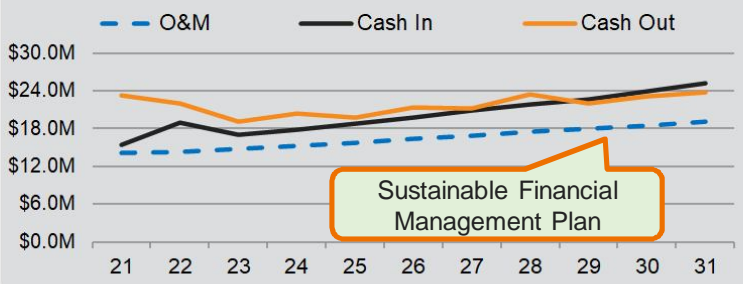
Operating Fund

Fund balance equal to or greater than Planning Target every year of forecast



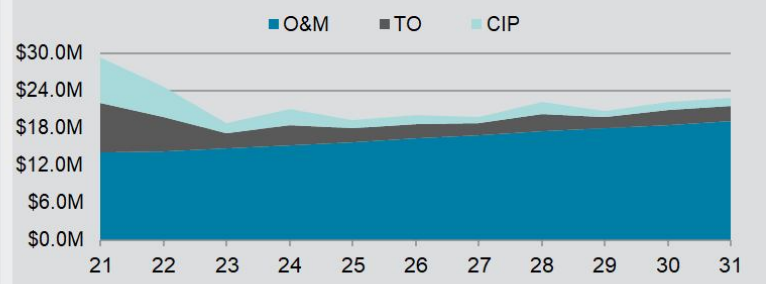
Revenues vs. Expenses

Baseline: \$40.59

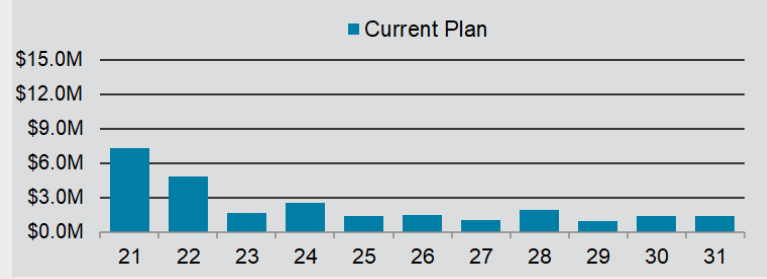


Expenses by Type

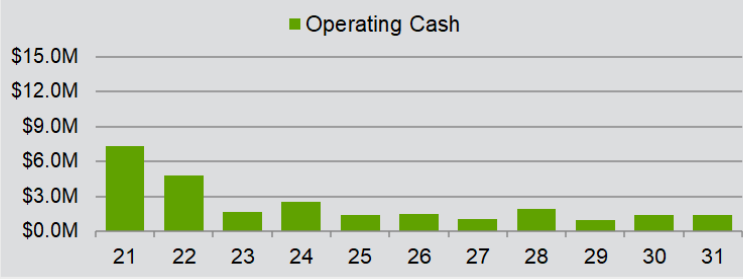
Baseline: \$48.21



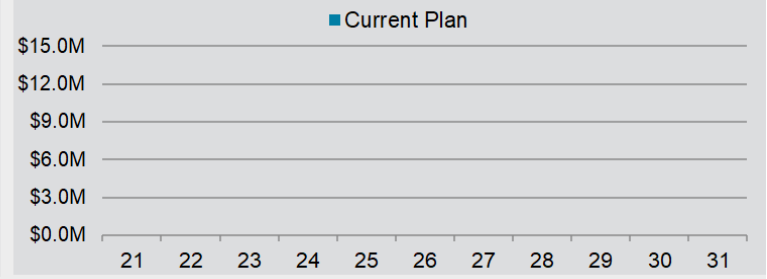
CIP Spending



CIP Funding



Borrowing





Alternative Scenario 2

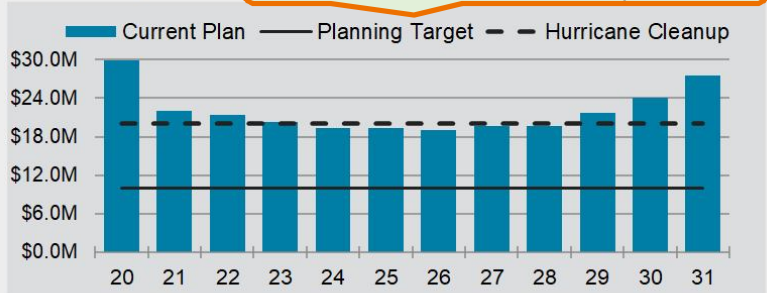
Baseline + \$20.0 Million Reserve Fund

+ 1.50% per year, FY22

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2025	FY 2030
Tipping Fee Rate Increases	3.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	27.63%	62.86%
Tipping Fee Per Ton	\$34.17	\$35.88	\$37.67	\$39.55	\$41.53	\$43.61	\$45.79	\$48.08	\$50.48	\$53.00	\$55.65	LF Reg Comp	N/A
												Non-Base Op Proj	Y

