



# BUDGET WORKSESSION

Supplemental Package



**Budget Proposal for Fiscal Year 2010/2011**

Seminole County, Florida



*SEMINOLE COUNTY*

FLORIDA'S NATURAL CHOICE

**SEMINOLE COUNTY  
BOARD OF COUNTY COMMISSIONERS  
BUDGET WORKSESSION  
Thursday, July 29, 2010  
9:00 A.M.  
BCC Chambers 1028  
1101 E. 1<sup>st</sup>. St., Sanford, FL 32771**

**FY2010/11 Budget Worksession Agenda**

**July 29, 2010 @ 9:00 a.m.**

- Opening Comments
- Budget Overview Presentation
- Constitutional Officers
  - o Sheriff' Office Presentation – Sheriff Eslinger
  - o Supervisor of Elections – Michael Ertel
  - o Clerk of Court – Maryanne Morse
  - o Property Appraiser's Office – David Johnson
  - o Tax Collector – Ray Valdes
- 18<sup>th</sup> Judicial Circuit Court
  - o Guardian Ad Litem – Nadine Miller
  - o Judiciary – Chief Judge J. Preston Silvernail
  - o Public Defender – James Russo
  - o State Attorney – Norman Wolfinger

**Lunch Break (12:00 – 1:30p.m.)**

- Budget Issues
  - o Budget Proposal Review
  - o UCF Business Incubator (page 444)
  - o Park Facilities Improvements (page 466)
  - o Library Facilities Improvements (page 469)
  - o Radio System Conversion (page 513)
  - o Communications Towers (page 516)
  - o Transportation System Requirements (page 550-556)
- Future Outlooks
  - o General Revenue

- Fire District
    - Water & Sewer System
    - Solid Waste Disposal System
  - Board of County Commissioners Questions/Discussion/Direction
- 

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.

## FISCAL YEAR 2010/11 BUDGET WORKSESSION Overview

### Budget Development

#### Foundation for Preparation

- No new taxes or discretionary increases to tax rates
- Continued Suspension of pay adjustments for all employees
- Continued rightsizing of workforce, primarily through natural attrition

## Budget Development

### Foundation for Preparation

- Continued reduction of operating costs where possible
- Maintain operating reserve levels, using only as needed in a responsible manner
- Delayed capital projects with increased tax burden

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## Countywide Budget Comparison

<b>SOURCES</b> (In Millions)	<b>FY10*</b> <b>Adopted</b>	<b>FY11</b> <b>Proposed</b>	<b><u>Change</u></b> <b>FY10 to FY11</b>	
Total Budget	\$ 696.3	\$ 746.7	\$ 50.4	7%
Less Transfers	18.7	23.2	4.5	24%
Less Beginning Fund Balance	251.1	314.9	63.8	25%
<b>REVENUES</b>	<b>\$ 426.5</b>	<b>\$ 408.6</b>	<b>\$ -17.9</b>	<b>-4%</b>

\*For comparative purposes FY10 Budget excludes carryforward items of \$189.1 Million.

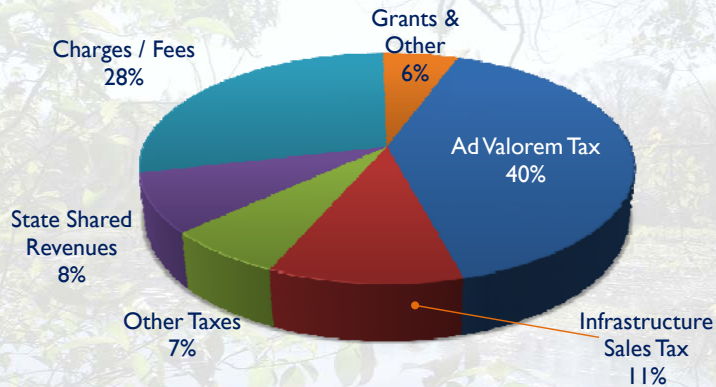
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## Countywide Revenues by Type

Fiscal Year 2010/11 • \$408.6 Million



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## Countywide Ad Valorem Taxes

FY2006/07 Market High	FY2007/08 HB 1B	FY2008/09 Amendment I	FY2009/10 Market Decline	FY2010/11 Market Decline
<b>\$143.2M</b>	\$140.3M	\$137.7M	\$132.5M	<b>\$119.7M</b>
4.9989	4.3578	4.5153	4.9000	4.9000

### Countywide Property Tax

Revenue Decrease

FY07 to FY11

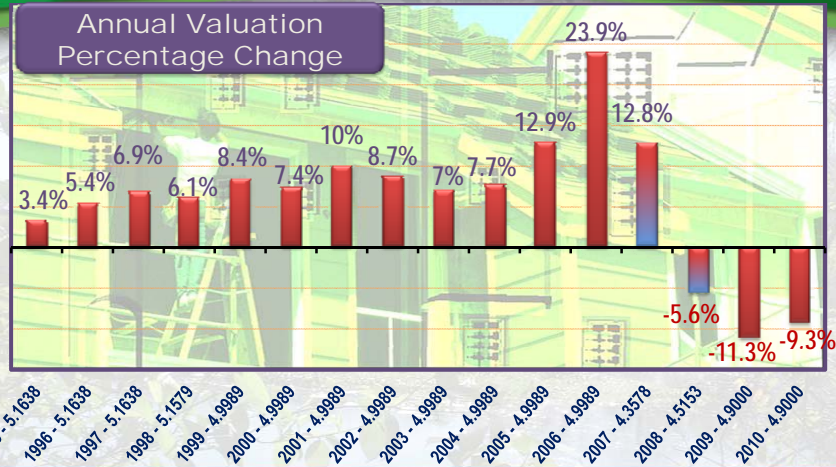
**\$23.5M**

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## Countywide Taxable Valuation



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## Countywide Taxable Valuation

