



# Fiscal Year 2009/10 Budget

for Seminole County, Florida



Board of County Commissioners  
Special Meeting  
May 21, 2009



**SEMINOLE COUNTY GOVERNMENT  
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**SEMINOLE COUNTY  
BOARD OF COUNTY COMMISSIONERS  
SPECIAL MEETING  
THURSDAY, MAY 21, 2009  
COUNTY SERVICES BUILDING  
BCC CHAMBERS – ROOM 1028  
1101 EAST FIRST STREET  
SANFORD, FLORIDA**

**Convene BCC Meeting at 9:00 AM**

**Invocation**

**Pledge of Allegiance**

**Special Meeting Agenda**

- I. Introduction FY10 Budget (Cynthia Coto)**
- II. Staff Presentation - Budget Overview**
  - a) March 3<sup>rd</sup> Worksession Recap**
  - b) FY10 Budget Development**
  - c) Forecasted Budget Status**
  - d) Recommendations**
- III. Discussion**
- IV. Direction**

**Adjourn BCC Meeting**

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**PERSONS WITH DISABILITIES NEEDING ASSISTANCE TO PARTICIPATE IN ANY OF THESE PROCEEDINGS SHOULD CONTACT THE HUMAN RESOURCES DEPARTMENT, ADA COORDINATOR 48 HOURS IN ADVANCE OF THE MEETING AT 407-665-7941.**

**FOR ADDITIONAL INFORMATION REGARDING THIS NOTICE, PLEASE CONTACT THE COUNTY MANAGER'S OFFICE, AT 407-665-7219. PERSONS ARE ADVISED THAT, IF THEY DECIDE TO APPEAL DECISIONS MADE AT THESE MEETINGS / HEARINGS, THEY WILL NEED A RECORD OF THE PROCEEDINGS AND FOR SUCH PURPOSE, THEY MAY NEED TO INSURE THAT A VERBATIM RECORD OF THE PROCEEDINGS IS MADE, WHICH INCLUDES THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED, PER SECTION 286.0105, FLORIDA STATUTES.**





May 18, 2009

**To the Honorable Board of County Commissioners of Seminole County**

As a result of proactive measures taken over the past two years, the County continues to maintain a good financial position overall. However future fiscal sustainability is a balancing act that is determined by ongoing planning today. To achieve long-term sustainability of operations focus must be placed on defining the level of public service delivery critical to the community's well-being, while protecting the public from volatility in local taxes and fees.

The fiscal realities of economic conditions coupled with the implications of property tax reform have become a challenge to manage. The loss of **annual general revenue** is now estimated at \$70 million, with a deficit of operating revenues to expenditures of \$43 million. After already reducing the general revenue budget \$25 million over the past two fiscal years, the necessary financial choices are more difficult to make.

Although increasingly difficult to achieve, the need for fiscal stabilization is paramount. The challenge before us is to right size the organization now and into the future by balancing current operating revenue streams with operating expenditures, while providing quality services to our community.

***Budget Development Process***

The approach to budget development has continued to focus on long-term fiscal sustainability by effectively integrating strategic planning and budgeting, through formalization of a Long-term Financial Plan. A Long-term Financial Plan provides a comprehensive financial planning perspective. The process combines financial forecasting with financial strategizing to identify challenges and opportunities, causes of fiscal imbalances, and strategies to ensure future fiscal sustainability. Development of such a Plan enables the County to identify how it will provide a consistent level of service and address issues of major concern to the community within financial constraints.

In an effort to achieve more cost-effective service delivery, a zero-base budget development methodology was employed. The objective was to redirect effort and funds from lower priorities to higher priorities, improve efficiency, effectiveness, and reduce spending. The end objective is to provide a clear and concise long-term financial plan that identifies the County's current/projected service levels and financial condition, and proposes specific alternatives to address identified problems.

The budget development process utilizes information gained through several different processes/phases as follows:

### **PROGRAM / SERVICE INVENTORY & PRIORITIZATION**

In November, each department was asked to revisit what was prepared last year and complete a *Program/Service Identification Summary* outlining the programs offered and the services within the program.

Based on the Program / Service Identification Summaries, departments completed a *Service Inventory Questionnaire* for each service identified within a program. The objective was to clearly articulate the programs / services offered, including the associated required resources.

Departments also completed a *Prioritization Survey* for each program and service within a program. A two-tiered approach was employed to allow the evaluation of services provided within a program one versus the other, as well as evaluation of programs one versus another. The objective was to better understand the priorities of the department in relation to organizational goals and provide a higher degree of understanding for management to make informed decisions.

### **FUNDING REQUIREMENTS**

Departments were responsible for making a detailed and concentrated analysis of spending activity to support programs/services based on the philosophy that historical spending was not assumed justified. The wisdom of spending money at all on the program/service was ascertained by answering the following questions:

- Is there any measurable evidence of the value of the program/service?
- Are the objectives important enough to warrant the expenditure being made?
- What would happen if the program/service were not provided?
- Are there other less costly and/or more effective ways to achieve the objectives?
- Where does the program/service rank in importance to other programs/services?
- Would the benefit be greater if funds spent were redirected?

Based on this analysis the departments were required to submit by the end of February a base budget from zero, giving justification for requirements. Additionally, departments were asked to develop prioritization within the department/program for discussion with the County Manager.

### **COMMUNITY SURVEY**

To ensure that we have good information for making decisions as they relate to tax supported direct public services a community survey was conducted with the objective of obtaining information on how the program/service is viewed (importance/value, quality). The survey was completed in May and is included within the meeting package for your review. The consultant will be making a formal presentation to the Board at the June 9, 2009 meeting.

## **EMPLOYEE FOCUS GROUPS**

Employees were asked their input to help provide solutions to enhance operational efficiency and contain costs. Focus group sessions were held, data compiled and many of the suggestions have been implemented.

## **LONG-TERM FINANCIAL PLAN**

The objective of developing a Long-term Financial Plan will serve as a guide to the achievement of fiscal health that is sustainable over the long-term. Identification and understanding of current service level delivery and required resources is a critical component to determine future service level preferences and policies that address the community's goals and objectives.

Based on the information and direction provided by our Board throughout this budget process, financial strategies will be reviewed and formalized to provide resources to meet the Service Level Policies established.

## ***Conclusion***

Addressing the opportunities facing us requires a concentrated approach that focuses on establishing a shared set of policies and priorities under which to operate. This year will be a major milestone in our effort to ensure future fiscal sustainability through continued direction of a budget process that focuses on service delivery and formalization of our strategic business plan.

The budget development process thus far has provided for \$28 million in proposed General Revenue Fund budget reductions; a net reduction of \$18 million from the FY09 budget. Staff is continuing to review and identify opportunities to operate more efficiently.

Staff is seeking Board action and direction on May 21, 2009 for the following items in order to facilitate finalization of the County Manager's recommended budget, which will be presented to the Board no later than the statutory deadline of July 15<sup>th</sup>.

1. Approve staff recommendations regarding Outside Agency Funding as of October 1, 2009.
2. Approve staff proposed budget reductions and authorize County Manager to take all necessary action to implement reductions in accordance with current County policies and procedures.
3. Provide direction on staff recommendations with regard to Stormwater Utility Assessment and Millage Rollforward.

*Sincerely,*

*Cynthia A. Coto*

*County Manager*





SEMINOLE COUNTY

FLORIDA'S NATURAL CHOICE

**May 21, 2009**

# Special Meeting

Fiscal Year 2009/10 Budget Development

# March 3<sup>rd</sup> Worksession Recap: FY2008/09 Budget

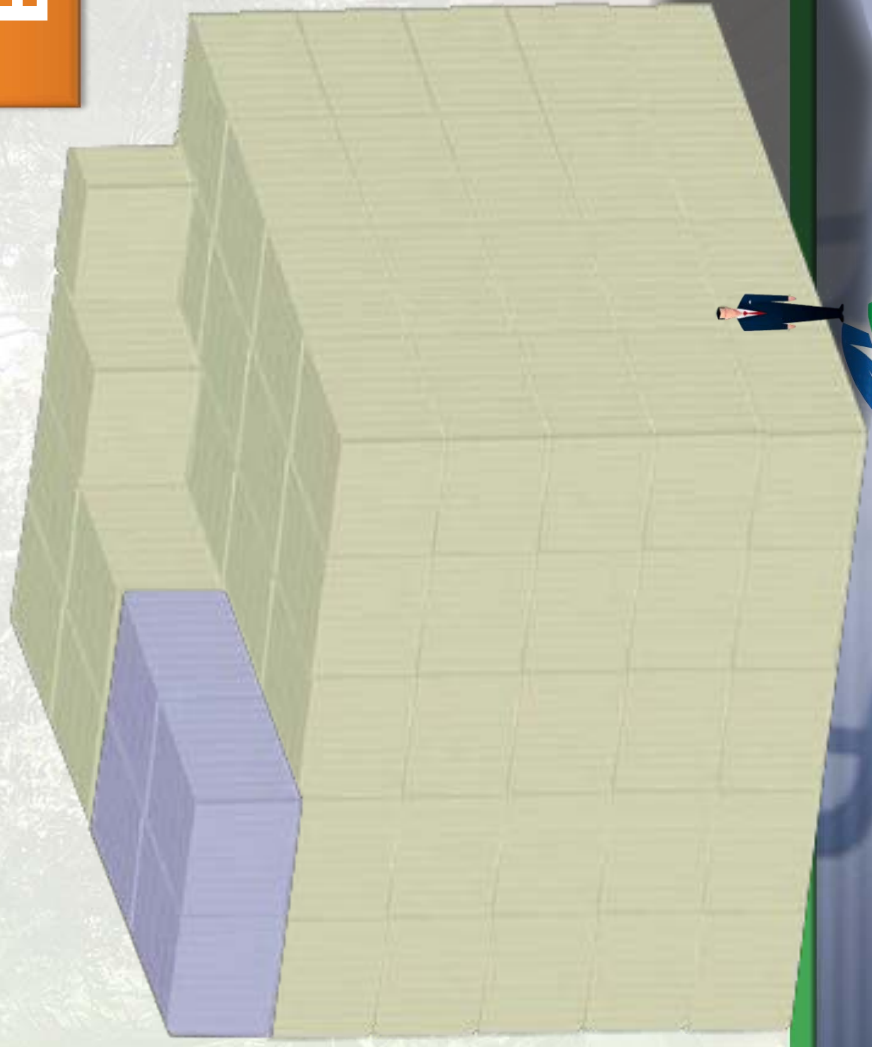
County-wide  
\$987.0 Million





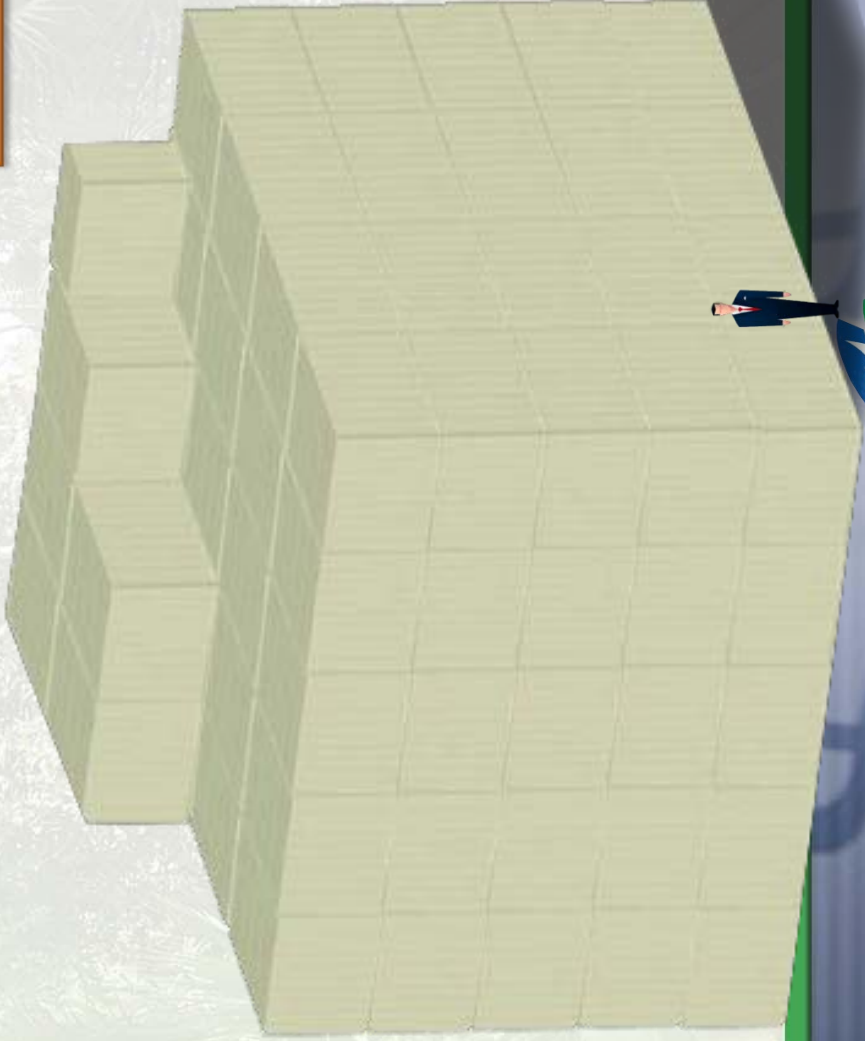
# March 3<sup>rd</sup> Worksession Recap: FY2008/09 Budget