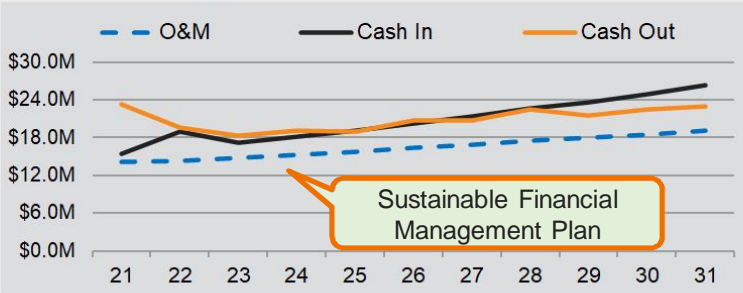
Operating Fund

Fund balance approx. equal to or greater than Hurricane Irma Cleanup costs



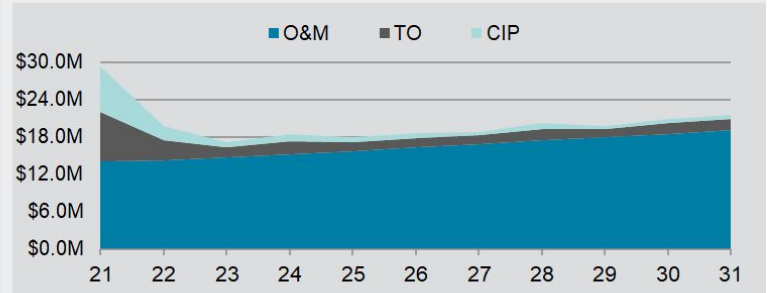
Revenues vs. Expenses

Baseline: \$40.59

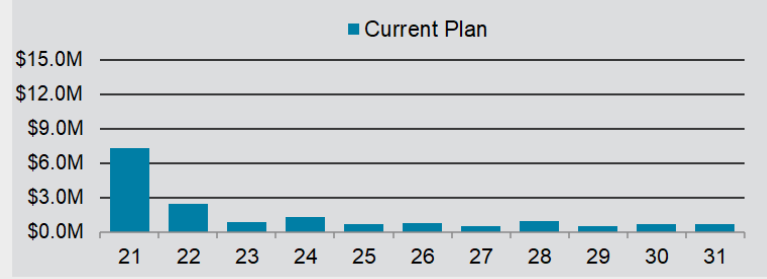


Expenses by Type

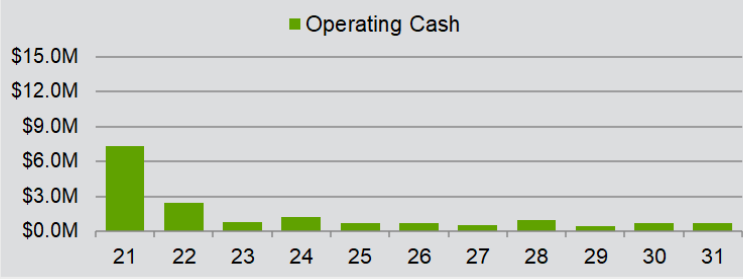
Baseline: \$48.21



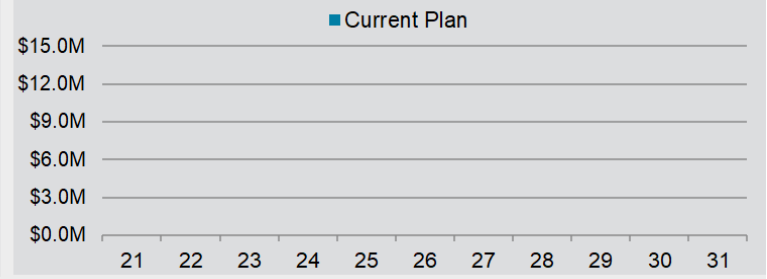
CIP Spending



CIP Funding



Borrowing





Alternative Scenario 3.A

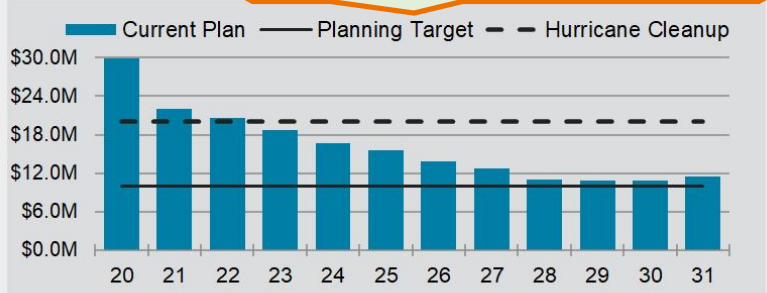
Baseline + 1-Year Delay

+ 0.75% per year, FY23

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2025	FY 2030
Tipping Fee Rate Increases	3.00%	0.00%	4.25%	4.25%	4.25%	4.25%	4.25%	4.25%	4.25%	4.25%	4.25%	18.12%	45.45%
Tipping Fee Per Ton	\$34.17	\$34.17	\$35.62	\$37.13	\$38.71	\$40.36	\$42.08	\$43.87	\$45.73	\$47.67	\$49.70	LF Reg Comp	N/A
												Non-Base Op Proj	Y