Tax Year	Existing Property	New Construction	Total Valuation	
2010	-10.1%	0.8%	-9.3%	
2009	-12.5%	1.2%	-11.3%	
2008 Amendment I Exemptions	-7.8%	2.1%	0.0%	-5.6%
2007 HB1B Rollback	9.4%	3.4%	12.8%	
2006	19.7%	4.2%	23.9%	

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## 2010 Change in Taxable Valuation

	Existing Property	New Construction	Net Valuation
Countywide	-10.13%	0.86%	-9.27%
Roads MSTU	-8.07%	1.04%	-7.03%
Fire Services	-9.00%	0.83%	-8.17%

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## Fire District Ad Valorem Taxes

FY2006/07	FY2007/08	FY2008/09	FY2009/10	FY2010/11
<b>\$46.3M</b>	\$46.0M	\$48.0M	\$42.3M	<b>\$38.6M</b>
2.6334	2.3299	2.3299	2.3299	2.3299



### Fire/EMS District Property Tax

- FY08 - HB1B 12% Millage Rate Reduction
- FY09 – Amendment 1 and Winter Springs Merger into District

Revenue Decrease FY07 to FY11 **25%**

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## Millage Rate Summary

County Millage Rates	Current Budget	Proposed Budget	Rolled Back	HB1B Maximum
Countywide	4.9000	4.9000	5.4136	5.7009
Roads District	0.1107	0.1107	0.1206	0.1376
Fire Services District	2.3299	2.3299	2.5642	3.0241
Voted Debt Service (Lands/Trails Program)	0.1451	0.1700	N/A	N/A

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## Property Tax Distribution

### Unincorporated Resident



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## Single Family Residential Values



**\*Amendment 1  
Additional \$25K  
Homestead  
Exemption Applied**

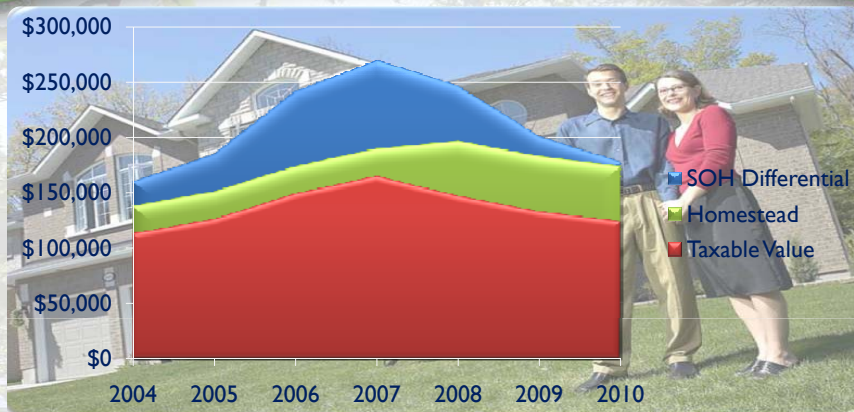
(Amounts in Thousands)

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## Single Family Residential Values




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## Single Family Residential



	2004	2005	2006	2007	2008	2009	2010
"SAVE OUR HOMES" DIFFERENTIAL	\$2.8B	\$4.1B	\$8.4B	\$9.9B	\$7.2B	\$3.4B	\$1.7B
HOMESTEAD EXEMPTIONS	\$2.4B	\$2.5B	\$2.5B	\$2.5B	\$5.1B	\$5.0B	\$5.0B
"SAVE OUR HOMES" TAX VALUE	\$14.0M	\$20.8M	\$42.2M	\$43.3M	\$32.4M	\$16.7M	\$8.3M


\*2008 = Amendment 1 & Market    \*2009 & 2010 = Decline in Market

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## Save Our Home Differential



Taxable Value	Count	Average SOH	Median SOH
< \$100K	35,655	\$26,174	\$23,350
\$100K - \$200K	12,978	\$37,550	\$30,764
\$200K - \$300K	2,974	\$51,315	\$34,336
\$300K - \$400K	835	\$70,896	\$39,909
\$400K - \$500K	347	\$81,613	\$52,438
\$500K - \$600K	173	\$114,409	\$70,081
\$600K - \$700K	110	\$109,430	\$67,985
> \$700K	137	\$119,032	

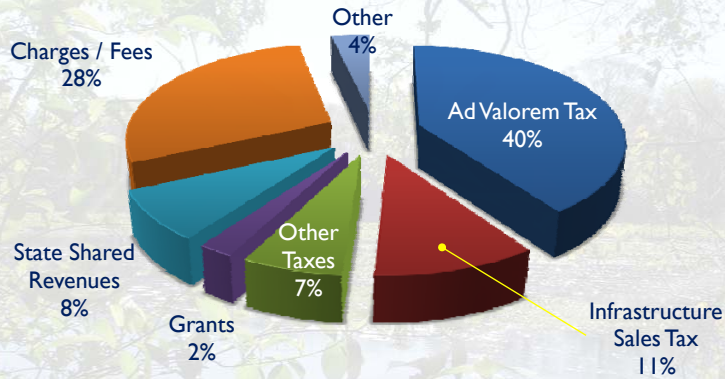
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## Countywide Revenues by Type

Fiscal Year 2010/11 • \$408.6 Million



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## Charges / Fees for Services

Revenue Type	Amount (In Millions)	Revenue Type	Amount (In Millions)
Water & Sewer	\$48.1	Medical Transport	3.2
Solid Waste Disposal	11.7	Building/Development	3.5
Solid Waste Collection	12.6	General Revenue	13.5
Street Lighting Districts	2.3	<b>Subtotal</b>	<b>96.1</b>
Other Service Districts	0.2	Self Insurance Programs	19.6
Court Support	1.0	<b>Total</b>	<b>\$115.7</b>

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## Infrastructure Sales Tax

2001: 10 Year Program Recap	Cities	County	School Board	Total
Original Estimates	\$76.0M	\$324.8M	\$133.6M	\$534.4M
Projected Final Program	\$82.9M	\$354.3M	\$145.7M	\$582.9M
Increase over Original	\$6.9M	\$29.5M	\$12.1M	\$48.5M
Distribution %	14.2%	60.8%	25.0%	100.0%