**\$36.4 Million  
Transfers &  
Excess Fees**



# March 3<sup>rd</sup> Worksession Recap: FY2008/09 Budget

**\$950.6 Million  
Spendable**



# March 3<sup>rd</sup> Worksession Recap: FY2008/09 Budget

**\$226.1 Million  
General Revenue  
Operating Budget**





# March 3<sup>rd</sup> Worksession Recap: FY2008/09 Budget

**\$13.7 Million  
Program Fines  
& Fees**



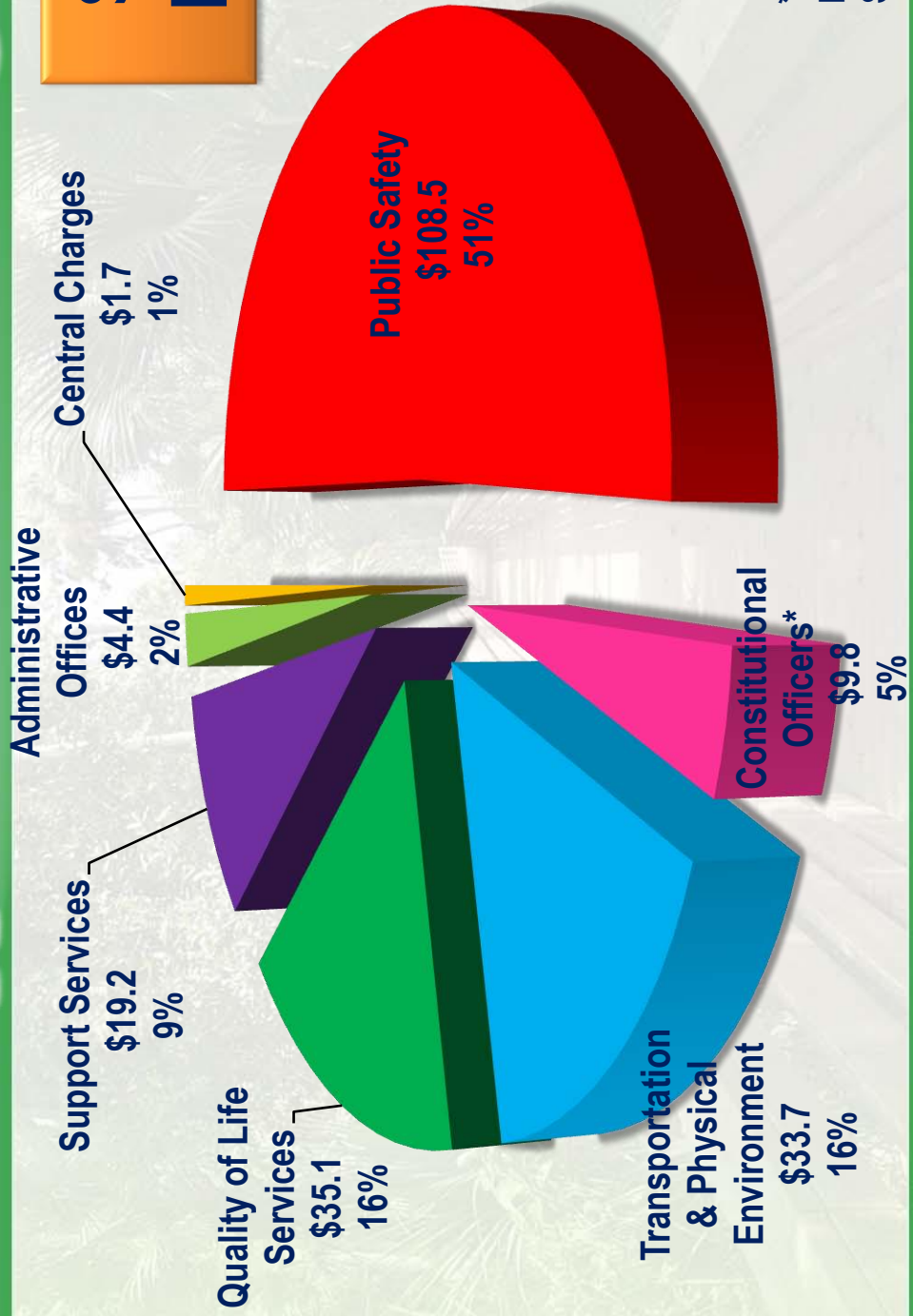


# March 3<sup>rd</sup> Worksession Recap: FY2008/09 Budget

**\$212.4 Million  
Tax Supported  
Cost of Programs**



# March 3<sup>rd</sup> Worksession Recap: Tax Supported Cost of Programs



\* Tax Collector,  
Property Appraiser &  
Supervisor of Elections

# March 3<sup>rd</sup> Worksession Recap: Tax Supported Cost of Programs

Quality of Life  
Services

16%

**\$35.1 Million**

## Culture & Recreation

Libraries  
Leisure Services  
Parks  
Greenways & Trails  
Museum

## Economic Environment

Community Redevelopment  
Economic Development  
Extension Services

## General Government

Community Information  
Planning & Development

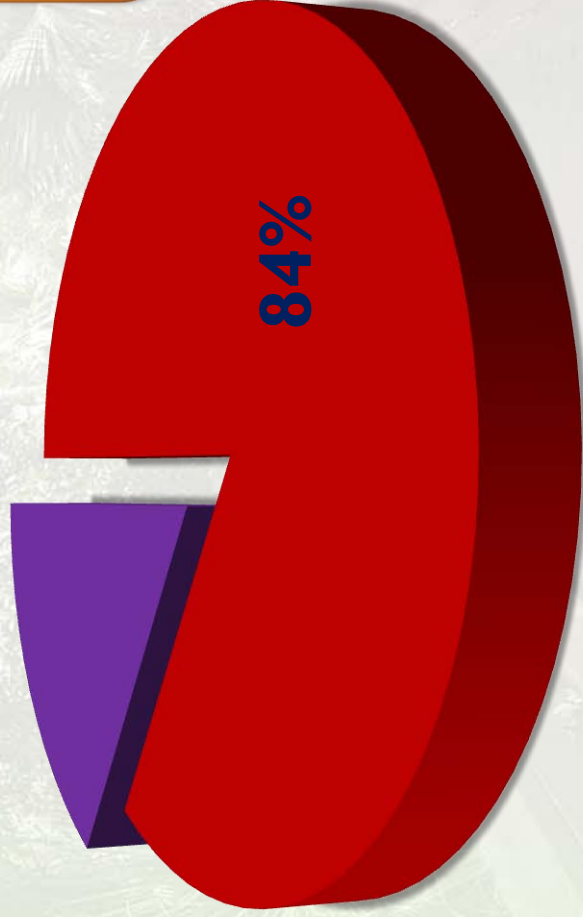
## Human Services

Family Consumer Science  
Community Services  
Veteran's Services  
Health Department  
Mosquito Control  
Public Transportation





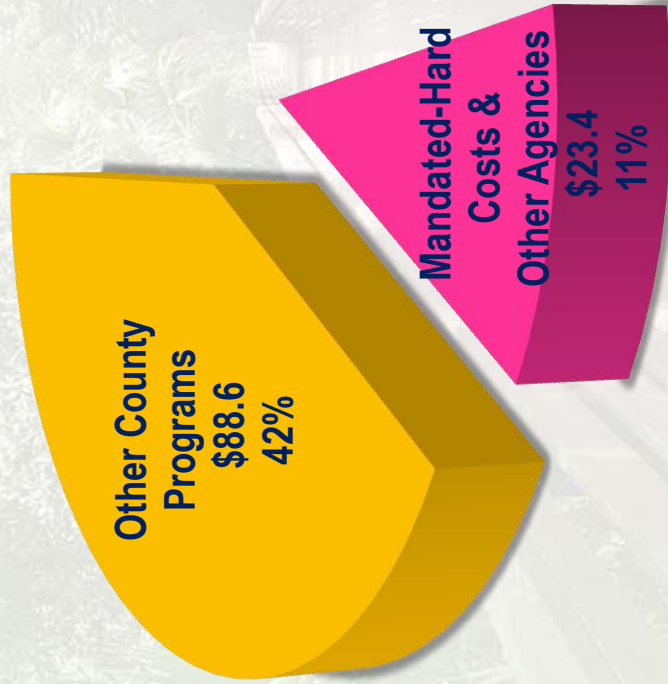
# March 3<sup>rd</sup> Worksession Recap: Tax Supported Cost of Programs



**\$178.4 Million**  
**Programs that are**  
**Mandated or**  
**Partially Mandated**

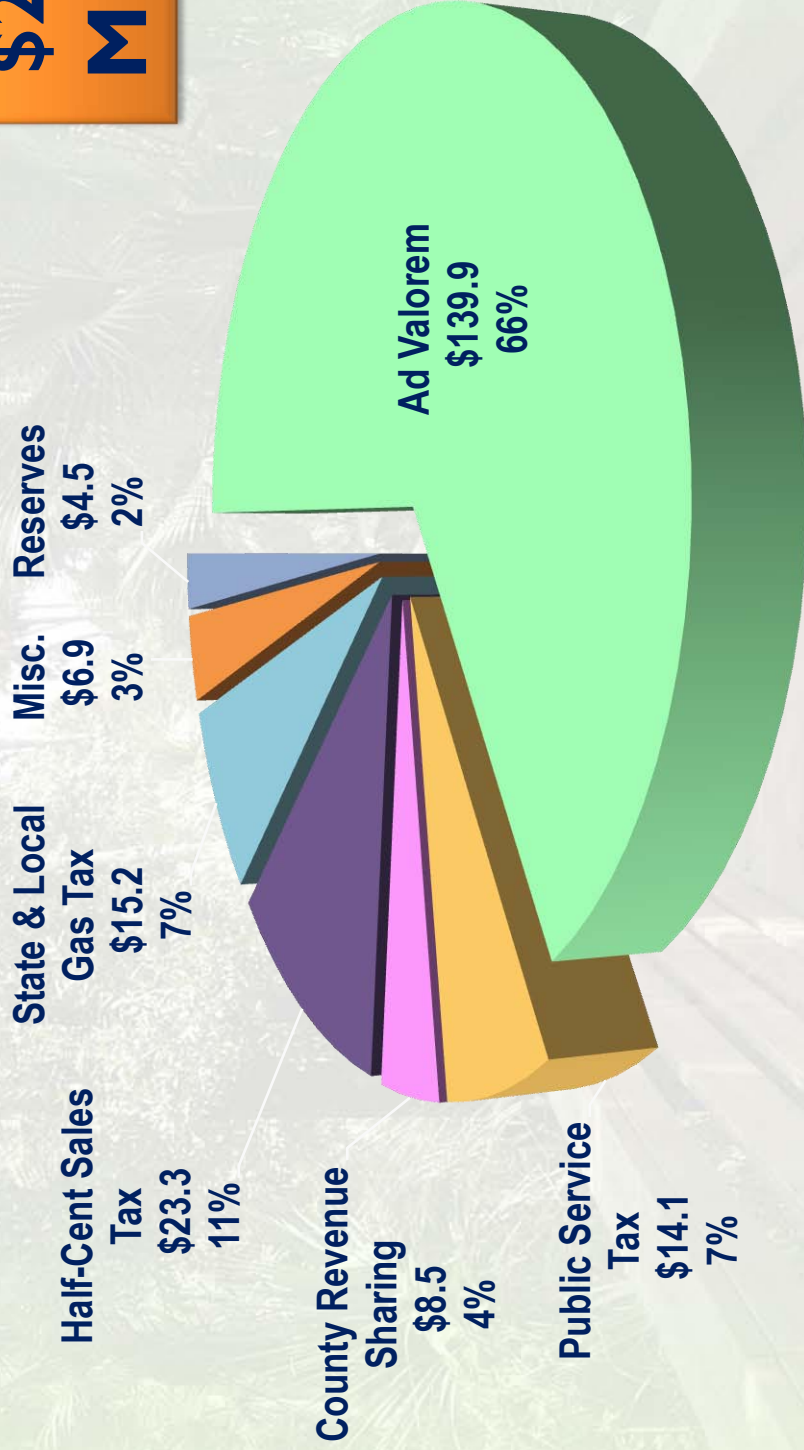
# March 3<sup>rd</sup> Worksession Recap: Tax Supported Cost of Programs

**\$212.4  
Million**



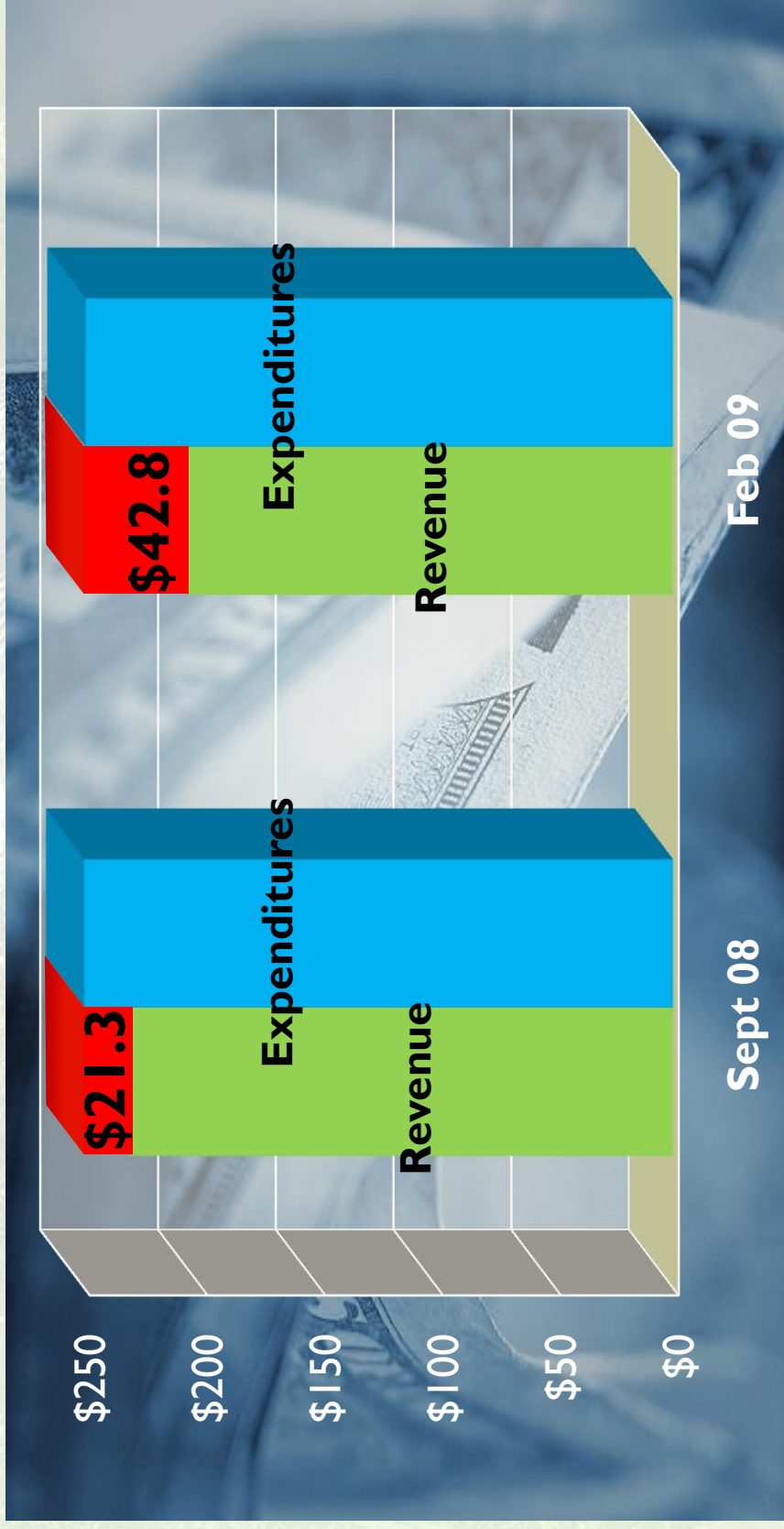
# March 3<sup>rd</sup> Worksession Recap: General Revenue Services Budget

**\$212.4  
Million**





# March 3<sup>rd</sup> Worksession Recap: Forecasted Budget Status: FY10



# March 3<sup>rd</sup> Worksession Recap: Forecasted Budget Status: FY10

General Revenue Forecast	In Millions
Structure Imbalance Forecast September 2008	\$ (21.3)
Sales Taxes (6 cent state shared)	(5.0)
County Revenue Sharing	(1.5)
State and Local Gas Taxes	(1.0)
Projected Net Deficit before Ad Valorem Tax Factor	\$ (28.8)

# March 3<sup>rd</sup> Worksession Recap: Forecasted Budget Status: FY10

*Property Taxable Assessments*  
*Property Appraiser Projection*      **-7.5%**      **-10%**

<b>Reduction in Taxes at Current Rate 4.5153</b>	<b>\$ (10.0)</b>	<b>\$ (14.0)</b>
<b>Projected Net Deficit FY10</b>	<b>(38.8)</b>	<b>(42.8)</b>

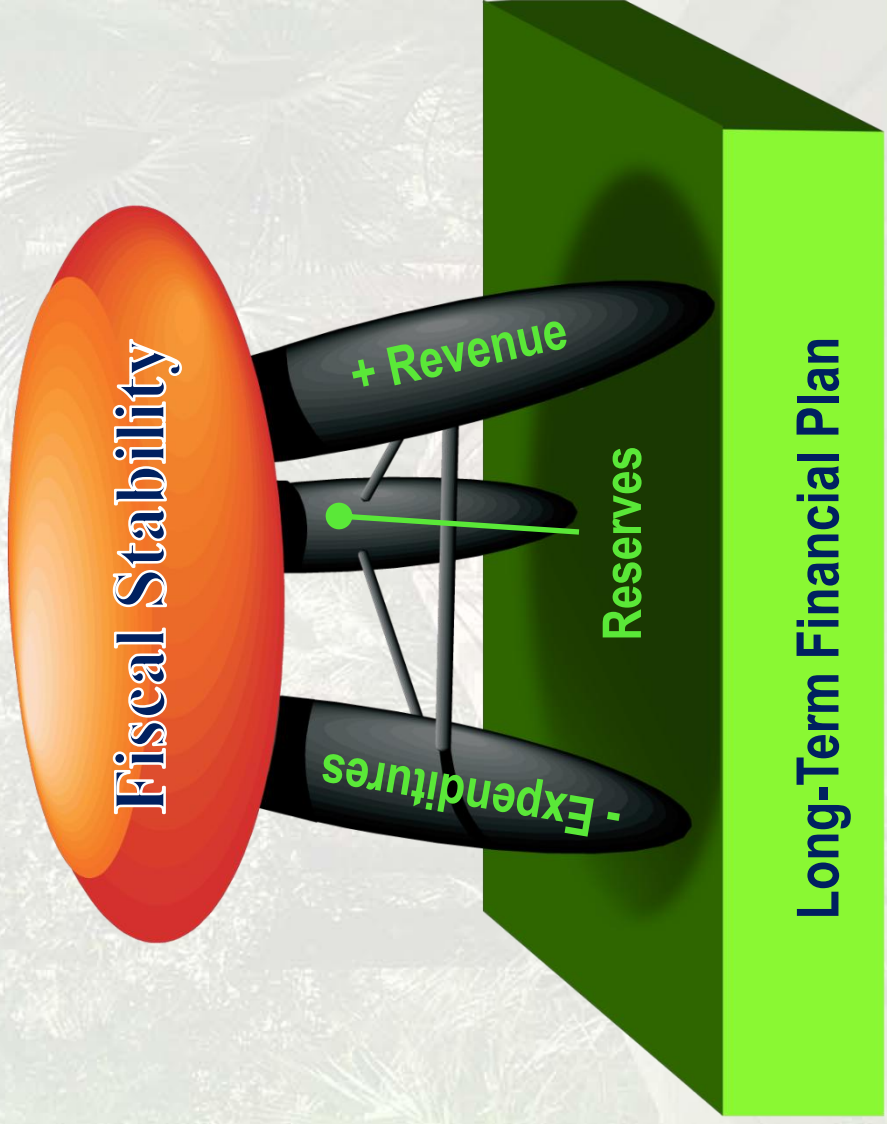


# March 3<sup>rd</sup> Worksession Recap: Recommended Option



<b>Projected Structural Deficit</b>	<b>\$ (42.8)</b>
Stormwater Assessment (General Revenue Offset)	7.5
Millage at Rollforward or HB1B formula	18.3
<b>Projected Net Deficit</b>	<b>\$ (17.0)</b>
Economic Stabilization Offset	7.0
<b>Budget Reductions (Target \$10-15M)</b>	<b>\$(10.0)</b>