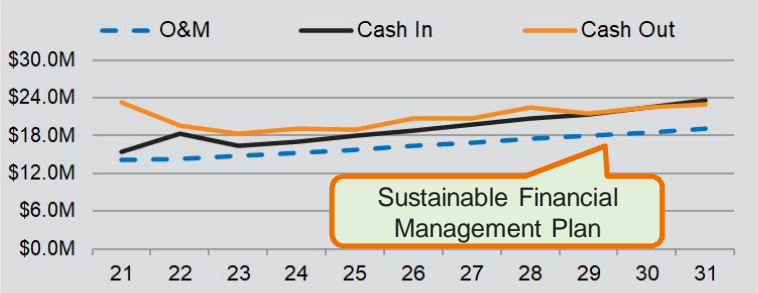
Operating Fund

Fund balance equal to or greater than Planning Target every year of forecast



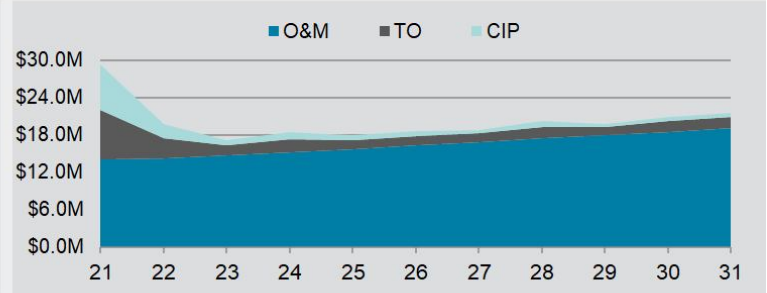
Revenues vs. Expenses

Baseline: \$40.59

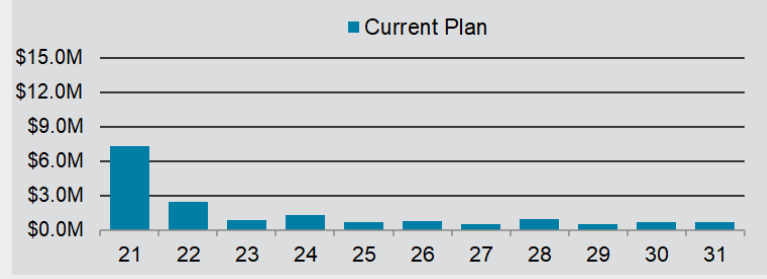


Expenses by Type

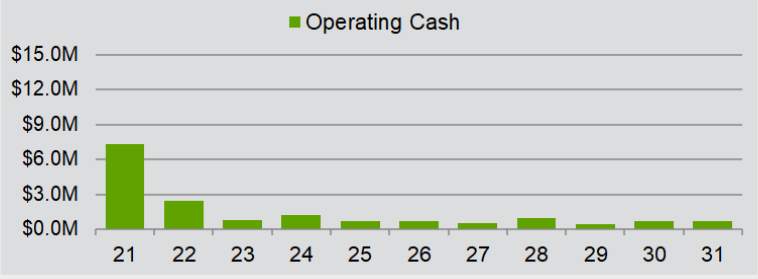
Baseline: \$48.21



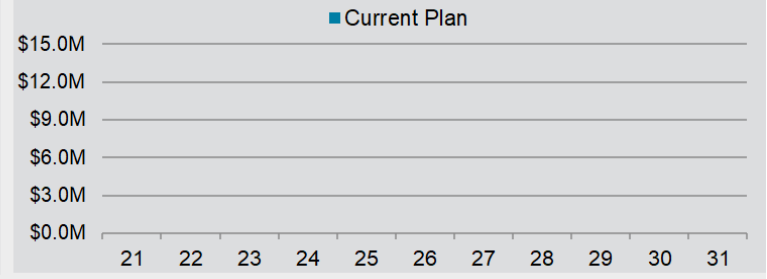
CIP Spending



CIP Funding



Borrowing





Alternative Scenario 3.B

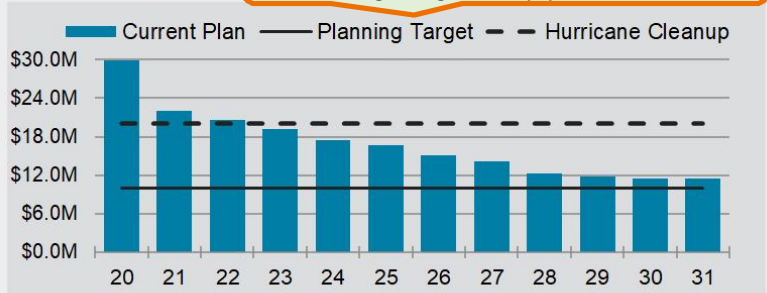
Baseline + 1-Year Delay (1-Year Fix)

+ 4.00%
FY23 only

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2025	FY 2030
Tipping Fee Rate Increases	3.00%	0.00%	7.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	19.20%	41.62%
Tipping Fee Per Ton	\$34.17	\$34.17	\$36.73	\$38.02	\$39.35	\$40.73	\$42.16	\$43.64	\$45.17	\$46.75	\$48.39	LF Reg Comp	N/A
												Non-Base Op Proj	Y