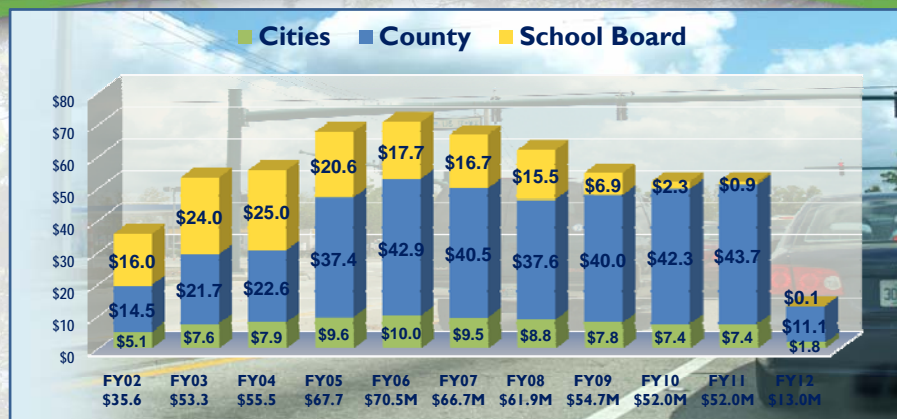
*Voter Approved for Transportation 75% / Education 25%*

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## Infrastructure Sales Tax



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## Tourism Tax

	3 cents	2 cents	Total	1 cent	Change
FY2005/06	\$2.6M		\$2.6M	\$867K	
FY2006/07	\$2.4M		\$2.4M	\$800K	-8%
FY2007/08	\$2.3M		\$2.3M	\$767K	-4%
FY2008/09	\$1.8M	\$0.9M	\$2.7M	\$600K	-22%
FY2009/10	\$1.8M	\$1.2M	\$3.0M	\$600K	0%
FY2010/11	\$1.8M	\$1.2M	\$3.0M	\$600K	0%

**Value of 1 cent down -31%**

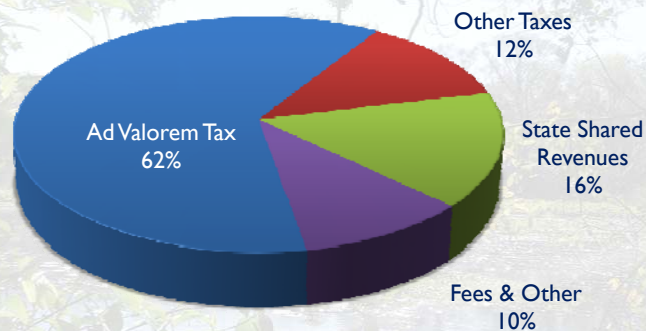
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## General Revenues by Type

Fiscal Year 2010/11 • \$196.8 Million



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## General Revenues: Sales Tax

FY2005/06	FY2006/07	FY2007/08	FY2008/09	FY2009/10	FY2010/11
<b>\$27.2M</b>	\$24.9M	\$22.8M	\$19.5M	\$18.5M	<b>\$18.5M</b>
<b>\$9.2M</b>	\$9.0M	\$8.4M	\$7.3M	\$6.8M	<b>\$6.8M</b>
<b>\$36.4M</b>	\$33.9M	\$31.2M	\$26.8M	\$25.3M	<b>\$25.3M</b>
6%	-7%	-8%	-14%	-6%	0%

- **Half-cent Sales tax down \$8.7M**
- **State Revenue Sharing down \$2.4M**
- **Total Sales Tax Decline \$11.1M or 30%**



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## General Revenues: Gas Taxes

FY2005/06	FY2006/07	FY2007/08	FY2008/09	FY2009/10	FY2010/11
<b>\$15.7M</b>	\$15.5M	\$15.2M	\$14.6M	\$13.9M	<b>\$13.9M</b>

- **Gas Taxes down -11.5%**
- **Two State Shared Sources**
- **Two Local Levied Sources**

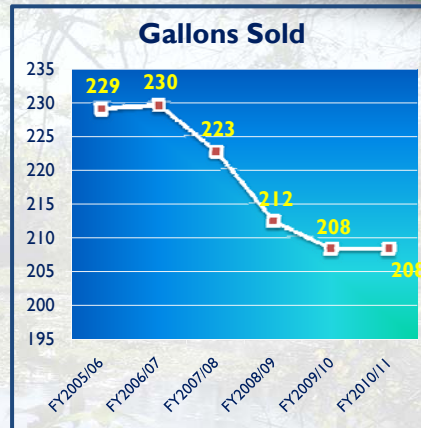
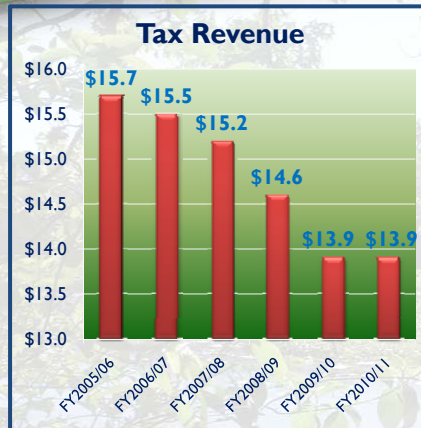


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## General Revenues: Gas Taxes



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## General Revenues: Utility Taxes

Fiscal Year	Communication Service Tax	Public Service Tax
FY2005/06	\$9.2M	\$5.3M
FY2006/07	\$9.8M	\$5.5M
FY2007/08	\$9.7M	\$5.4M
FY2008/09	\$8.6M	\$5.6M
FY2009/10	\$8.5M	\$6.3M
FY2010/11	\$8.5M	\$6.1M



**No Growth – Flat Revenue**

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## Countywide Budget Comparison

USES (In Millions)	FY10* Adopted	FY11 Proposed	Change FY10 to FY11	
Total Budget	\$ 696.3	\$ 746.7	\$ 50.4	7%
Less Transfers	18.7	23.2	4.5	24%
Less Reserves	258.6	265.7	7.1	3%
<b>Appropriations</b>	<b>\$ 419.0</b>	<b>\$ 457.8</b>	<b>\$ 38.8</b>	<b>9%</b>

\*For comparative purposes FY10 Budget excludes carryforward items of \$189.1 Million.