# FY10 Budget Development Recommended Option



# FY10 Budget Development What is the Ultimate Goal?



**Planned  
Service  
Levels**

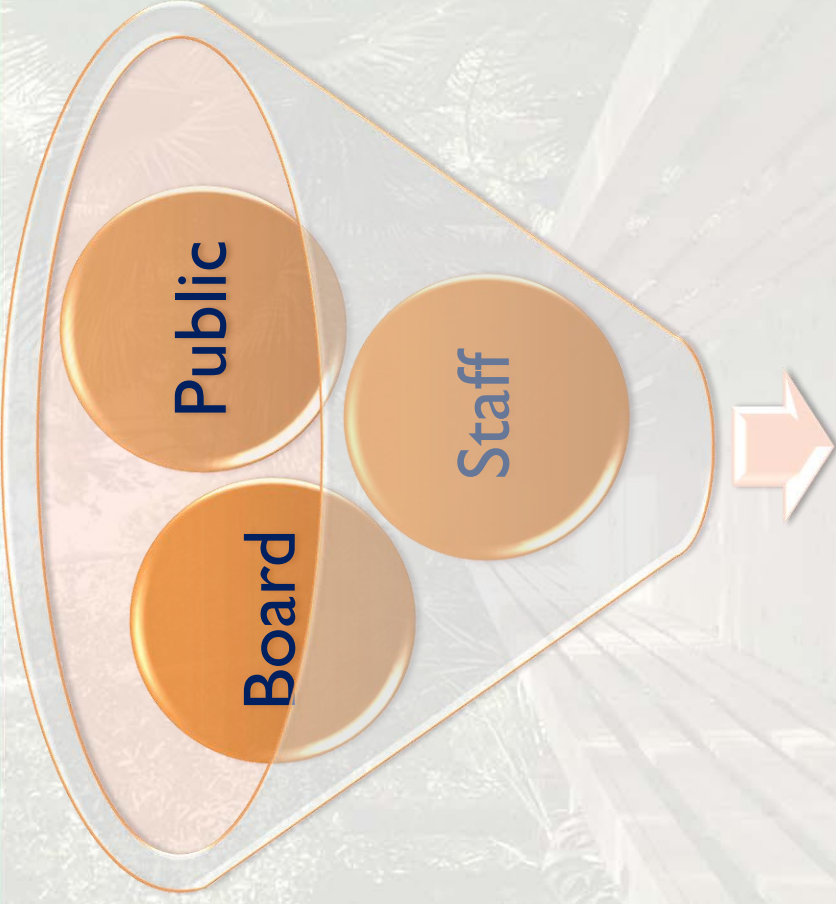


**Available  
Funding  
Streams**

Must balance over  
the Long-term, so  
that crucial public  
services are not  
interrupted



# FY10 Budget Development Consensus Driven Process

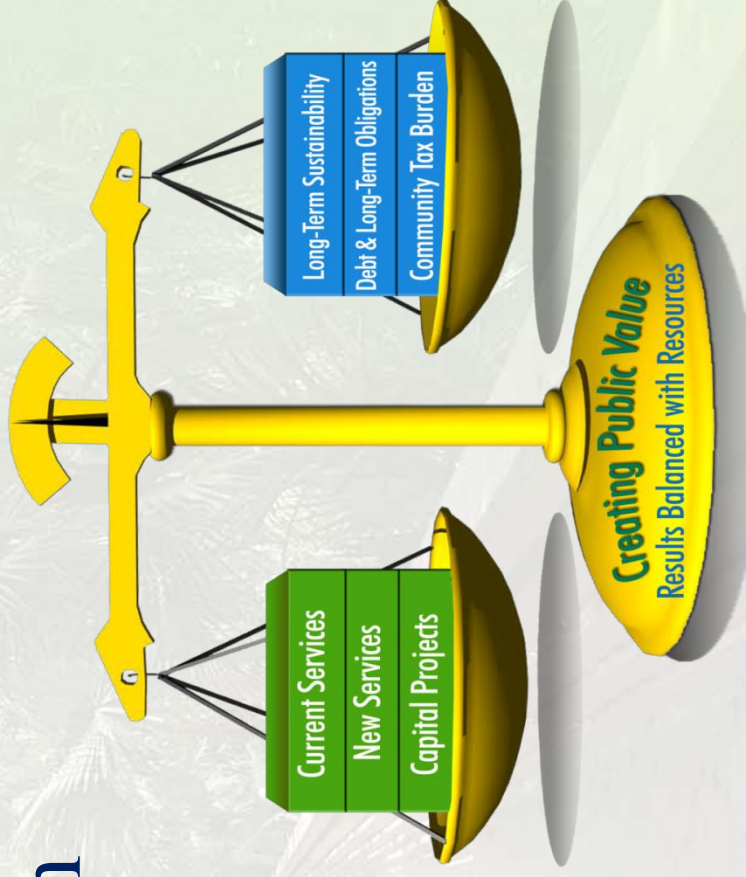


**LONG-TERM FINANCIAL PLAN**

# FY10 Budget Development

## *Focus on Long-Term Fiscal Sustainability*

- Management Team
- Employee Input
- Citizen Survey
- Board Consensus



# \$42.8M Structural Imbalance



<b>Decline over the last 3-4 Years (In Millions)</b>	
Property Taxes	<b>\$32.1</b>
<b>TAX REFORM</b>	15.9
10% Decline in Assessed Valuation	48.0
Total Property Tax Impact	11.5
Sales Taxes (State Shared)	1.8
Gas Taxes (State Shared and Local )	6.0
Other Fees and Sources of General Revenue	<b>\$67.0</b>
<b>Decline in General Operating Revenue</b>	<b>-24.5</b>
<b>Net Reductions FY2007/08 and FY2008/09</b>	<b>\$42.8</b>
<b>Projected Structural Deficit For FY2009/10</b>	



# \$42.8M Structural Imbalance



<b>Budget FY2008/09 Use of Reserves</b>	<b>\$ (7.6)</b>
Ad Valorem (reduction in assessed valuation)	(14.0)
Other Major Revenues	(8.5)
Other Special Revenues	(2.6)
<b>Structural Deficit (Assumed Expenditures Flat)</b>	<b>\$(32.7)</b>
Funding for Normal Operational cost Increases	(10.1)
Projected Deficit	(42.8)

# Proposed Budget Reductions



	In Millions
<b>Reductions from the <u>\$42.8 Million</u></b>	
Zero Based Budgeting	<b>\$ (14.2)</b>
Full Cost Allocation	<b>(1.6)</b>
Constitutional Officers (Sheriff Reductions = \$9.8M)	<b>(10.7)</b>
BCC Salary Freeze (Temporary based on 4% Factor)	<b>(1.6)</b>
<b>Reductions Made Against \$42.8 Million Imbalance</b>	<b>\$ (28.1)</b>

# Proposed Budget Reductions



Reductions from the <u>FY2008/09 Budget</u>	In Millions
Zero Based Budgeting	\$ (14.0)
Full Cost Allocation	(1.6)
Constitutional Officers (Sheriff Reductions = \$2.1M)	(2.4)
BCC Salary Freeze (Temporary based on 4% Factor)	(0.0)
Net Reductions Made from FY2008/09 Budget	\$ (18.0)

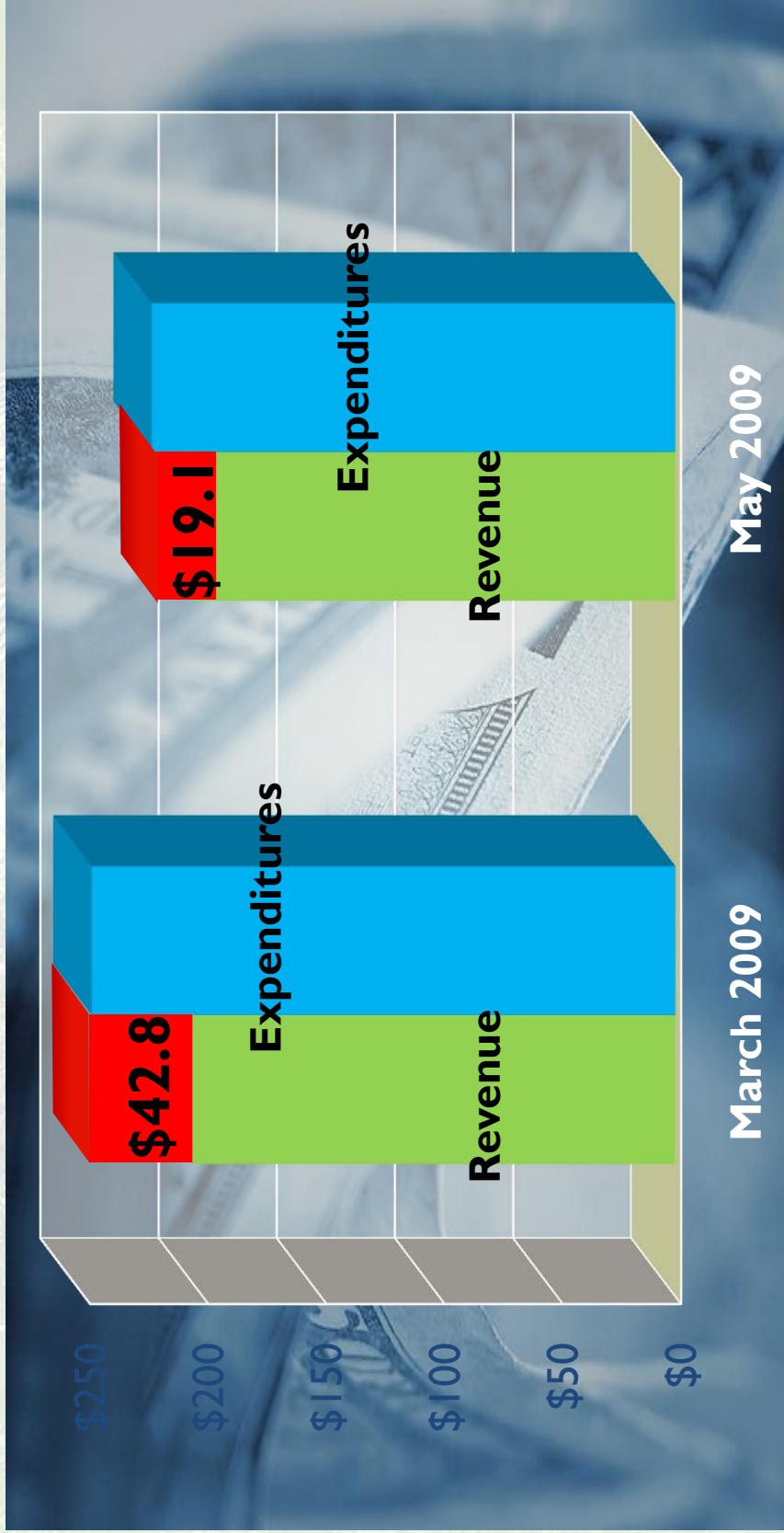


# Revised Budget Status FY10



<b>Projected Structural Deficit: May 2009</b>	<b>\$ (42.8)</b>
Additional 1% Property Assessment Reduction	(1.8)
Special Revenue Funds (Operational Subsidy)	(2.6)
<b>Revised Deficit</b>	<b>\$ (47.2)</b>
<b>Proposed Budget Reductions</b>	<b>28.1</b>
<b>Projected Net Deficit</b>	<b>\$ (19.1)</b>

# Revised Budget Status FY10



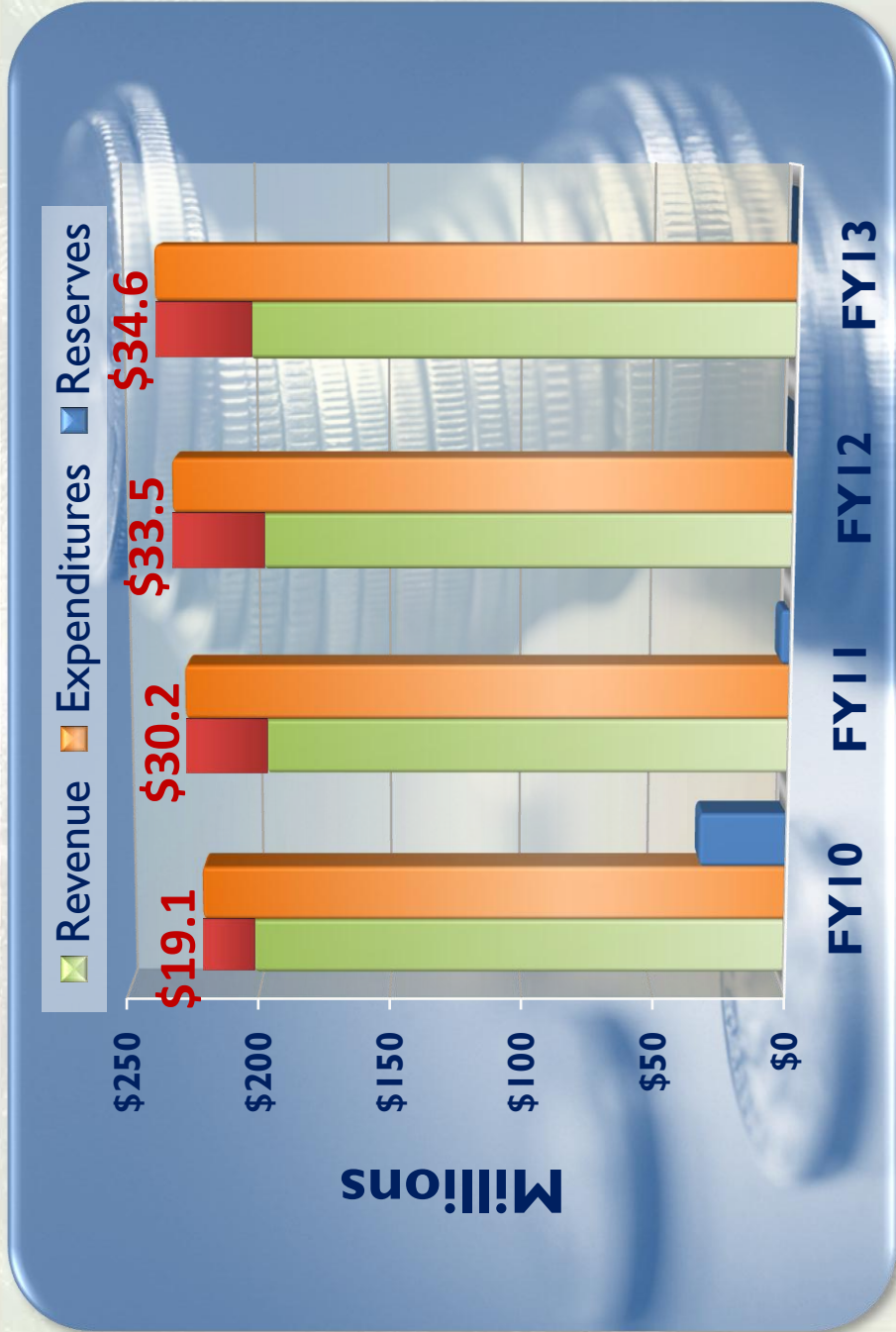
# Forecasted Budget Status



Forecast: Current Millage Rate, Plus Reductions	Structural Balancing	Reserve Level
Fiscal Year 2009/10 (Assessments -11%)	-\$19.1M	\$32.7M
Fiscal Year 2010/11 (Assessments -5%)	-\$30.2M	\$3.3M
Fiscal Year 2011/12 (Assessments 0%)	-\$33.5M	-\$29.4M
Fiscal Year 2012/13 (Assessments +2%)	-\$34.6M	-\$63.1M