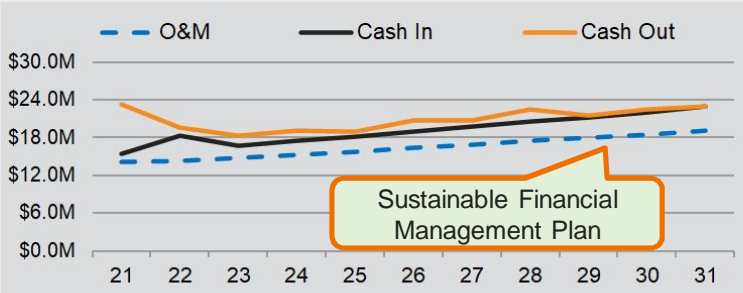
Operating Fund

Fund balance equal to or greater than Planning Target every year of forecast



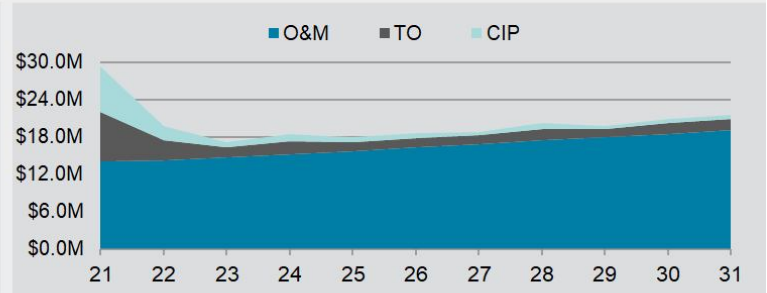
Revenues vs. Expenses

Baseline: \$40.59

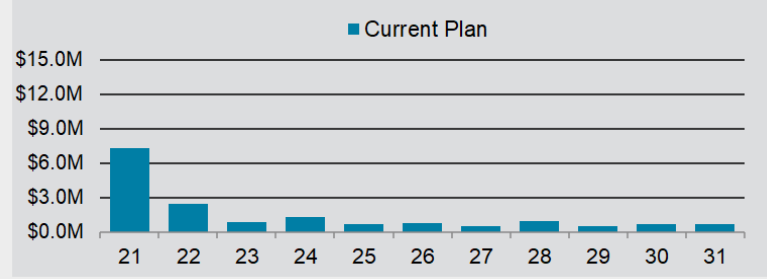


Expenses by Type

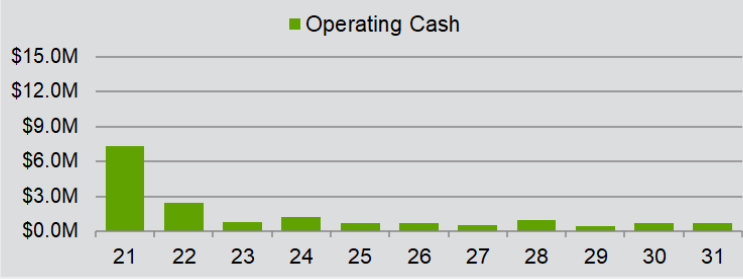
Baseline: \$48.21



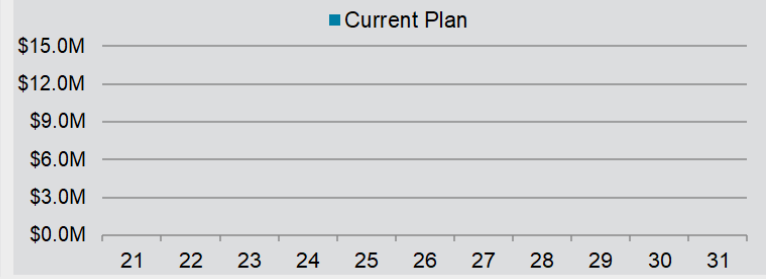
CIP Spending



CIP Funding



Borrowing





Summary of Results

Rate Plans Evaluated

Scenario	Debt Funding	Plan of Rate Adjustments	Adder vs Baseline	Tipping Fee per Ton of Solid Waste		
				FY 2022	FY 2026	FY 2031
Baseline Financial Management Plan	No	3.50%; FY22-31	N/A	\$35.37	\$40.59	\$48.21
Alternative Scenario 1: Baseline + Doubling of CIP Budget	No	4.50%; FY22-31	+ 1.00% per year	\$35.71	\$42.59	\$53.08
Alternative Scenario 2: Baseline + \$20.0 Million Reserve Fund	No	5.00%; FY22-31	+ 1.50% per year	\$35.88	\$43.61	\$55.65
Alternative Scenario 3.A: Baseline + 1-Year Delay	No	4.25%; FY23-31	+ 0.75% per year	\$34.17	\$40.36	\$49.70
Alternative Scenario 3.B: Baseline + 1-Year Delay (1-Yr. Fix)	No	7.50%; FY23 3.50%; FY24-31	+ 4.0% FY23 only	\$34.17	\$40.73	\$48.39



Capital Planning Impacts Evaluated

Landfill Regulatory Compliance Projects

- New costs totaling \$5.0 million:
 - \$1.0 million for 5 years, beginning FY 2022
 - \$1.0 million for 5 years, beginning FY 2023
- New costs totaling \$10.0 million:
 - \$2.0 million for 5 years, beginning FY 2022
 - \$2.0 million for 5 years, beginning FY 2023