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## Budget Development

### During FY2009/10:

- Eliminated nine positions
- Deferred Fire Station 29
- Mid-year reduction of \$5.5M
- **Wisdom of Spending Continuously Evaluated...**

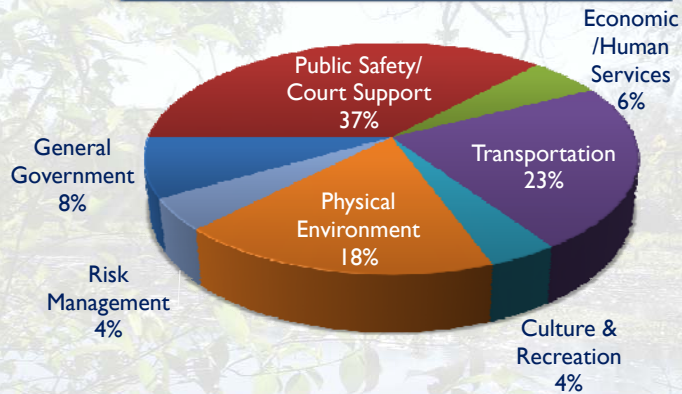
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## Countywide Appropriations by Type

Fiscal Year 2010/11 • \$457.8 Million



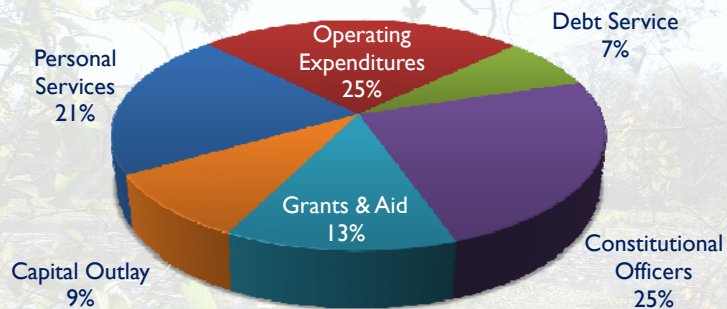
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## Countywide Appropriations by Object Classification

Fiscal Year 2010/11 • \$457.8 Million



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## Budget Basis and Assumptions

### Personal Services

- Workforce Right-sized
- Suspended Pay Increases for 2<sup>nd</sup> Year
- Health Insurance
- Workers Compensation
- Florida Retirement System

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## Reduction In Workforce

Annual Savings \$15.8M

Fund	2008	2009	2010	Total
General Revenue Funds	110.5	81.0	9.0	200.5
Other Funds	16.0	23.5	---	39.5
Total Eliminated	126.5	104.5	9.0	240.0

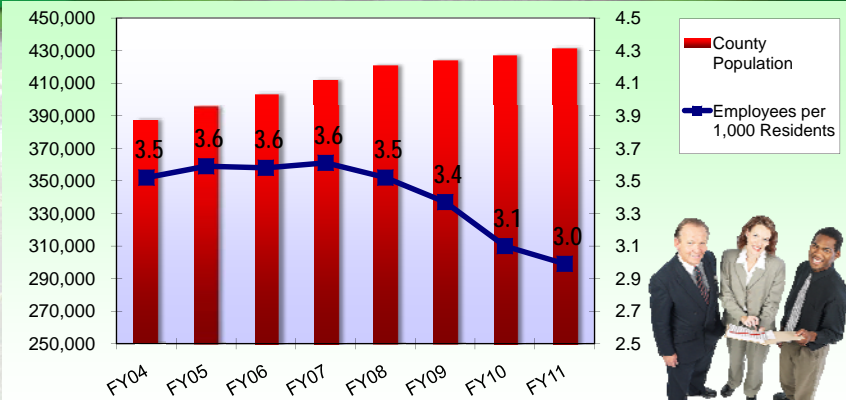
**Non Public Safety Workforce Reduction of 22%**  
**240 Full-time Equivalents, 257 Positions**

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## BCC Employees Per Capita



Note: Chart reflects employees under the direction of the Board of County Commissioners and excludes those under the direction of Constitutional Officers.



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## Personal Services: Insurance

### Health Insurance

- 2010 Premiums: Flat to 2009
- 2011 Premiums: 7% Increase

### Workers Compensation

- Rates decreased 36% on Average
- Set at 56% of State Rates by Code

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## Personal Services: Pension

### Florida Retirement System

- SB 5607 was Vetoed by Governor
- Rates Section 121.71, Florida Statutes

Class	7-1-2009	SB5607	7-1-2010
Regular	9.85%	10.90%	10.77%
Special Risk	20.92%	23.29%	23.25%
Special Risk Admin	12.55%	12.38%	13.24%
Elected Officers	16.53%	17.76%	18.64%
Senior Management	13.12%	12.84%	14.57%
DROP	10.96%	11.21%	12.28%

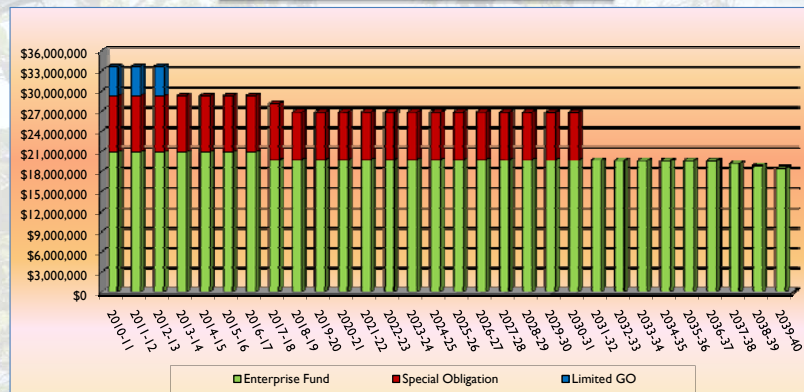
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## Debt Service: Countywide Summary