# Forecasted Budget Status



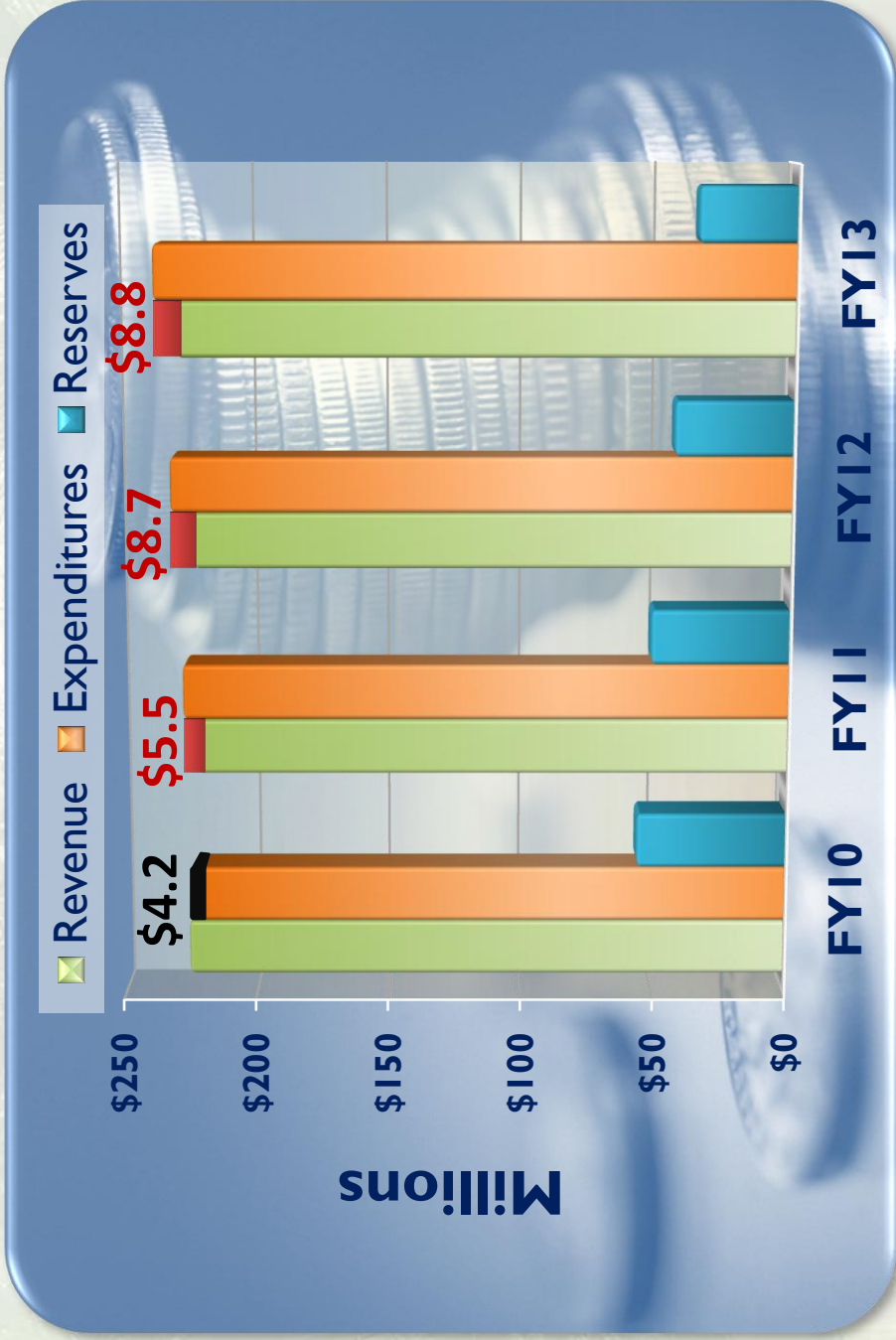


# Forecasted Recommended Option



Forecast: Rollforward Rate, plus Stormwater Assessment & Reductions	Structural Balancing	Reserve Level
Fiscal Year 2009/10 (Assessments -11%)	\$4.2M	\$56.1M
Fiscal Year 2010/11 (Assessments -5%)	-\$5.5M	\$51.4M
Fiscal Year 2011/12 (Assessments 0%)	-\$8.7M	\$43.5M
Fiscal Year 2012/13 (Assessments +2%)	-\$8.8M	\$35.6M

# Forecasted Recommended Option



# Forecasted HB1B Formula



Forecast: HB1B Formula Rate, plus Stormwater Assessment & Reductions	Structural Balancing	Reserve Level
Fiscal Year 2009/10 (Assessments -11%)	\$7.8M	\$59.6M
Fiscal Year 2010/11 (Assessments -5%)	-\$2.1M	\$58.4M
Fiscal Year 2011/12 (Assessments 0%)	-\$5.3M	\$53.9M
Fiscal Year 2012/13 (Assessments +2%)	-\$5.3M	\$49.4M



# Millage Rate Options

## Residential Property Tax Comparison (*\$225K Home*)

	SOH Differential	Newly Homesteaded	Non- Homesteaded
FY2009 Tax	\$677	\$790	\$1,016
Current Rate	\$677	\$689	\$914
Rollforward Rate	\$774	\$787	\$1,046
HBIB Formula	\$794	\$807	\$1,072



# Millage Rate Options

## Residential Property Estimated Change in Tax Bill (\$225K Home)

	SOH Differential	Newly Homesteaded	Non- Homesteaded
FY2009 Tax	\$677	\$790	\$1,016
Current Rate	\$-0-	\$(102)	\$(102)
Rollforward Rate	\$97	\$(3)	\$30
HBIB Formula	\$117	\$17	\$56

# FY10 Budget Development



## Stormwater Utility Assessment

- **\$15M Annual Program**
- \$7.5M Existing Program
- \$7.5M Pollutant Load Reduction Program
- **\$6.8M General Revenue Offset FY10**



# Recommended Option

## Effect on Residential Property Owner (\$225K Home)

	SOH Differential	Newly Homesteaded	Non- Homesteaded
Stormwater Assessment	\$ 70	\$ 70	\$ 70
Rollforward Rate	<u>97</u>	<u>(3)</u>	<u>30</u>
Annual Increase	\$ 167	\$ 67	\$ 100
Monthly Increase	\$ 13.92	\$ 5.58	\$ 8.33



# FY10 Budget Development



## *Status of Other Operating Funds*

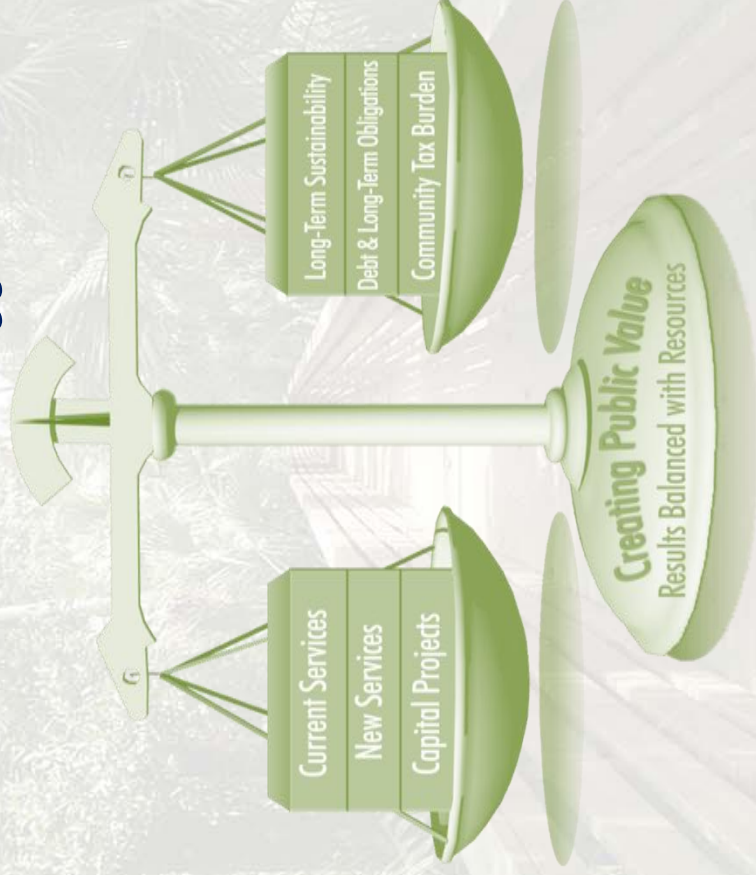
- Fire/Rescue District
- Tourism Tax Funds
- Building Fund
- \$2 Technology Fee Fund
- Water & Sewer Fund
- Solid Waste Fund



# FY10 Budget Development



## *Discussion – Staff Direction*







# **SEMINOLE COUNTY CITIZEN SURVEY AS BUDGET TOOL 2009**

**PMG Associates, Inc.  
4171 West Hillsboro Boulevard  
Suite 8  
Coconut Creek, Florida 33073  
(954) 427-5010**

## **SEMINOLE COUNTY CITIZEN SURVEY AS BUDGET TOOL EXECUTIVE SUMMARY - 2009**

Seminole County retained the firm of PMG Associates, Inc. (PMGA) to create and complete a survey of the County's residents to determine their attitudes, satisfaction, importance and perceptions toward the services provided by the County. This survey was conducted during the end of April and the beginning of May 2009 and included a cross-section of the community.

### **Methodology**

The survey instrument used for this engagement was designed with a team of staff members from the County. Various citizen surveys from other municipalities were considered and numerous drafts were undertaken. A final survey instrument was approved by the County in late April 2009.

The random sample for this survey was generated using direct mail listings matched with current telephone numbers. All listings were divided proportionately based on population by Postal Carrier Routes (U.S. Post Office delivery zones). This process insured that the sample universe was evenly distributed throughout the County. This original sampling by carrier route generated over 5,000 potential interview subjects. Later, random selection within the carrier routes resulted in the required sample size for this assignment (400).

Respondents were contacted by telephone by the PMGA staff to complete the survey. Telephone calls were made in the late afternoon and early evening during the week and on the weekends in order to obtain a true representative sampling of the population. All respondents were first qualified to insure that they were in fact County residents prior to initiating the survey. The staff focused on encouraging the respondents to provide their opinion in order to assist the County in ascertaining perceptions regarding the delivery of services.

### **Structure of survey**

Most questions of the survey followed a specific routine that introduced the subject matter to be evaluated. The first question, in a series of three, would inquire as to whether the person had received or experienced the item or service that was provided by the County. If the answer was affirmative, the second question was asked, which was regarding the person's satisfaction with the service or item. If the respondent had not received or experienced the item or services the satisfaction ranking was skipped. The final or third question of the series requested that the respondent rank the service or item in importance. It must be noted that the second and third questions were answered on a one to ten scale, with one being the lowest rating a person could give the specific inquiry and ten being the highest or best rating the person could rate the County service or item. All questions that could be answered in a numerical rating scale are stated in this report as averages.

## RESULTS

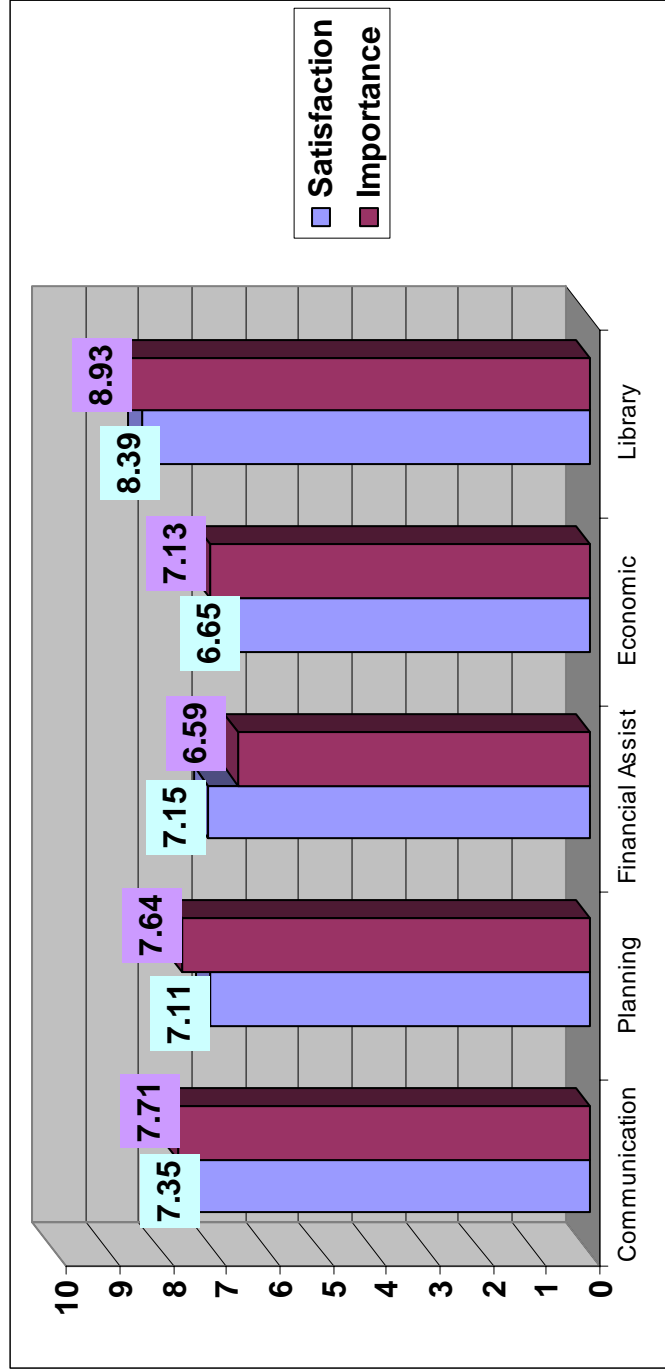
### SUMMARY OF USE OF SERVICE BY THE RESIDENCES PLUS RELATIVE SCORES ON SATISFACTION AND IMPORTANCE

Service	Use of Service (%)	Satisfaction Score	Importance Score	Rank satisfaction	Rank importance
Communication Tools	47.0	7.35	7.71	8	9
Planning and Development Services	24.5	7.11	7.64	12	11
Emergency Financial Assistance Programs	8.5	7.15	6.59	10	14
Juvenile Diversion Justice System	8.3	6.94	7.65	13	12
Economic Development Department	10.0	6.65	7.13	14	13
Parks and Recreation Facilities	77.0	8.06	8.37	4	6
Trails and Pathway System	65.2	8.08	7.99	3	7
Natural Lands	32.8	7.56	7.75	6	8
Library	79.5	8.39	8.93	2	3
Animal Services	33.8	7.49	7.69	7	10
Emergency Medical Services/ EMS	39.8	9.37	9.75	1	1
Drainage and Stormwater	N/A	7.12	8.56	11	5
Maintenance of Roadways and Sidewalks	N/A	7.23	8.71	9	4
Sheriff's Office	34.8	7.80	9.55	5	2
All Departments Combined	NA	7.59	8.14	NA	NA