Summary of Results

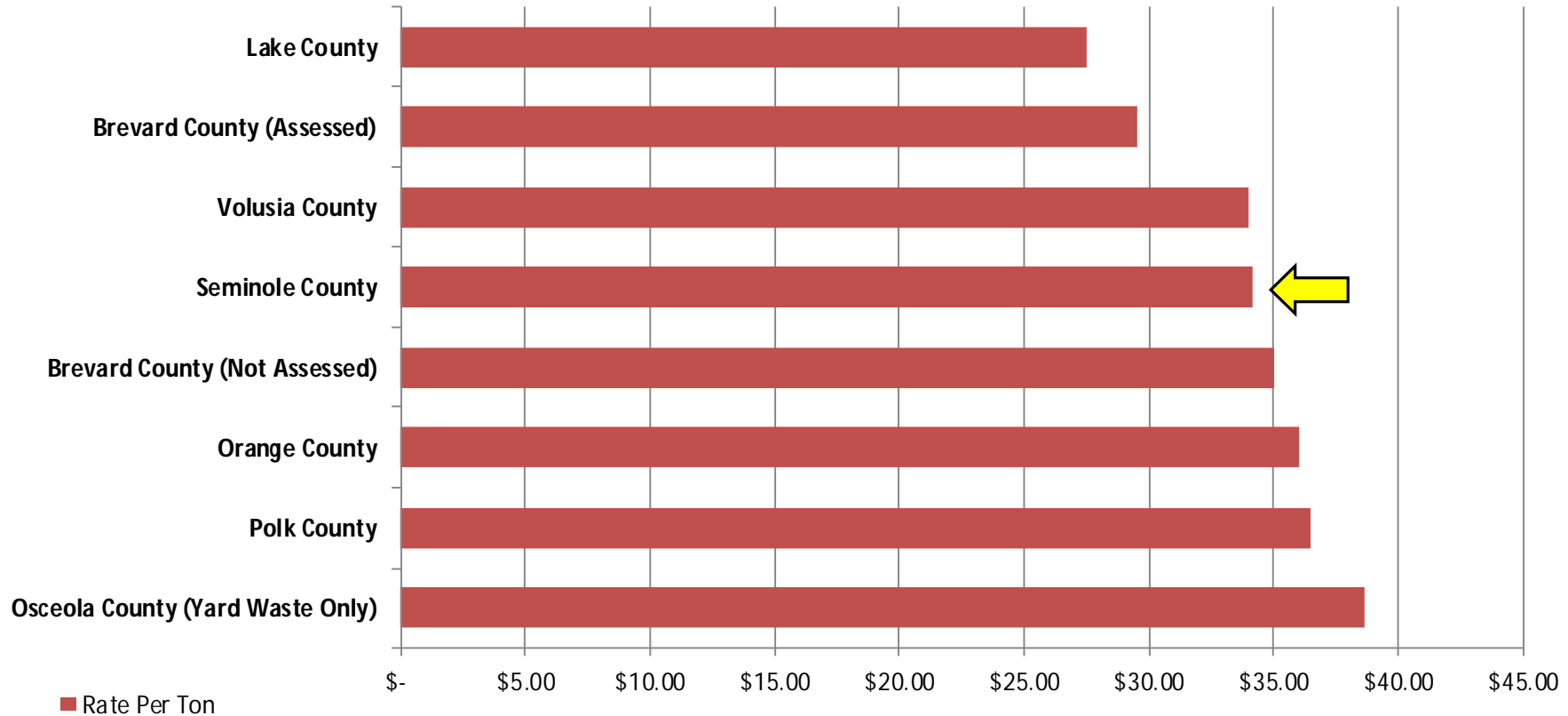
Capital Planning Impacts Evaluated

Scenario	Debt Funding	Plan of Rate Adjustments	Adder vs Baseline	Tipping Fee per Ton of Solid Waste		
				FY 2022	FY 2026	FY 2031
Landfill Regulatory Compliance: Baseline + \$5.0 Million, Beg. FY22	No	4.25%; FY22-31	+ 0.75% per year	\$35.62	\$42.08	\$51.81
Landfill Regulatory Compliance: Baseline + \$10.0 Million, Beg. FY22	No	5.50%; FY22-31	+ 2.00% per year	\$36.05	\$44.66	\$53.03
Landfill Regulatory Compliance: Baseline + \$5.0 Million, Beg. FY23	No	4.25%; FY22-31	+ 0.75% per year	\$35.62	\$42.08	\$51.81
Landfill Regulatory Compliance: Baseline + \$10.0 Million, Beg. FY23	No	5.50%; FY22-31	+ 2.00% per year	\$36.05	\$44.66	\$53.03



Local Benchmarking Survey – Current Fees

Tipping Fee per Solid Waste Ton Disposed



	Osceola County (Yard Waste Only)	Polk County	Orange County	Brevard County (Not Assessed)	Seminole County	Volusia County	Brevard County (Assessed)	Lake County
Rate Per Ton:	\$38.62	\$36.50	\$36.00	\$34.98	\$34.17	\$34.00	\$29.50	\$27.50



Recommendation:

Proceed with 1 year of 3.50% rate increase, then re-evaluate prior to FY 2023 upon completion of CIP Master Plan



QUESTIONS?



COMMENTS & QUESTIONS