### Principal & Interest



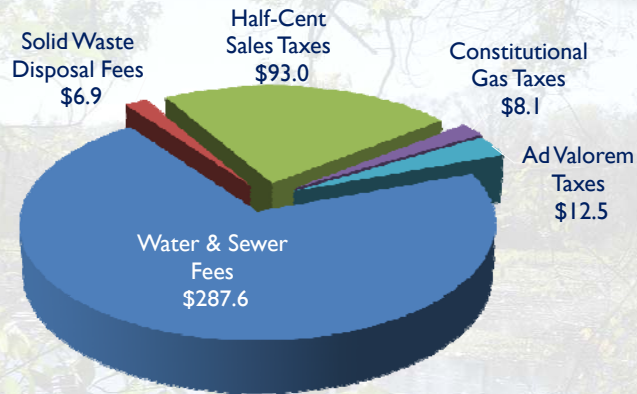
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## Debt Service: Outstanding Debt

Principal Balance • \$408.1 Million



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## Debt Service: Debt Per Capita

General Obligation & Non-Self Supporting Revenue Debt



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## Grants & Aid: Community Redevelopment Agencies

CRA	Created	Valuation Increase	FY11 County Increment
17-92	1997	83%	\$1,134,000
Altamonte Springs	1985	160%	\$2,110,000
Casselberry	1995	54%	\$238,000
Sanford Downtown	1995	152%	\$480,000
Total			\$3,962,000

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## Budget Basis and Assumptions



- Outside Agency Funding
- Internal Service Charges
- Capital Equipment
- Capital Outlay
- Property / Liability Insurance Fund
- Budget Issues
- Fund Forecasts

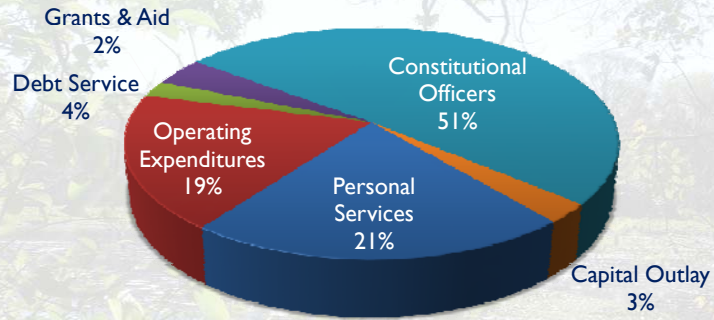
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## General Revenue Appropriations by Object Classification

Fiscal Year 2010/11 • \$207.1 Million



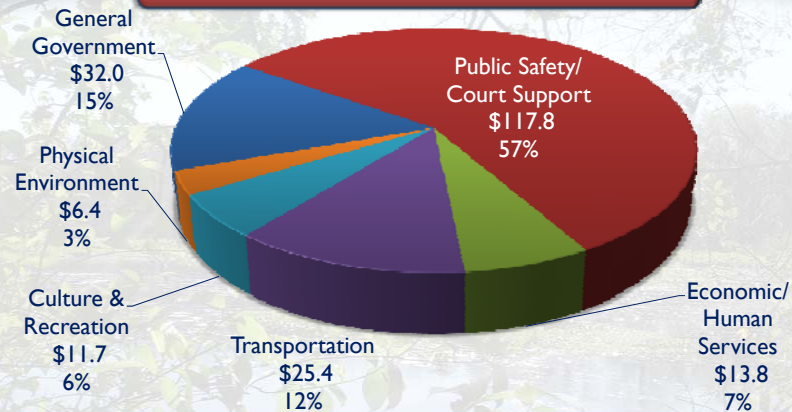
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## General Revenue Appropriations by Type

Fiscal Year 2010/11 • \$207.1 Million



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## Countywide Budget Comparison

<b>SUMMARY</b> (In Millions)	<b>FY10* Adopted</b>	<b>FY11 Proposed</b>	<b>Change FY10 to FY11</b>	
Revenues	\$ 426.5	\$ 408.6	\$ -17.9	-4%
Appropriations	<u>419.0</u>	<u>457.8</u>	38.8	9%
Difference	7.5	-49.2		
Fund Balance	<u>251.1</u>	<u>314.9</u>	63.8	25%
<b>Reserves</b>	<b>258.6</b>	<b>265.7</b>	<b>7.1</b>	<b>3%</b>

\*For comparative purposes FY10 Budget excludes carryforward items of \$189.1 Million.

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## Countywide Summary of Reserves



<b>Fund Type</b>	<b>10/01/2010 BFB</b>	<b>9/30/2011 Reserves</b>
<b>General Revenue</b>	\$ 80.3	\$ 70.0
<b>Other Governmental</b>	135.4	92.3
<b>Water &amp; Sewer</b>	47.2	51.4
<b>Solid Waste</b>	37.8	37.3
<b>Self Insurance</b>	14.2	14.7
<b>Total</b>	<b>\$ 314.9</b>	<b>\$ 265.7</b>

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## Future Sustainability

### Economic & Financial Realities

- Recovery Timing
- Operational Balance
- State Government
- Federal Government



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## Conclusion

**Continued Planning to  
Meet Core Services &  
Requirements of the  
Community.**



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*SEMINOLE COUNTY*

FLORIDA'S NATURAL CHOICE

# ***Seminole County Sheriff's Office***



## ***Fiscal Year 2010/11 Budget Presentation***



### ***Calls for Service***

*Calls for service is one measurement of the activity of a law enforcement agency.*

*In 2009, the Sheriff's Office received 319,580 calls for service, an increase of 11.1% over calls for service received in 2008 (287,689) and a 45.5% increase over calls for service recorded in 2000 (219,573).*



## ***Officers Per One Thousand Residents***

This is a measurement of law enforcement officers (full-time) per 1,000 residents.