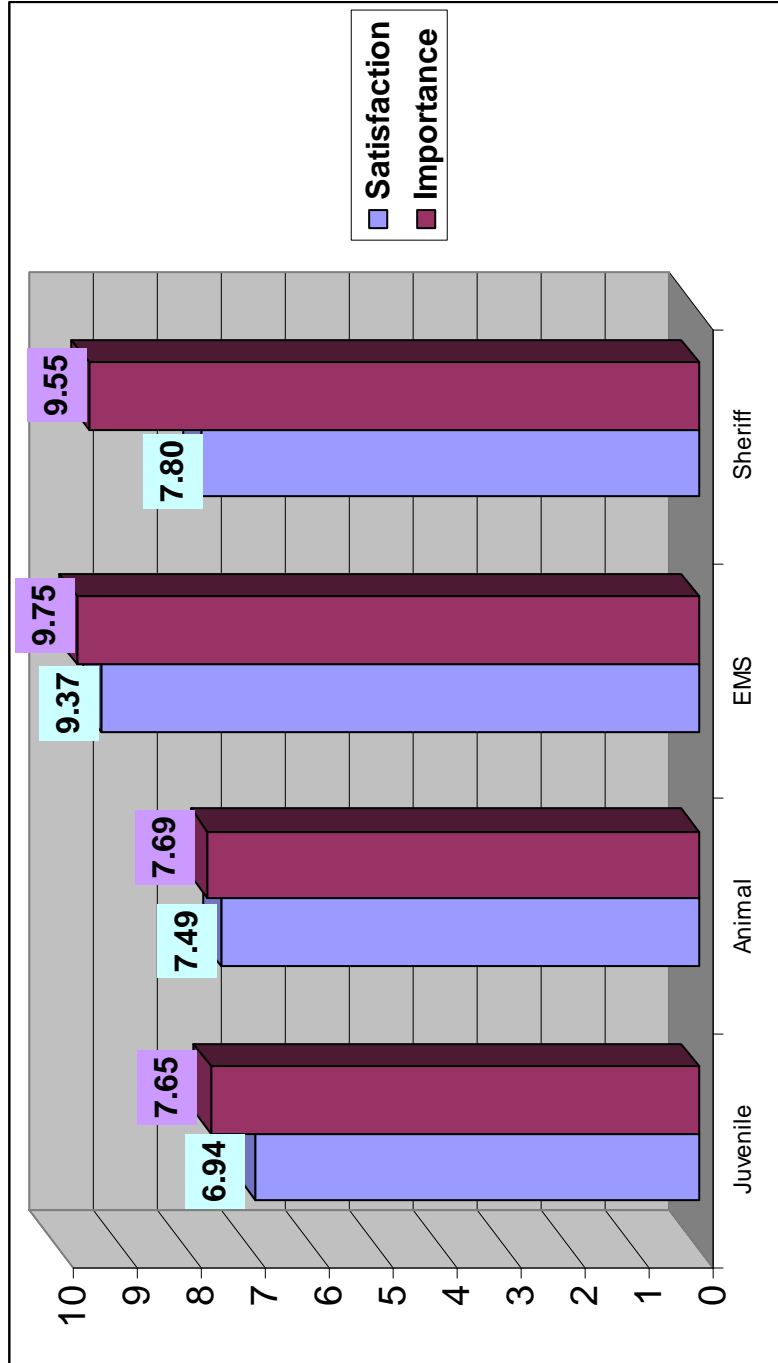


## SATISFACTION VERSUS IMPORTANCE COMPARISON

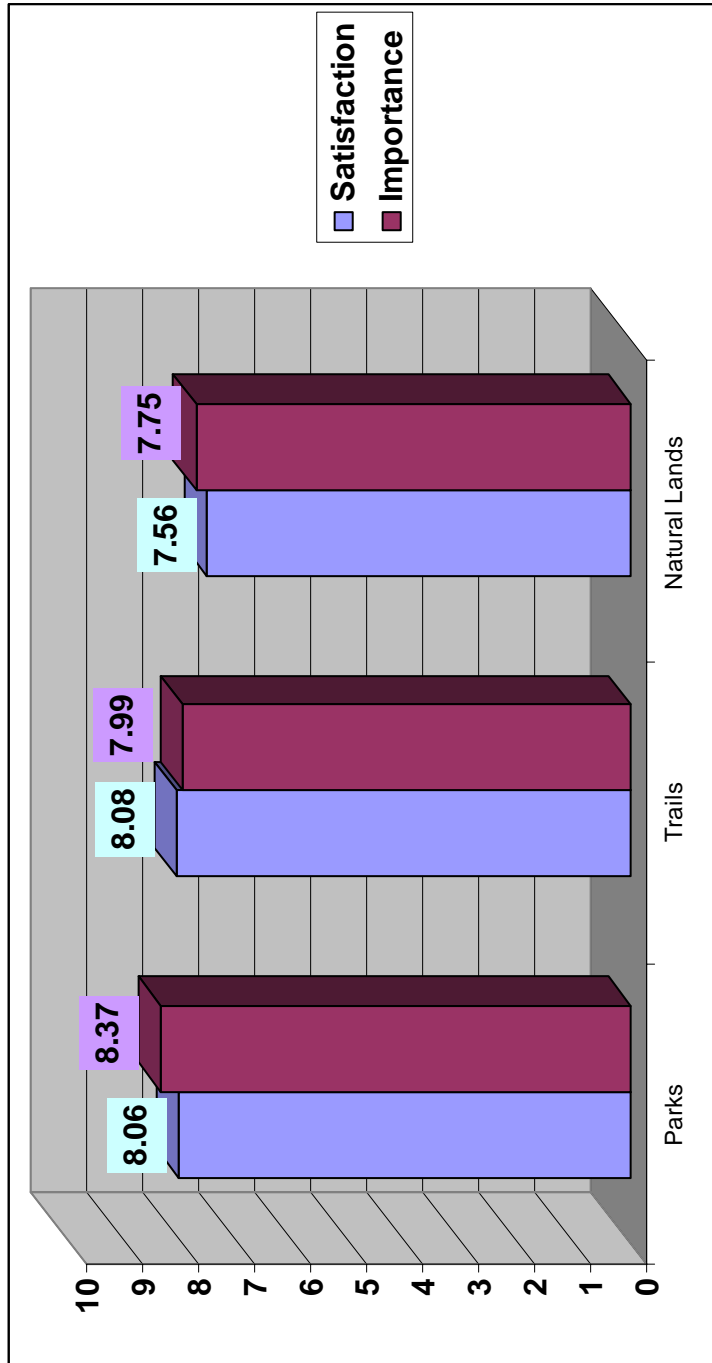
### General Services



**Public Safety**

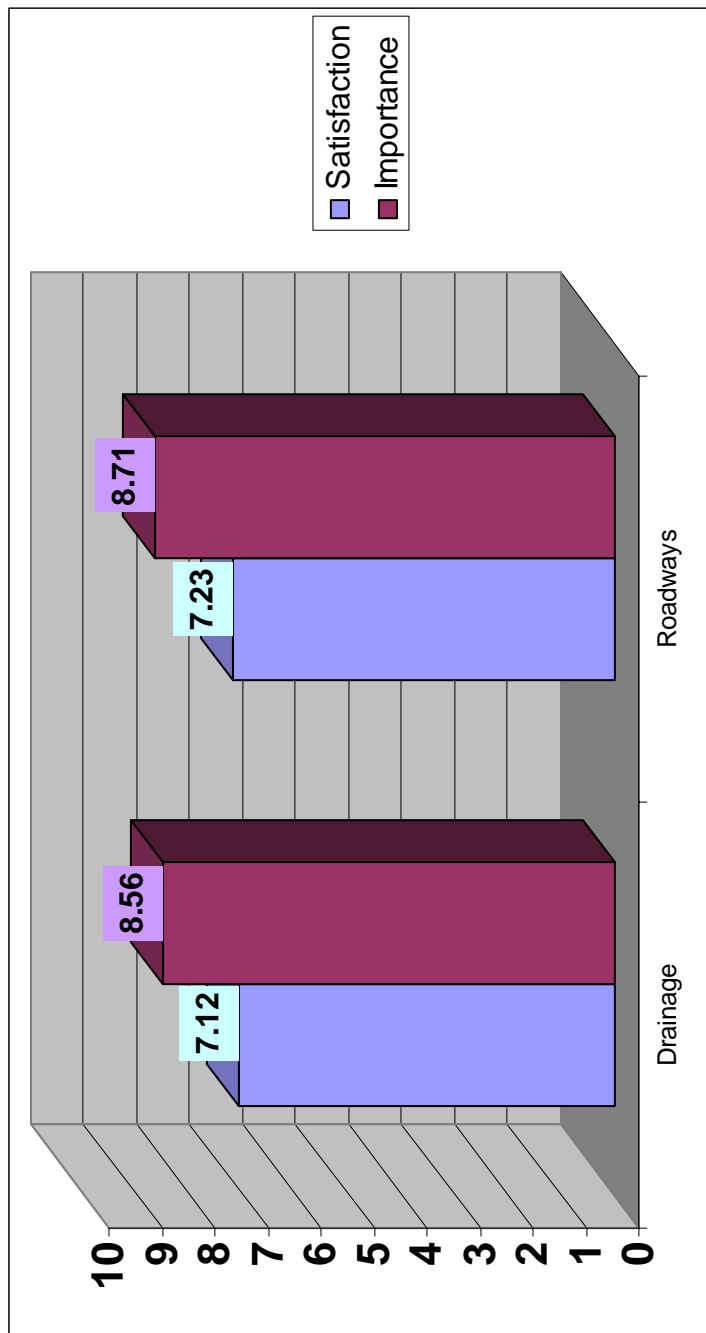


**Open Space and Recreation:**





**Public Works:**



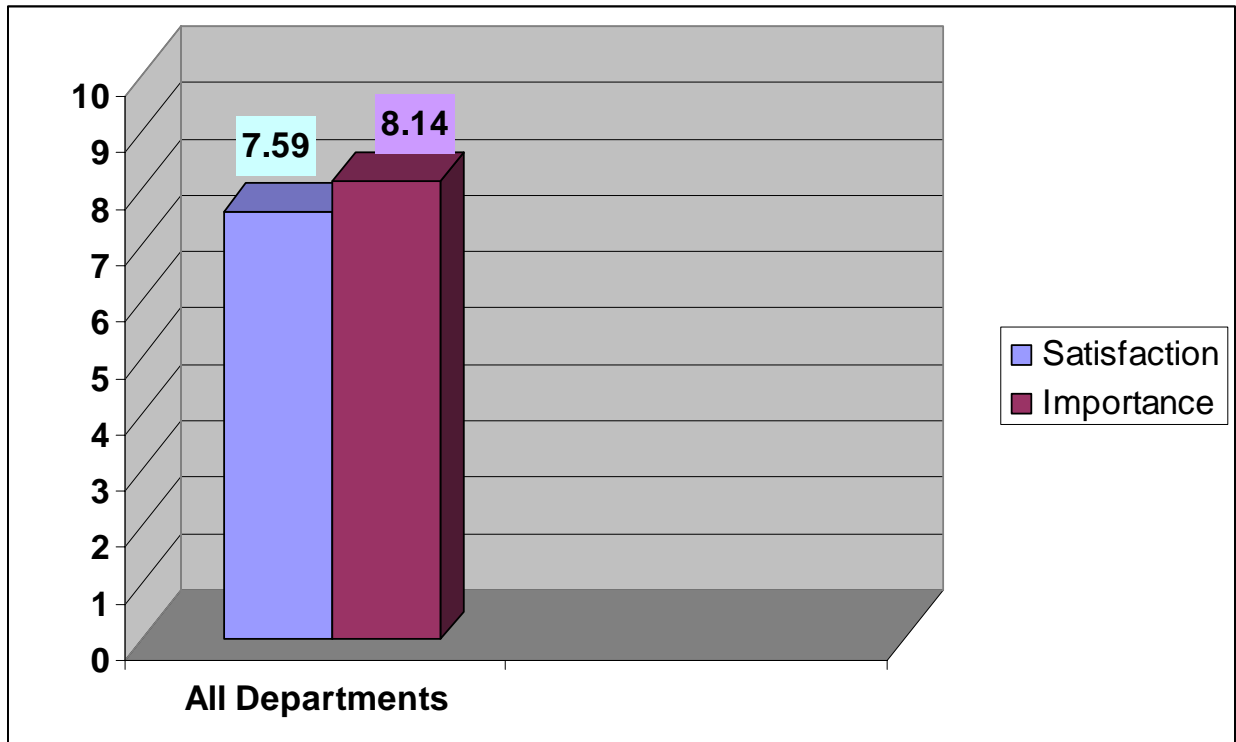
**Conclusions:**

While Seminole County enjoys a good overall rating, regarding the quality of service (Overall satisfaction rating of 7.59) that it provides for the residents, the County should continue to focus on service delivery. Only two services, Juvenile Diversion Justice System and Economic Development Department, fall below a 7.00 rating of satisfaction. Additionally, these services rank in the bottom three in use by the residents.

The highest rate of use of the services are for Libraries, Park and Recreation Facilities and Trails, which is appropriate since these services are more widely available to the population and are not directed at special needs.

The service that scores highest in both satisfaction and importance is Emergency Medical Services (EMS), which underscores the significance of Public Safety.

One issue that is of significance is the awareness of the Communication Tools that the County presently uses. Only 47% of the population acknowledged that they received these materials. Although the satisfaction and importance scores are good (7.35 and 7.71 respectively), less than one half of the population is taking advantage of the information provided to them. It is possible that the overall scores could improve if the residents were more aware of what is being offered.



**SEMINOLE COUNTY CITIZEN SURVEY  
AS BUDGET TOOL 2009**

**Do you live inside a municipality or in unincorporated Seminole County?**

<b>Response</b>	<b>Number</b>	<b>Percent</b>
Municipality	206	51.5
Unincorporated	194	48.5
<b>TOTAL</b>	<b>400</b>	<b>100.0</b>

**What city?**

<b>Municipality</b>	<b>Number</b>
Altamonte Springs	34
Casselberry	28
Lake Mary	14
Longwood	14
Oviedo	35
Sanford	48
Winter Springs	33
<b>TOTAL</b>	<b>206</b>

**Zip Code**

<b>Zip Code</b>	<b>Number</b>	<b>Percent</b>
32701	15	3.8
32707	33	8.2
32708	46	11.5
32714	32	8.0
32730	5	1.3
32732	4	1.0
32746	40	10.0
32750	22	5.5
32765	51	12.7
32766	12	3.0
32771	44	11.0
32773	28	7.0
32779	26	6.5
32792	42	10.5
<b>TOTAL</b>	<b>400</b>	<b>100.0</b>



**1. The County delivers news and information about services through its website, newsletters, SGTV, Twitter and other communication tools.**

**1a. Have you received or reviewed any informational items from Seminole County**

<b>Response</b>	<b>Number</b>	<b>Percent</b>
Yes	188	47.0
No	212	53.0
<b>TOTAL</b>	<b>400</b>	<b>100.0</b>

**1b. So, how satisfied are you with the County’s Public information initiatives on a scale from one to ten?**

Average score Public Involvement satisfaction: <u>7.35</u> (Only those persons who answered Yes to this question were polled for satisfaction) Median Score Public Involvement satisfaction: <u>7.00</u>
--

**1c. How important are the County’s Public information and outreach efforts on news and services?**

Average score Public Involvement importance: <u>7.71</u> (All respondents were asked to answer this question) Median Score Public Involvement importance: <u>8.00</u>
---

**2. The County has a Comprehensive Plan that determines what the future land uses/development trends can be, whether it is homes or commercial properties.**

**2a. Have you had any experience using County Planning and Development services, such as building permits?**

<b>Response</b>	<b>Number</b>	<b>Percent</b>
Yes	98	24.5
No	302	75.5
<b>TOTAL</b>	<b>400</b>	<b>100.0</b>

**2b. How satisfied you are with how the service is being delivered/performed?**

Average score County Planning and Development satisfaction: <u>7.11</u> (Only those persons who answered Yes to this question were polled for satisfaction) Median score County Planning and Development satisfaction: <u>7.00</u>
--

**2c. How important is County Planning as it relates to residential and commercial development**

Average score County Planning and Development importance: 7.64  
 (All respondents were asked to answer this question)  
 Median score County Planning and Development importance: 8.00

**3. The County currently provides Emergency Financial assistance: for prescriptions, for utility payments, for rent payments.**

**3a. Do you have any experience using County Emergency Financial Assistance Programs?**

<b>Response</b>	<b>Number</b>	<b>Percent</b>
Yes	34	8.5
No	366	91.5
<b>TOTAL</b>	<b>400</b>	<b>100.0</b>

**3b. How satisfied are you with the County’s Emergency short-term financial assistance programs?**

Average score County Emergency short-term financial assistance satisfaction: 7.15  
 (Only those persons who answered Yes to this question were polled for satisfaction)  
 Median score County Emergency short-term financial assistance satisfaction: 7.00

**3c. How important do you think it is that the county provide Emergency short-term financial assistance programs for things like prescriptions, rent and utility payments?**

Average score County Emergency short-term financial assistance importance: 6.59  
 (All respondents were asked to answer this question)  
 Median score County Emergency short-term financial assistance importance: 7.00

**4. The County currently provides rehabilitative services not incarceration for some first time juvenile offenders charged with minor crimes.**

**4a. Do you have any experience with the County’s Juvenile Diversion Justice System**

<b>Response</b>	<b>Number</b>	<b>Percent</b>
Yes	33	8.3
No	367	91.7
<b>TOTAL</b>	<b>400</b>	<b>100.0</b>

**4b. How satisfied are you with the County Services designed to divert youth from the juvenile justice system?**

Average score County youth diversion satisfaction: 6.94  
 (Only those persons who answered Yes to this question were polled for satisfaction)  
 Median score County youth diversion satisfaction: 7.00

**4c. How important are services designed to divert youth from the juvenile justice system?**

Average score County youth diversion importance: 7.65  
 (All respondents were asked to answer this question)  
 Median score County youth diversion importance: 8.00

**5. The County’s Economic Development Department works with existing and relocating businesses which are expanding or establishing in Seminole County.**

**5a. Do you have any experience with the County’s Economic Development Programs?**

<b>Response</b>	<b>Number</b>	<b>Percent</b>
Yes	40	10.0
No	360	90.0
<b>TOTAL</b>	<b>400</b>	<b>100.0</b>

**5b. How satisfied are you with County services that support job creation/retention activities?**

Average score County job creation/retention activities satisfaction: 6.65  
 (Only those persons who answered Yes to this question were polled for satisfaction)  
 Median score County job creation/retention activities satisfaction: 7.00

**5c. How important are County services that support job creation/retention activities for local business?**

Average score County job creation/retention activities importance: 7.13  
 (All respondents were asked to answer this question)  
 Median score County job creation/retention activities importance: 7.00

**6. The County provides numerous parks and recreation facilities like ball fields, tennis courts, pavilions, and exercise equipment.**

**6a. Have you ever used a County Park?**

<b>Response</b>	<b>Number</b>	<b>Percent</b>
Yes	308	77.0
No	92	23.0
<b>TOTAL</b>	<b>400</b>	<b>100.0</b>



**6b. How satisfied/or how would you rank, the County parks and recreation facilities?**

Average score County parks and recreation facilities satisfaction: 8.06  
 (Only those persons who answered Yes to this question were polled for satisfaction)  
 Median score County parks and recreation facilities satisfaction: 8.00

**6c. How important are the County's parks and recreation facilities?**

Average score County parks and recreation facilities importance: 8.37  
 (All respondents were asked to answer this question)  
 Median score County parks and recreation facilities importance: 8.00

**7. The County has paved and natural trails are provided for walkers, runners, bike riders and horse riders.**

**7a. Have you ever used one of the County's Trails?**

Response	Number	Percent
Yes	261	65.2
No	139	34.8
<b>TOTAL</b>	<b>400</b>	<b>100.0</b>

**7b. How satisfied are you with the County's trails system?**

Average score County trails system satisfaction: 8.08  
 (Only those persons who answered Yes to this question were polled for satisfaction)  
 Median score County trails system satisfaction: 8.00

**7c. How important is the County's trail and pathway system?**

Average score County trails system importance: 7.99  
 (All respondents were asked to answer this question)  
 Median score County trails system importance: 8.00

**8. Natural Lands are defined as properties within Seminole County conserved for the following purposes:**

- Watersheds to preserve our precious supply of water.
- Habitats for wildlife
- Passive recreational areas for residents and visitors to hike, camp, canoe/kayak, and observe wildlife.

**8a. Do you have any experience using or otherwise interacting with County Natural Lands?**

Response	Number	Percent
Yes	131	32.8
No	269	67.3
<b>TOTAL</b>	<b>400</b>	<b>100.0</b>

**8b. How satisfied are you with the County's efforts to purchase and maintain natural lands?**

Average score County purchase and maintain natural lands satisfaction: <u>7.56</u> (Only those persons who answered Yes to this question were polled for satisfaction) Median score County purchase and maintain natural lands satisfaction: <u>8.00</u>
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**8c. How important are the County's efforts to purchase and maintain natural lands?**

Average score County purchase and maintain natural lands importance: <u>7.75</u> (All respondents were asked to answer this question) Median score County purchase and maintain natural lands importance: <u>8.00</u>
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**9. The libraries provide the following services to you and your family:**

- a. Collection of books
- b. Collection of magazines
- c. Computer accessibility
- d. Reading Programs
- e. Free seminars

**9a. Have you ever used a County Library?**

Response	Number	Percent
Yes	318	79.5
No	82	20.5
<b>TOTAL</b>	<b>400</b>	<b>100.0</b>

**9b. How satisfied are you with the County library system?**

Average score County library system satisfaction: <u>8.39</u> (Only those persons who answered Yes to this question were polled for satisfaction) Median score County library system satisfaction: <u>8.00</u>
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**9c. How important is the County library system?**

Average score County library system importance: <u>8.93</u> (All respondents were asked to answer this question) Median score County library system importance: <u>9.00</u>
---

**10. Seminole County Animal Services provides for the adoption of homeless pets, the removal of nuisance wildlife and pets, the regulation of barking dogs, violent dogs and feral cats.**

**10a. Do you have any experience with County Animal Services?**

<b>Response</b>	<b>Number</b>	<b>Percent</b>
Yes	135	33.8
No	265	66.2
<b>TOTAL</b>	<b>400</b>	<b>100.0</b>

**10b. How satisfied are you with County Animal Services?**

Average score County Animal Services satisfaction: <u>7.49</u> (Only those persons who answered Yes to this question were polled for satisfaction) Median score County Animal Services satisfaction: <u>8.00</u>
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**10c. How important are County Animal Services?**

Average score County Animal Services importance: <u>7.69</u> (All respondents were asked to answer this question) Median score County Animal Services importance: <u>8.00</u>
---

**11. The County provides Emergency Medical Services/Fire Rescue Services for medical emergencies, automobile accidents, personal injuries and fires.**

**11a. Do you have any experience with the County's EMS/Fire Rescue?**

<b>Response</b>	<b>Number</b>	<b>Percent</b>
Yes	159	39.8
No	241	60.2
<b>TOTAL</b>	<b>400</b>	<b>100.0</b>

**11b. How satisfied are you with County EMS/Fire Rescue?**

Average score County EMS/Fire Rescue satisfaction: <u>9.37</u> (Only those persons who answered Yes to this question were polled for satisfaction) Median score County EMS/Fire Rescue satisfaction: <u>10.00</u>
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**11c. How important is County EMS/Fire Rescue Services?**

Average score County EMS/Fire Rescue importance: <u>9.75</u> (All respondents were asked to answer this question) Median score County EMS/Fire Rescue importance: <u>10.00</u>
--



**12. The County maintains a collection system of pipes, swales, ditches and canals, as well as retention ponds to manage rainfall runoff and prevent flooding on roadways and neighborhoods, which affect water quality as required by state and federal regulations.**

**12a. How satisfied are you with the County’s drainage and stormwater systems?**

Average score County drainage and stormwater systems satisfaction: 7.12  
 (Only those persons who answered Yes to this question were polled for satisfaction)  
 Median score County drainage and stormwater systems satisfaction: 7.00

**12b. How important are County drainage and Stormwater Programs**

Average score County drainage and stormwater systems importance: 8.56  
 Median score County drainage and stormwater systems importance: 9.00

**13. The County maintains roadways including resurfacing (paving), pothole filling, repair/replacement of concrete curbs and sidewalks, guardrails, handrails, and other safety features.**

**13a. How satisfied are you with the County’s Maintenance of County roadways and sidewalks?**

Average score County maintenance of roadways and sidewalks satisfaction: 7.23  
 (Only those persons who answered Yes to this question were polled for satisfaction)  
 Median score County maintenance of roadways and sidewalks satisfaction: 7.00

**13b. How important are the County’s roadways and their maintenance?**

Average score County maintenance of roadways and sidewalks importance: 8.71  
 Median score County maintenance of roadways and sidewalks importance: 9.00

**14. The County provides law enforcement services through the Sheriff’s office this includes crime prevention, traffic enforcement, court services and jail services.**

**14a. Do you have any experience with County Sheriff’s Law Enforcement Services?**

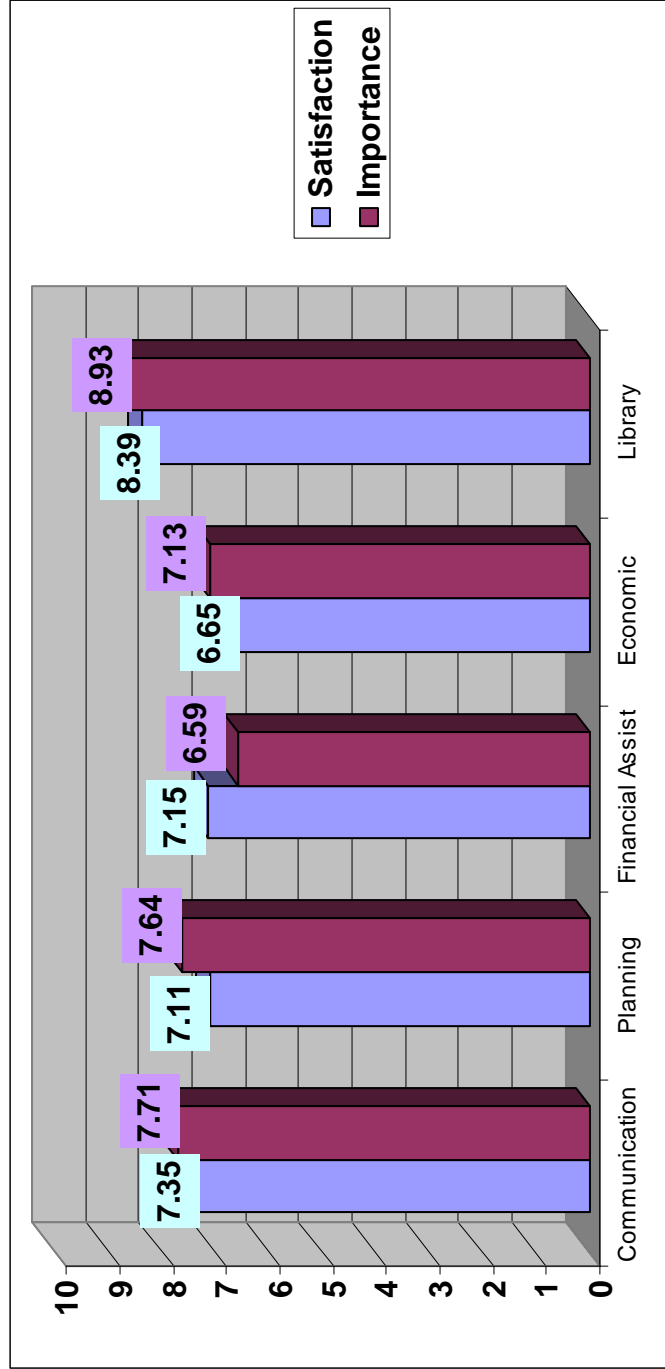
Response	Number	Percent
Yes	139	34.8
No	261	65.2
<b>TOTAL</b>	<b>400</b>	<b>100.0</b>

**14b. How satisfied are you with the Seminole County Sheriff’s office?**

Average score County Sheriff’s office satisfaction: 7.80  
 (Only those persons who answered Yes to this question were polled for satisfaction)  
 Median score County Sheriff’s office satisfaction: 8.00

## SATISFACTION VERSUS IMPORTANCE COMPARISON

### General Services





# **SEMINOLE COUNTY BUSINESS SURVEY AS BUDGET TOOL 2009**

**PMG Associates, Inc.  
4171 West Hillsboro Boulevard  
Suite 8  
Coconut Creek, Florida 33073  
(954) 427-5010**



## **SEMINOLE COUNTY BUSINESS SURVEY AS BUDGET TOOL EXECUTIVE SUMMARY - 2009**

Seminole County retained the firm of PMG Associates, Inc. (PMGA) to create and complete a survey of the County's Business community to determine their attitudes, satisfaction, importance and perceptions toward the services provided by the County. This survey was conducted during the end of April and the beginning of May 2009 and included a cross-section of the business community.

### **Methodology**

The survey instrument used for this engagement was designed with a team of staff members from the County. Various business surveys from other municipalities were considered and numerous drafts were undertaken. A final survey instrument was approved by the County in late April 2009.

The random sample for this survey was generated using direct mail listings matched with current telephone numbers. All listings were divided proportionately based on population by Postal Carrier Routes (U.S. Post Office delivery zones). This process insured that the sample universe was evenly distributed throughout the County. This original sampling by carrier route generated over 3,000 potential interview subjects. Later, random selection within the carrier routes resulted in the required sample size for this assignment.

Respondents were contacted by telephone by the PMGA staff to complete the survey. Telephone calls were made during normal business hours, Monday through Friday in order to obtain a true representative sampling of this population. All respondents were first qualified to insure that they were in fact in business prior to initiating the survey. The staff focused on encouraging the respondents to provide their opinion in order to assist the County in ascertaining perceptions regarding the delivery of services.

### **Structure of survey**

Most questions of the survey followed a specific routine that introduced the subject matter to be evaluated. The first question, in a series of three, would inquire as to whether the business or person had received or experienced the item or service that was provided by the County. If the answer was affirmative, the second question was asked, which was regarding the person's satisfaction with the service or item. If the respondent had not received or experienced the item or services the satisfaction ranking was skipped. The final or third question of the series requested that the respondent rank the service or item in importance. It must be noted that the second and third questions were answered on a one to ten scale, with one being the lowest rating a person could give the specific inquiry and ten being the highest or best rating the person could rate the County service or item. All questions that could be answered in a numerical rating scale are stated in this report as averages.

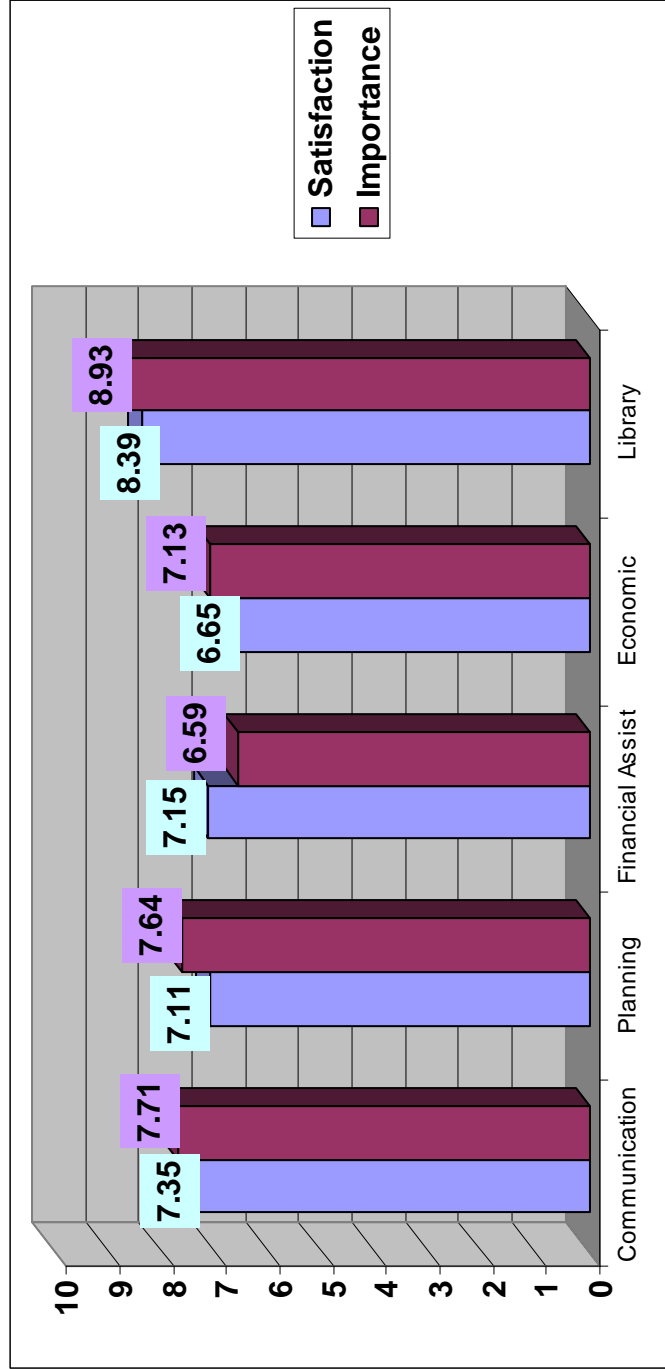
## RESULTS

### SUMMARY OF USE OF SERVICE BY THE BUSINESSES PLUS RELATIVE SCORES ON SATISFACTION AND IMPORTANCE

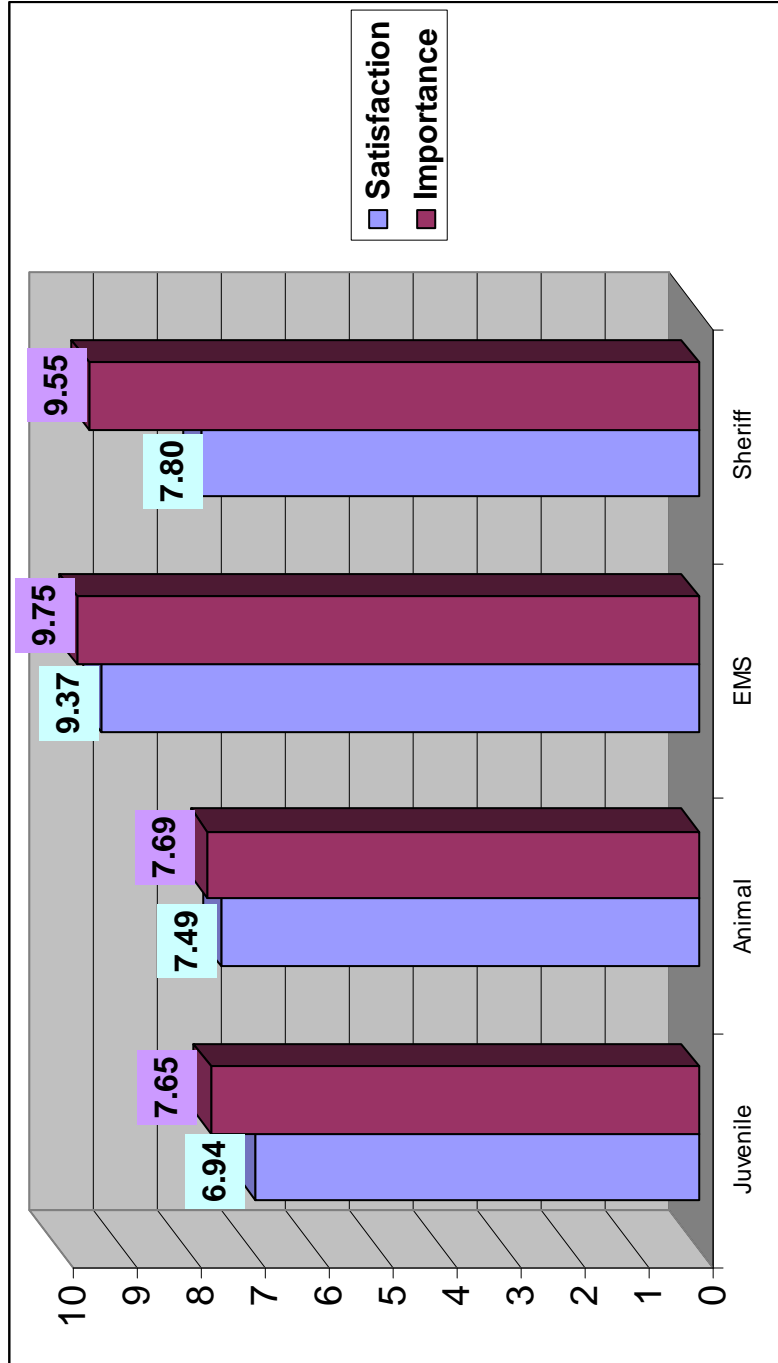
Service	Use of Service (%)	Satisfaction Score	Importance Score	Rank Satisfaction	Rank Importance
Communication Tools	21.7	7.55	5.77	11	14
Planning and Development Services	25.5	6.52	6.51	14	12
Emergency Financial Assistance Programs	5.7	7.67	6.50	8	13
Juvenile Diversion Justice System	7.5	7.60	7.18	10	9
Economic Development Department	7.5	8.63	7.15	3	10
Parks and Recreation Facilities	64.2	8.39	7.45	4	7
Trails and Pathway System	44.3	8.72	7.07	2	11
Natural Lands	22.6	7.96	7.46	7	6
Library	61.3	8.35	8.19	5	4
Animal Services	43.4	7.65	7.21	9	8
Emergency Medical Services/ EMS	36.8	9.37	9.30	1	1
Drainage and Stormwater	N/A	7.49	7.87	12	5
Maintenance of Roadways and Sidewalks	N/A	7.46	8.20	13	3
Sheriff's Office	44.3	8.31	9.23	6	2
All Departments Combined	N/A	7.91	7.60	N/A	N/A