For surrounding counties, only one Sheriff's Office (Lake County) has a lower ratio. The 2009 average for all Sheriff's Offices in the State of Florida, according to the Florida Department of Law Enforcement, was 1.69 officers per 1,000 residents.

***The 2009 ratio for the Seminole County Sheriff's Office was 1.57 officers per 1,000 residents***

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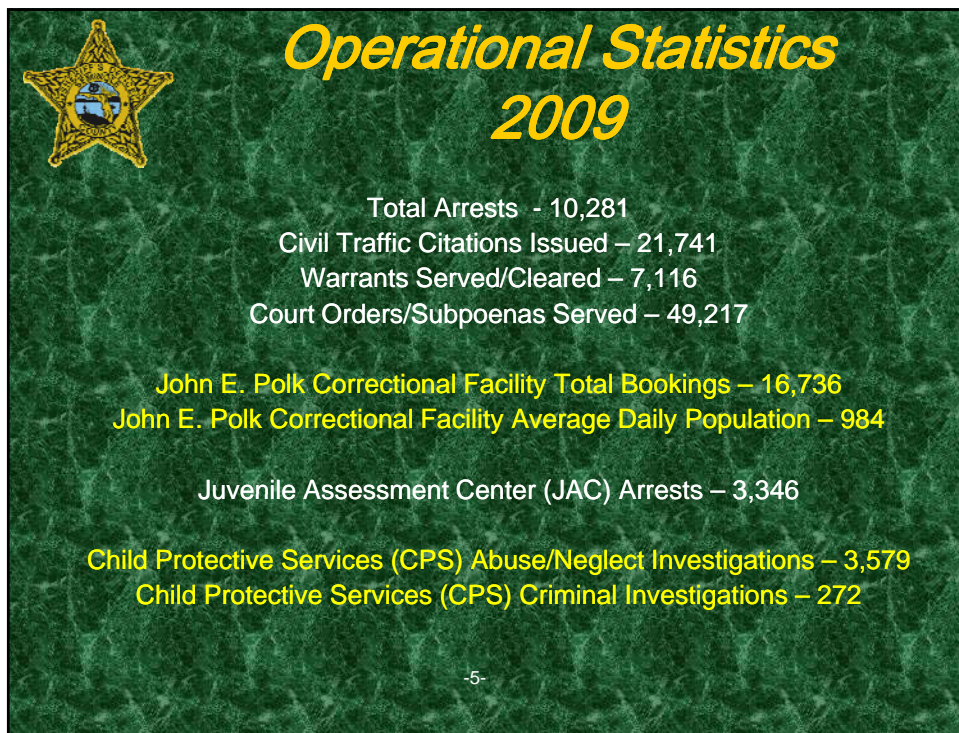
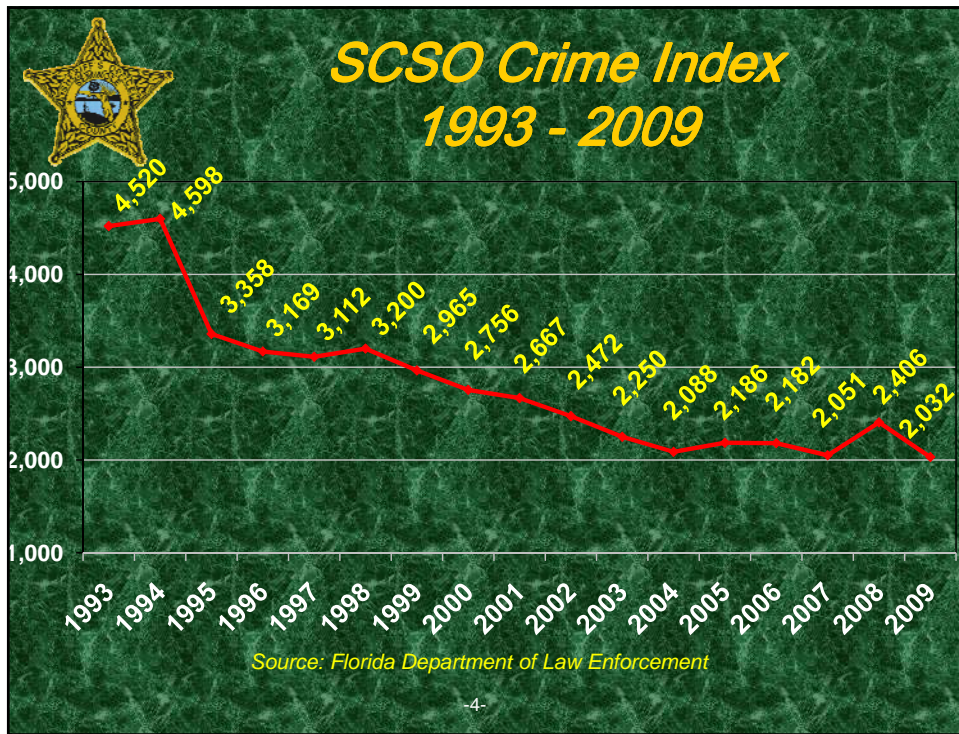



## ***Crime Index Seminole County Sheriff's Office***

- ✓ Crime Rate 2009: **2,032** index crimes per 100,000 residents, representing a 15.5% decrease from the 2008 crime rate.\*
- ✓ The crime rate has **decreased by 26.3%** since 2000 despite a **14.7% increase** in the unincorporated population.
- ✓ The Seminole County Sheriff's Office has the **lowest crime rate** among neighboring Sheriff's Offices.\* (Orange / Osceola / Lake / Brevard / Volusia).
- ✓ The 2009 crime rate for unincorporated Seminole County (2,032) was over 50% less than the State of Florida rate (4,398).

\*Source: Florida Dept. of Law Enforcement

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**Sheriff's Office FY 2010/11**  
**Total Budget Request: \$97,161,580**

Budget	Projected Budget	Submitted Budget	Difference
Sheriff's Budget	\$96,627,695	\$95,477,052	\$(1,150,643)
Jail Maint. / Utilities	1,515,000	1,405,000	(110,000)
Police Education	244,528	244,528	0
Sheriff – BCC Items	35,000	35,000	0
<b>Total Budget</b>	<b>\$98,422,223</b>	<b>\$97,161,580</b>	<b>\$(1,260,643)</b>

The total FY 2010/11 Budget Request for the Sheriff's Office is \$97,161,580; a \$1,260,643 reduction from the FY 2010/11 budget projection presented to the Board at the February 9, 2010 budget work session.

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**Sheriff's Office FY 2010/11**  
**Total Budget Request: \$97,161,580**

Budget	FY 2010/11 Submitted	FY 2009/10 Adopted	FY 2008/09 Adopted	FY 2007/08 Adopted
Sheriff's Budget	\$95,477,052	\$94,484,691	\$96,266,406	\$93,768,410
Jail Maint. / Utilities	1,405,000	1,515,000	1,771,555	2,075,000
Police Education	244,528	244,528	244,528	253,188
Sheriff – BCC Items	35,000	35,000	79,353	88,000
Sheriff's Stabilization Jail	0	0	0	1,000,000
<b>Total Budget</b>	<b>\$97,161,580</b>	<b>\$96,279,219</b>	<b>\$98,361,842</b>	<b>\$97,184,598</b>
<b>Percent Change Prior Yr</b>	<b>0.92%</b>	<b>(2.12%)</b>	<b>1.21%</b>	<b>1.76%</b>

Since FY 2007/08 (First Fiscal Year of Property Tax Reform) and continuing through the FY 2010/11 budget submittal, the Sheriff's Office budget has experienced an overall flat rate of growth. From FY 2006/07 to FY 2007/08 the change in the total budget was 1.76%.

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**Sheriff's Office FY 2010/11**  
**Total Budget Request: \$97,161,580**

Change from FY 2009/10 Adopted Budget	\$882,361	0.9%
Change from FY 2009/10 Revised Budget	-181,462	-0.2%
Change from FY 2010/11 Target Budget	-1,260,643	-1.3%

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## FISCAL YEAR 2010/11 BUDGET WORKSESSION Future Outlooks

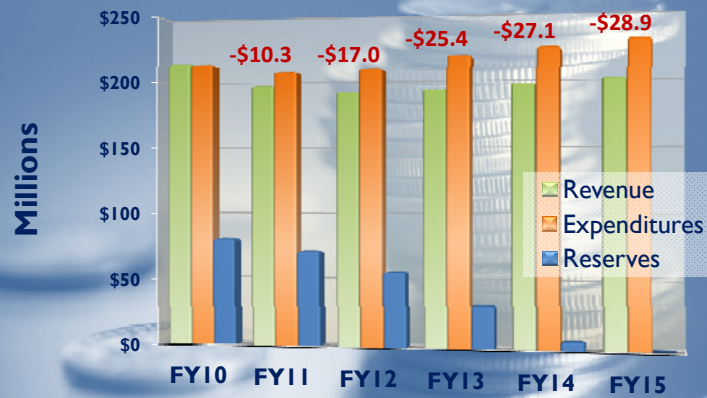
### General Revenue Funds



Forecast: General Revenue Funds	Operational Balancing	Reserve Level
Fiscal Year 2010/11 (Assessments -9.3%)	-\$10.3M	\$71.5M
Fiscal Year 2011/12 (Assessments -5%)	-\$17.0M	\$56.0M
Fiscal Year 2012/13 (Assessments 0%)	-\$25.5M	\$32.1M
Fiscal Year 2013/14 (Assessments +2%)	-\$27.1M	\$6.5M
Fiscal Year 2014/15 (Assessments +2%)	-\$28.9M	-\$20.8M

## Forecast: General Revenue Funds

### Operating Balance / Reserve Levels



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## Forecast: General Revenue Funds



Summary of Changes	FY11	FY12	FY13	FY14	FY15
Revenues	-8%	-3%	0%	2%	2%
Expenditures	-3%	1%	5%	3%	3%
Revenues	-\$17.2M	-\$5.1M	\$0.9M	\$3.9M	\$3.9M
Expenditures	-6.9M	1.6M	\$9.4M	\$5.5M	\$5.7M
Net Change	-\$10.3M	-\$6.7M	-\$8.5M	-\$1.6M	-\$1.8M
Cumulative	-\$10.3M	-\$17.0M	-\$25.5M	-\$27.1M	-\$28.9M

July 29, 2010



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## Fire/EMS District



Forecast: Fire/EMS District	Operational Balancing	Reserve Level
Fiscal Year 2010/11 (Assessments -8.2%)	-\$1.1M	\$31.9M
Fiscal Year 2011/12 (Assessments -5%)	-\$4.5M	\$27.4M
Fiscal Year 2012/13 (Assessments 0%)	-\$7.2M	\$20.2M
Fiscal Year 2013/14 (Assessments +2%)	-\$9.2M	\$11.6M
Fiscal Year 2014/15 (Assessments +2%)	-\$9.8M	-\$5.3M

July 29, 2010



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## Forecast: Fire/EMS District

### Operating Balance / Reserve Levels



July 29, 2010



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## Forecast: Fire/EMS District



Summary of Changes	FY11	FY12	FY13	FY14	FY15
Revenues	-9%	-5%	0%	2%	2%
Expenditures	-11%	3%	6%	6%	3%
Revenues	-\$4.3M	-\$1.9M	\$0.0M	\$0.8M	\$0.8M
Expenditures	-5.4M	1.5M	\$2.7M	\$2.8M	\$1.4M
Net Change	-\$1.1M	-\$3.4M	-\$2.7M	-\$2.0M	-\$0.6M
Cumulative	\$1.1M	-\$4.5M	-\$7.2M	-\$9.2M	-\$9.8M