## SATISFACTION VERSUS IMPORTANCE COMPARISON

### General Services



**Public Safety**





**Conclusions:**

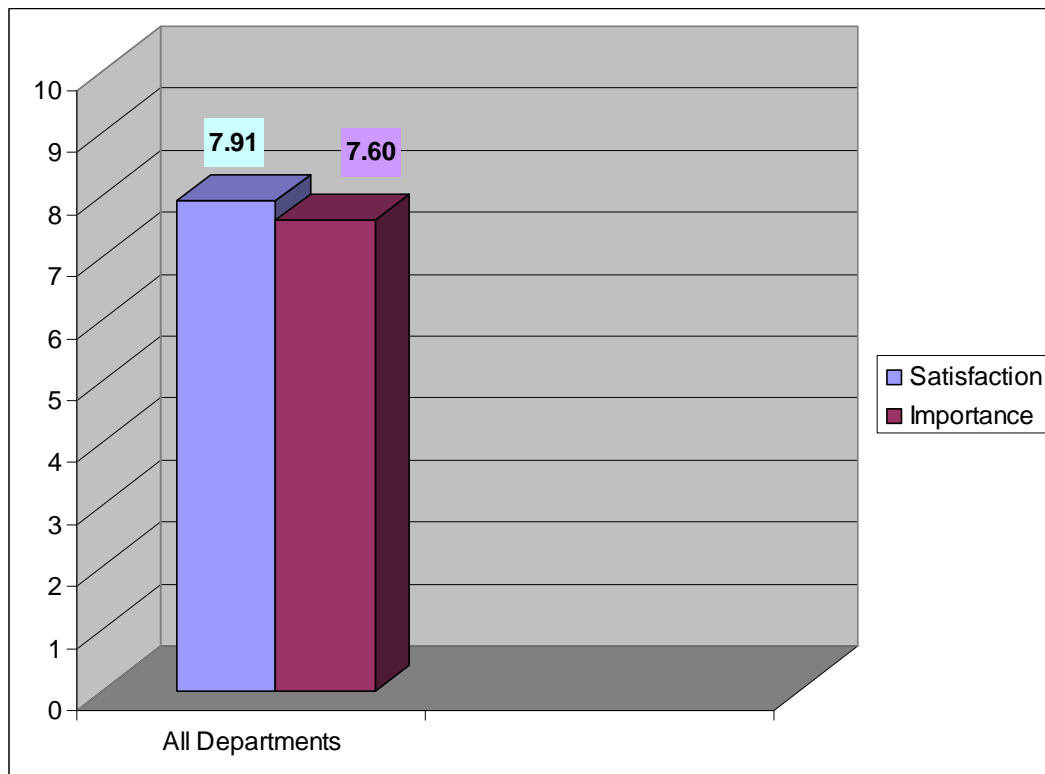
While Seminole County enjoys a good overall rating, regarding the quality of service (Overall satisfaction rating of (7.91) that it provides for businesses, the County should continue to focus on service delivery. Only one service, the Planning and Development Services Department, fall below a 7.00 rating of satisfaction. Additionally, the three services that rank at the bottom for use by businesses were:

- Emergency Financial Assistance Programs (5.7%)
- Juvenile Diversion Justice System (7.5%)
- Economic Development Department (7.5%)

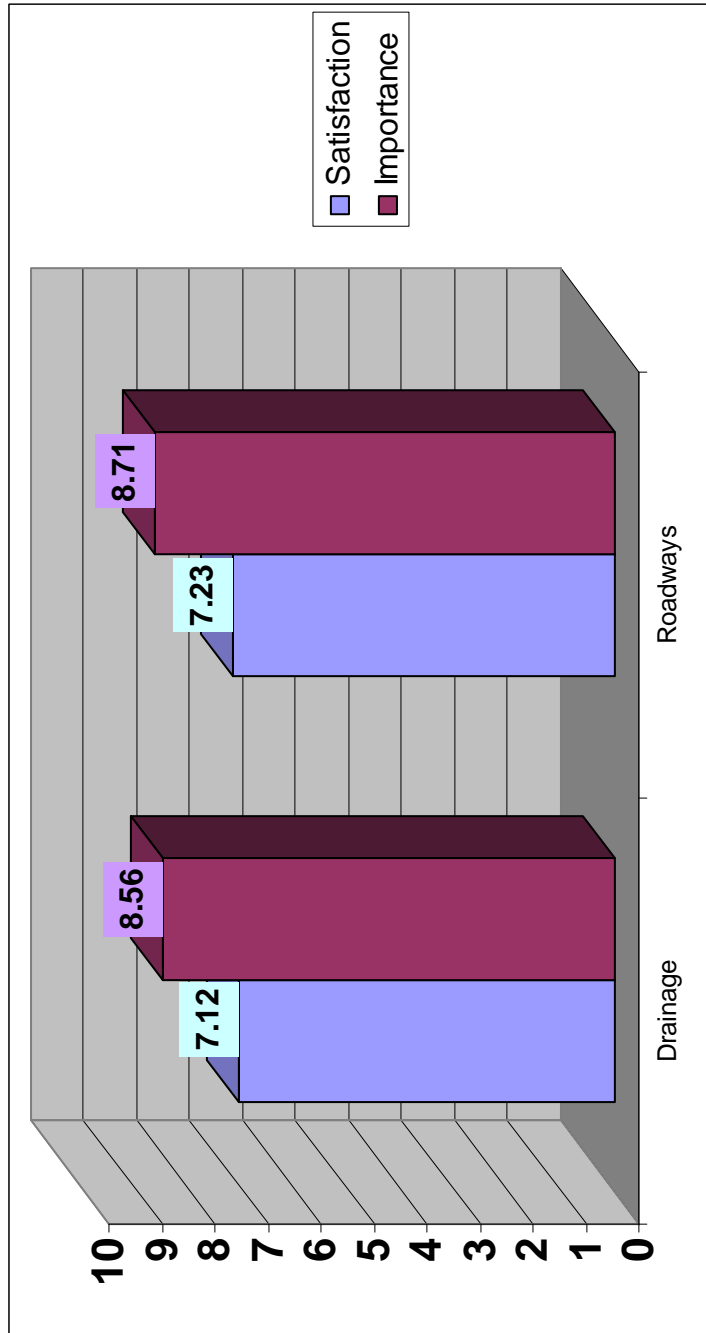
The highest rate of use of the services are for Park and Recreation Facilities (64.2%), Library (61.3%), Trails and Pathways (44.5%), and the Sheriff (44.3%), which is appropriate since these services are more widely available to the population and are not directed at special needs.

The service that scores highest in both satisfaction and importance is Emergency Medical Services/EMS), which underscores the significance of Public Safety.

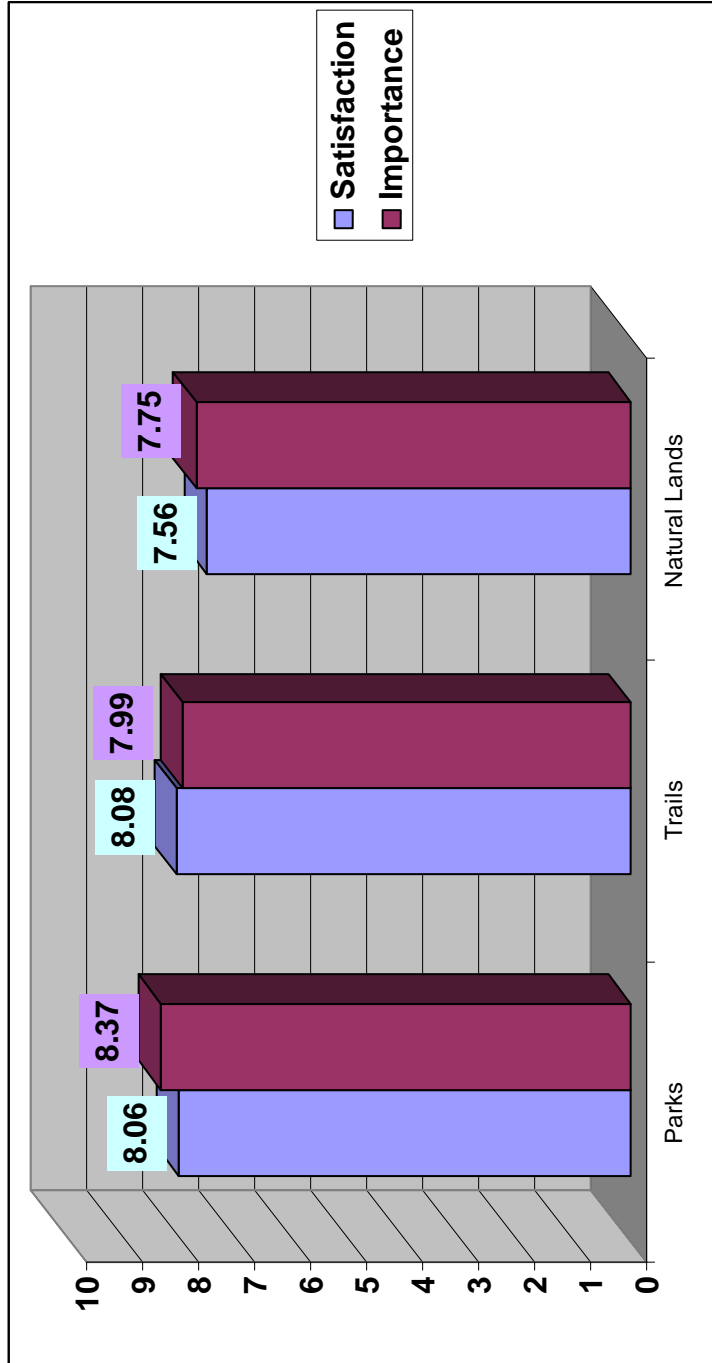
One issue that is of significance is the awareness of the Communication Tools that the County presently uses. Only 21.7% of the businesses acknowledged that they received these materials. Although the satisfaction score is good (7.55), the importance score is low at 5.77. Only 21.7% of the businesses contacted take advantage of the information provided to them. It is possible that the overall scores could improve if the businesses were more aware of what is being offered.



**Public Works:**



**Open Space and Recreation:**



**SEMINOLE COUNTY BUSINESS SURVEY  
AS BUDGET TOOL 2009**

**Is your business inside a municipality or in unincorporated Seminole County?**

<b>Response</b>	<b>Percent</b>
Municipality	62.3
Unincorporated	37.7
<b>TOTAL</b>	<b>100.0</b>

**1. The County delivers news and information about services through its website, newsletters, SGTV, Twitter and other communication tools.**

**1a. Have you received or reviewed any informational items from Seminole County**

<b>Response</b>	<b>Percent</b>
Yes	21.7
No	78.3
<b>TOTAL</b>	<b>100.0</b>

**1b. So, how satisfied are you with the County's Public information initiatives on a scale from one to ten?**

Average score Public Involvement satisfaction: <u>7.55</u> (Only those persons who answered Yes to this question were polled for satisfaction) Median score Public Involvement satisfaction: <u>8.00</u>
--

**1c. How important are the County's Public information and outreach efforts on news and services?**

Average score Public Involvement importance: <u>5.77</u> (All respondents were asked to answer this question) Median score Public Involvement importance: <u>6.00</u>
---

**2. The County has a Comprehensive Plan that determines what the future land uses/development trends can be, whether it is homes or commercial properties.**

**2a. Have you had any experience using County Planning and Development services, such as building permits?**

<b>Response</b>	<b>Percent</b>
Yes	25.5
No	74.5
<b>TOTAL</b>	<b>100.0</b>

**2b. How satisfied are you are with how the service is being delivered/performed?**

Average score County Planning and Development satisfaction: 6.52  
(Only those persons who answered Yes to this question were polled for satisfaction)  
Median score County Planning and Development satisfaction: 7.00

**2c. How important is County Planning as it relates to residential and commercial development**

Average score County Planning and Development importance: 6.51  
(All respondents were asked to answer this question)  
Median score County Planning and Development importance: 8.00

**3. The County currently provides Emergency Financial assistance: for prescriptions, for utility payments, for rent payments.**

**3a. Do you have any experience using County Emergency Financial Assistance Programs?**

<b>Response</b>	<b>Percent</b>
Yes	5.7
No	94.3
<b>TOTAL</b>	<b>100.0</b>

**3b. How satisfied are you with the County’s Emergency short-term financial assistance programs?**

Average score County Emergency short-term financial assistance satisfaction: 7.67  
(Only those persons who answered Yes to this question were polled for satisfaction)  
Median score County Emergency short-term financial assistance satisfaction: 9.00

**3c. How important do you think it is that the county provide Emergency short-term financial assistance programs for things like prescriptions, rent and utility payments?**

Average score County Emergency short-term financial assistance importance: 6.50  
(All respondents were asked to answer this question)  
Median score County Emergency short-term financial assistance importance: 8.00



**4. The County currently provides rehabilitative services not incarceration for some first time juvenile offenders charged with minor crimes.**

**4a. Do you have any experience with the County’s Juvenile Diversion Justice System**

<b>Response</b>	<b>Percent</b>
Yes	7.5
No	92.5
<b>TOTAL</b>	<b>100.0</b>

**4b. How satisfied are you with the County Services designed to divert youth from the juvenile justice system?**

<p>Average score County youth diversion satisfaction: <u>7.60</u>                  (Only those persons who answered Yes to this question were polled for satisfaction)                  Median score County youth diversion satisfaction: <u>8.00</u></p>
---

**4c. How important are services designed to divert youth from the juvenile justice system?**

<p>Average score County youth diversion importance: <u>7.18</u>                  (All respondents were asked to answer this question)                  Median score County youth diversion importance: <u>8.00</u></p>
--

**5. The County’s Economic Development Department works with existing and relocating businesses which are expanding or establishing in Seminole County.**

**5a. Do you have any experience with the County’s Economic Development Programs?**

<b>Response</b>	<b>Percent</b>
Yes	7.5
No	92.5
<b>TOTAL</b>	<b>100.0</b>

**5b. How satisfied are you with County services that support job creation/retention activities?**

<p>Average score County job creation/retention activities satisfaction: <u>8.63</u>                  (Only those persons who answered Yes to this question were polled for satisfaction)                  Median score County job creation/retention activities satisfaction: <u>9.00</u></p>
---

**5c. How important are County services that support job creation/retention activities for local business?**

Average score County job creation/retention activities importance: 7.15  
 (All respondents were asked to answer this question)  
 Median score County job creation/retention activities importance: 8.00

**6. The County provides numerous parks and recreation facilities like ball fields, tennis courts, pavilions, and exercise equipment.**

**6a. Have you ever used a County Park?**

<b>Response</b>	<b>Percent</b>
Yes	64.2
No	35.8
<b>TOTAL</b>	<b>100.0</b>

**6b. How satisfied/or how would you rank, the County parks and recreation facilities?**

Average score County parks and recreation facilities satisfaction: 8.39  
 (Only those persons who answered Yes to this question were polled for satisfaction)  
 Median score County parks and recreation facilities satisfaction: 9.00

**6c. How important are the County's parks and recreation facilities?**

Average score County parks and recreation facilities importance: 7.45  
 (All respondents were asked to answer this question)  
 Median score County parks and recreation facilities importance: 8.00

**7. The County has paved and natural trails are provided for walkers, runners, bike riders and horse riders.**

**7a. Have you ever used one of the County's Trails?**

<b>Response</b>	<b>Percent</b>
Yes	44.3
No	55.7
<b>TOTAL</b>	<b>100.0</b>

**7b. How satisfied are you with the County's trails system?**

Average score County trails system satisfaction: 8.72  
 (Only those persons who answered Yes to this question were polled for satisfaction)  
 Median score County trails system satisfaction: 9.00