July 29, 2010



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# Environmental Services

*FY 2010/2011 Budget Worksession*

## Environmental Services

### Budget Presentation

- Financial Status FY 2010
- FY 2011 Budget
- Long-term Forecasts
- W/S and Solid Waste Update and Strategy
- Recommendation



## Environmental Services

### Financial Status 2010

- W&S CIP Revalidated and Updated Estimates of Projects Through the 2015 Horizon
- Mid Year Reductions: \$1.4M in W/S and \$974K in Solid Waste



## Environmental Services

### Financial Status 2010 cont.

#### Water and Sewer through June 30<sup>th</sup> (75% of Year)

- Overall Revenues at \$32.7M; Budgeted at \$47.0M (70%)
  - *Water Monthly User Charges running 9% below target*
- Operating Expenses/Encumbrances at \$16.8M: Budgeted at \$24.1M (70%)
- Connection fees at \$789K; Budgeted at \$740K (107%)



## Environmental Services

### Financial Status 2010 cont.

#### Solid Waste through June 30th (75% of Year)

- Tipping fee revenues at \$8.3M; budgeted at \$11.8M (70%)
- Overall Revenues at \$10.0M; Budgeted at \$13.7M (73%)
- Operating Expenses/Encumbrances at \$8.2M; budgeted at \$11.2M (73%)



## Environmental Services

### 2011 Budget

#### Water and Sewer

- Base Flows Declining with Corresponding Revenue Reduction (wetter weather)
- 2011 Operating Budget for W&S Includes 2010 Year Reductions



## Environmental Services

### Long-term Forecasts/Operating Impact

#### Water and Sewer

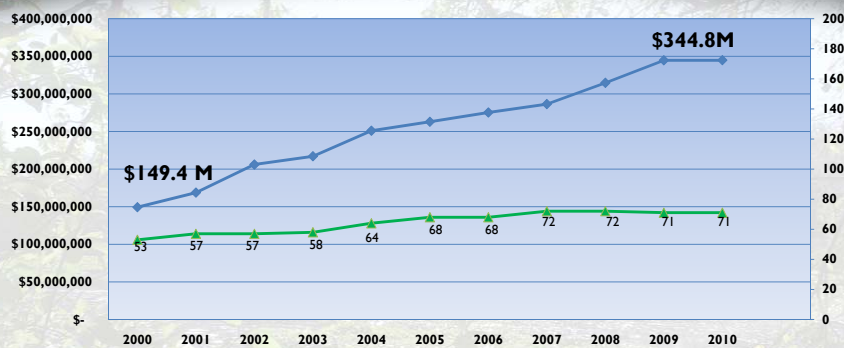
- Recurring Impacts from Regulatory Mandates
- Increasing Assets/Decreasing Preventive Maintenance
- New Facilities Operating Needs

#### Solid Waste

- Revenues Increasing Slower than Operating Costs
- Long Term Capital Needs/Equipment Replacement Reducing Reserves



### Water & Wastewater Division Staffing vs. Assets



**Staffing Increased 34% While Assets in Service  
Increased 131% In The Last Ten Years**



## Environmental Services

### FY 09 W/S Rate Adjustments Recap

	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15
Requested	18%	4%	10%	4%	7%	4%
Adopted	11%	11%	3%	3%	3%	3%

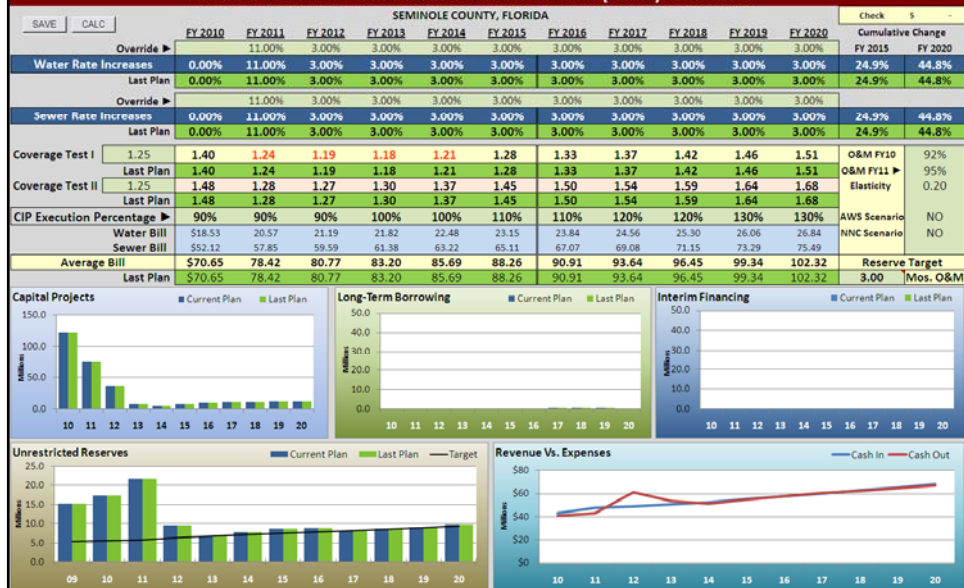
FY09 Plan Includes \$22M Borrowing in FY12

\*Does not include potable surface water supply nor impact of NNC



## Preliminary W/S Financial Update Using Adopted Rates

### FINANCIAL ANALYSIS AND MANAGEMENT SYSTEM (FAMS) SUMMARY



## Environmental Services

### Long-Term Strategy/Recommendations

- Manage CIP to Reduce/Eliminate Future Near-Term Borrowing
- Implement Preventive Maintenance/New Capital Projects
  - *Address Operational Staffing Needs*
- Continuous Review of Financial Status
- Workshop (February) to Review both Solid Waste and W/S Updated Financial Status