**7c. How important is the County's trail and pathway system?**

Average score County trails system importance: 7.07  
 (All respondents were asked to answer this question)  
 Median score County trails system importance: 8.00

**8. Natural Lands are defined as properties within Seminole County conserved for the following purposes:**

- **Watersheds to preserve our precious supply of water.**
- **Habitats for wildlife**
- **Passive recreational areas for residents and visitors to hike, camp, canoe/kayak, and observe wildlife.**

**8a. Do you have any experience using or otherwise interacting with County Natural Lands?**

<b>Response</b>	<b>Percent</b>
Yes	22.6
No	77.4
<b>TOTAL</b>	<b>100.0</b>

**8b. How satisfied are you with the County's efforts to purchase and maintain natural lands?**

Average score County purchase and maintain natural lands satisfaction: 7.96  
 (Only those persons who answered Yes to this question were polled for satisfaction)  
 Median score County purchase and maintain natural lands satisfaction: 8.00

**8c. How important are the County's efforts to purchase and maintain natural lands?**

Average score County purchase and maintain natural lands importance: 7.46  
 (All respondents were asked to answer this question)  
 Median score County purchase and maintain natural lands importance: 8.00

**9. The libraries provide the following services to you and your family:**

- a. **Collection of books**
- b. **Collection of magazines**
- c. **Computer accessibility**
- d. **Reading Programs**
- e. **Free seminars**

**9a. Have you ever used a County Library?**

<b>Response</b>	<b>Percent</b>
Yes	61.3
No	38.7
<b>TOTAL</b>	<b>100.0</b>

**9b. How satisfied are you with the County library system?**

Average score County library system satisfaction: 8.35  
(Only those persons who answered Yes to this question were polled for satisfaction)  
Median score County library system satisfaction: 9.00

**9c. How important is the County library system?**

Average score County library system importance: 8.19  
(All respondents were asked to answer this question)  
Median score County library system importance: 9.00

**10. Seminole County Animal Services provides for the adoption of homeless pets, the removal of nuisance wildlife and pets, the regulation of barking dogs, violent dogs and feral cats.**

**10a. Do you have any experience with County Animal Services?**

<b>Response</b>	<b>Percent</b>
Yes	43.4
No	56.6
<b>TOTAL</b>	<b>100.0</b>

**10b. How satisfied are you with County Animal Services?**

Average score County Animal Services satisfaction: 7.65  
(Only those persons who answered Yes to this question were polled for satisfaction)  
Median score County Animal Services satisfaction: 8.00

**10c. How important are County Animal Services?**

Average score County Animal Services importance: 7.21  
(All respondents were asked to answer this question)  
Median score County Animal Services importance: 8.00

**11. The County provides Emergency Medical Services/Fire Rescue Services for medical emergencies, automobile accidents, personal injuries and fires.**

**11a. Do you have any experience with the County's EMS/Fire Rescue?**

<b>Response</b>	<b>Percent</b>
Yes	36.8
No	63.2
<b>TOTAL</b>	<b>100.0</b>

**11b. How satisfied are you with County EMS/Fire Rescue?**

Average score County EMS/Fire Rescue satisfaction: 9.37  
(Only those persons who answered Yes to this question were polled for satisfaction)  
Median score County EMS/Fire Rescue satisfaction: 10.00

**11c. How important is County EMS/Fire Rescue Services?**

Average score County EMS/Fire Rescue importance: 9.30  
(All respondents were asked to answer this question)  
Median score County EMS/Fire Rescue importance: 10.00

**12. The County maintains a collection system of pipes, swales, ditches and canals, as well as retention ponds to manage rainfall runoff and prevent flooding on roadways and neighborhoods, which affect water quality as required by state and federal regulations.**

**12a. How satisfied are you with the County's drainage and stormwater systems?**

Average score County drainage and stormwater systems satisfaction: 7.49  
(Only those persons who answered Yes to this question were polled for satisfaction)  
Median score County drainage and stormwater systems satisfaction: 8.00

**12b. How important are County drainage and Stormwater Programs**

Average score County drainage and stormwater systems importance: 7.87  
Median score County drainage and stormwater systems importance: 8.00

**13. The County maintains roadways including resurfacing (paving), pothole filling, repair/replacement of concrete curbs and sidewalks, guardrails, handrails, and other safety features.**

**13a. How satisfied are you with the County's Maintenance of County roadways and sidewalks?**

Average score County maintenance of roadways and sidewalks satisfaction: 7.46  
(Only those persons who answered Yes to this question were polled for satisfaction)  
Median score County maintenance of roadways and sidewalks satisfaction: 8.00

**13b. How important are the County's roadways and their maintenance?**

Average score County maintenance of roadways and sidewalks importance: 8.20  
Median score County maintenance of roadways and sidewalks importance: 8.00



**14. The County provides law enforcement services through the Sheriff’s office this includes crime prevention, traffic enforcement, court services and jail services.**

**14a. Do you have any experience with County Sheriff’s Law Enforcement Services?**

<b>Response</b>	<b>Percent</b>
Yes	44.3
No	55.7
<b>TOTAL</b>	<b>100.0</b>

**14b. How satisfied are you with the Seminole County Sheriff’s office?**

Average score County Sheriff’s office satisfaction: <u>8.31</u> (Only those persons who answered Yes to this question were polled for satisfaction) Median score County Sheriff’s office satisfaction: <u>9.00</u>
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**14c. How important are the services provided by the Seminole County Sheriff?**

Average score County Sheriff’s office importance: <u>9.23</u> (All respondents were asked to answer this question) Median score County Sheriff’s office importance: <u>10.00</u>
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**15. Law enforcement faces many challenges. Please rank EACH of the following**

<b>Crime</b>	<b>Concern Average</b>	<b>Median Score</b>
Violent Crime	8.62	10.00
Burglaries and Theft	8.70	10.00
Juvenile Delinquency	7.82	9.00
Gangs	7.81	9.00
Drug Abuse	7.49	9.00
Traffic Safety and Enforcement	6.93	7.00

**16. How long has this business been located in Seminole County?**

<b>Response</b>	<b>Percent</b>
Less than a year	0.9
1-5 years	19.8
6-10 years	26.4
11-20 years	24.6
21-25 years	11.3
Over 25 years	17.0
<b>TOTAL</b>	<b>100.0</b>

**17. What kind of business is this/do you have?**

<b>Response</b>	<b>Percent</b>
Real Estate	8.5
Finance	1.9
Manufacturing	8.5
Professional	23.6
Retail	14.1
Service	35.8
Restaurant	3.8
Church	3.8
<b>TOTAL</b>	<b>100.0</b>

**18. What is the number of the current employees?**

Average number employees: 6.44

**19. Have you increased or decrease the number of employees in the last year?**

<b>Response</b>	<b>Percent</b>
Increased	11.3
Decreased	26.4
Stayed the Same	62.3
<b>TOTAL</b>	<b>100.0</b>





## **Analysis of Personnel Costs: May 2009**

### **History**

Seminole County Government is faced with a budget deficit for FY 10. The budget process established was multi-phased including 1) zero based budgeting, 2) executive committee review, 3) employee focus groups, 4) citizen surveys and other methods of gathering data to make informed decisions.

Multiple options regarding personnel costs were reviewed. These included but were not limited to 1) pay reductions, 2) furloughs and / or reduction in hours worked, and 3) reduction in force. All options were seriously considered and analyzed by the county Manger's Office, Fiscal Services and Human Resources. We not only conducted a cost analysis to determine feasibility but considered the implications and consequences of taking specific actions.

### **Pay Reductions**

The State of Florida is considering pay reductions for the state employees as a method of balancing the state budget. However, the senate and house have varying proposals on the percentages. In a survey conducted by Martin County, in which 21 counties responded, only one (Hendry) indicated that they were "considering" a pay reduction.

While pay reductions solve a short term problem, the longer term consequence may preclude this as a viable option. Over time the Seminole county Board of County Commissioners has responsibly reviewed the county's compensation plan and has decided to pay based on market rate to attract good employees and remain competitive. Reducing salaries violates that philosophy and makes it difficult, if not impossible, to "catch-up" once the economy stabilizes. The fact that other counties and employers are not using pay reduction means Seminole county would effectively pay "below market" by whatever percentage we reduce salaries.

## **Furlough / Reducing Hours**

On the surface, furloughs or reduction of work hours seem like a viable and equitable option. However, several factors need to be considered. First, a significant portion of the Seminole County employee population would not be able to participate. These employees have positions that are required on a 24 hour basis or provide public safety or both. Examples include water treatment plant operators, E911 operators, firefighters, etc. Since the idea is to save money, furloughs must not result in overtime for anyone. If we eliminate these positions from the 1400 employees, 930 employees are eligible for furloughs or reduced hours. Keep in mind of the ones included in the 930 positions, there are jobs such as probation officers, traffic engineers, solid waste operators, and inspectors that would create additional workloads or decreased service levels by the additional absences. Additionally, research indicates that furloughs are a short-term solution. Based upon Seminole County's present financial situation only \$10M of the \$42M shortfall is due to economic conditions. The balance of \$32M is due to property tax reform. Therefore, the County's present situation will not be solved with an economic recovery. Furloughs or reduction of hours do not provide long term solution to achieving future fiscal sustainability.

## **Reduction in Force**

By using the standard of "nice to have" verses "have to have" in the budget review process, some programs / services and associated positions were identified as possible budget reductions. Additionally, it was determined that some activities could be combined to create efficiencies.

The advantage of a reduction in force is it targets the positions that can be eliminated while keeping the positions that are needed. Additionally, based on our county policy, we generally keep our more seasoned employees to maintain institutional knowledge and we retain our higher performers.



While layoffs are difficult and disruptive to any organization, it will “right size” us to meet the challenges ahead. It is a one time action that allows the organization to retain adequate staffing levels to meet the needs of our community.

**Appendix 1:**

Objectives:

- Balance Budget
- Identify Critical Services and Service Levels
- Reduce or Eliminate Programs or Services that are “nice to have” verses “need to have”

Results of a Florida Pay Practices Survey conducted by HR Management Partners, Inc.

Over 100 local government agencies in the state of Florida participated with the following results:

<b>Action</b>	<b>Yes Responses</b>	<b>Number Respondents</b>	<b>Percentage w/Yes Responses</b>
Hiring Freeze	58	100	58%
Salary Freeze	45	100	45%
Reduction-in-Force	28	58	48%
No Overtime	21	100	21%
Reduced Work Schedule	5	100	5%
Pay Range Increase	33	68	49%
FY 2008/09 Merit	30	69	43%
Cost-of-Living (COLA)	17	65	26%
Several agencies have confirmed no salary increases for FY 2009/10.			

**Appendix 2:**

Matrix of Pro's and Con's of Suggested Personnel Cost Reductions

	Pros	Cons
Furlough	<ul style="list-style-type: none"> <li>• Can be discontinued when the economy improves</li> <li>• Reduced commuting / transportation costs for employees</li> </ul>	<ul style="list-style-type: none"> <li>• Could affect benefits (FRS)</li> <li>• Hurts lowest paid</li> <li>• Reduction in productivity / customer service</li> <li>• Potential “burnout”</li> <li>• Certain jobs /positions not eligible</li> <li>• Payroll administration – more complicated</li> <li>• Short term solution to long-term problem</li> </ul>
Pay Reduction	<ul style="list-style-type: none"> <li>• Can be discontinued when the economy improves</li> </ul>	<ul style="list-style-type: none"> <li>• Risk losing good employees</li> <li>• Hurts lowest paid</li> <li>• Could affect FLSA – white collar status (Exempt / NE)</li> <li>• Hard to “catch-up” when economy improves</li> </ul>
Reduction in Workforce	<ul style="list-style-type: none"> <li>• Done one time – can manage service levels</li> </ul>	<ul style="list-style-type: none"> <li>• Impacts morale of remaining population</li> </ul>



## SEMINOLE COUNTY GOVERNMENT OUTSIDE AGENCY FUNDING

### Outside Agency Total Funding

Outside Agency	FY 2007/08	FY 2008/09	FY 2009/10	Comments
Central FL Sports Commission	\$115,817	\$120,450	\$90,817	
Central FL Zoo	300,000	300,000	150,000	
Community Service Agency Funding	884,000	672,000	672,000	
County Health Department	917,893	807,970	807,970	
East Central Florida Regional Planning Council	88,567	87,140	81,018	FY10 is as requested; 19 cents per capita
Lynx	4,389,805	4,622,465	4,391,342	FY10 is as requested
Metro Orlando Economic Development Commission	386,930	348,237	313,414	FY10 is a 10% reduction and equals funding @ 74 cents per capita
MetroPlan Orlando	220,311	209,956	188,961	FY10 is a 10% reduction
Midway Safe Harbor	45,000	40,000	35,000	Additional funding through UF.
My Region	31,500	30,000	?	Awaiting additional information
SCC Small Business	150,000	150,000	150,000	
United Arts of Central Florida	212,823	127,694	127,924	FY10 is funded @ 30 cents per capita
	<b>\$7,742,646</b>	<b>\$7,515,912</b>	<b>\$7,008,446</b>	

**SEMINOLE COUNTY GOVERNMENT  
OUTSIDE AGENCY FUNDING**



**FY2007/08    FY 2008/09    FY 2009/10**

**Central FL Sports Commission**

**\$ 115,817    \$ 120,450    \$ 90,817**

The Central Florida Sports Commission is a marketing firm that attracts sports and sports-related activities to Central Florida. Since 1993 they have brought over 120 events to Seminole County, yielding approximately 130,000 room nights with a direct economic impact of over 55 million.

**Central FL Zoo**

**\$ 300,000    \$ 300,000    \$ 150,000**

The Central Florida Zoo is the largest and busiest attraction in Seminole County. The Zoo partners with the Convention Visitors Bureau on advertisements and trade shows. The Zoo employs 68 people and has an economic impact of over \$2.5 million.

**Community Service Agency Funding**

**\$ 859,000    \$ 672,000    \$ 672,000**

Awarded to various not-for-profit agencies.

**County Health Department**

**\$ 917,893    \$ 807,970    \$ 807,970**

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.

**East Central Florida Regional Planning Council**

**\$ 88,567    \$ 87,140    \$ 81,018**

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 participates in efforts such as the recent 'How Shall We Grow' 7-county visioning process, 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 has voting membership on the Board of the ECFRPC. In order to continue to maintain voting membership, a member is expected to remain 'in good standing' (meaning that dues are paid). The dues are calculated at a rate of \$.19 (19 cents) per capita.

SEMINOLE COUNTY GOVERNMENT  
OUTSIDE AGENCY FUNDING



<u>FY2007/08</u>	<u>FY 2008/09</u>	<u>FY 2009/10</u>
<b>\$ 4,389,805</b>	<b>\$ 4,389,805</b>	<b>\$ 4,391,342</b>

**Lynx**

Lynx provides public transportation services to both the municipalities and unincorporated areas of Seminole County via a fixed route system and an on demand Americans with Disabilities Act (ADA) Paratransit system to serve the disabled.

<b><u>Metro Orlando Economic Development Comm.</u></b>	<b>\$ 386,930</b>	<b>\$ 348,237</b>	<b>\$ 313,414</b>
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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 funding level is at \$0.74 per capita.

<b><u>MetroPlan Orlando</u></b>	<b>\$ 220,311</b>	<b>\$ 209,956</b>	<b>\$ 188,961</b>
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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.

<b><u>Midway Safe Harbor</u></b>	<b>\$ 45,000</b>	<b>\$ 40,000</b>	<b>\$ 35,000</b>
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Through a county-wide collaboration between Seminole County Government, Seminole County Sheriff's Office, the Boys and Girls Clubs of Central Florida, the Second Harvest Food Bank, Seminole Community College, and B.E.T.A. (Birth, Education, Training and Acceptance), the public schools have been able to provide multiple services. The Community Building has been used for recreation, education, and health services for neighborhood children and adults, primarily serving the residents of the Midway Community. Reduction in funding by Seminole County is being replaced through a grant from the University Of Florida.

<b><u>My Region</u></b>	<b>\$ 31,500</b>	<b>\$ 30,000</b>	<b>\$ ?</b>
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Provides the County with an opportunity to participate in a regional visionary process and affords the County access to research and publications. Funding for MyRegion.org was established beginning in FY06 at \$35,000 with a three year commitment and was reestablished in June 2008.



**SEMINOLE COUNTY GOVERNMENT**  
**OUTSIDE AGENCY FUNDING**



**FY2007/08   FY 2008/09   FY 2009/10**

**SCC Small Business Services**

**\$ 150,000   \$ 150,000   \$ 150,000**

The partnership with Seminole Community 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.

\*98% of Seminole County Businesses are considered small

**United Arts of Central Florida**

**\$ 212,823   \$ 127,694   \$ 127,924**

This agency facilitates the development and awareness of arts and cultural activity in the Central Florida area. The County appoints a voting member to the United Arts Board of Trustees. This contract may be terminated at any time with 30 days notice. The current contract expires in Fiscal Year 2009 and is funded at \$.30 per capita.