

**SEMINOLE COUNTY
BOARD OF COUNTY COMMISSIONERS
WORK SESSION
ROOM 3024
COUNTY SERVICES BUILDING
1101 EAST FIRST STREET
SANFORD, FLORIDA 32771**

Date: Tuesday, March 3, 2009
Time: 10:00 A.M. – 5:00 P.M.
Location: Seminole County Services Building
Room 3024
1101 East First Street
Sanford, Florida 32771

AGENDA

1. Fiscal Year 2009/10 Budget Development

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.



Department of Fiscal Services
1101 East First Street
Sanford, FL 32771
Phone: (407) 665-7172
FAX: (407) 665-7183

Memo

Date: March 2, 2009
To: Board County Commissioners
Cc: Cindy Coto, County Manager
From: Lisa H. Spriggs, Fiscal Services Director 
RE: March 3, 2009 Fiscal Year 2009/10 Budget Worksession

During the March 3, 2009, Budget Worksession, staff will be making a short presentation to the Board regarding our current financial status and what we project going into fiscal year 2009/10. Attached is some preliminary information for your review prior to the worksession:

- Memo Dated January 9, 2009 – copy of the Fiscal Year 2009/10 Budget Development Process Memo from the County Manager to Staff outlining the process and expectations.
- Budget Status Update – reflects updated projections for General Revenue.
- FY2008/09 County-wide Budget Breakdown – reflects the adopted FY09 budget broken down for discussion into major funds/categories and ultimately reflecting the \$226.1 million General Revenue operating budget.
- FY2008/09 General Services Budget Breakdown – reflects the General Revenue budget broken down by program, applies the fees & fines to the specific programs and reflects the net tax supported funding for each program.

This information will be used to facilitate discussion at the work session. The work session will be an opportunity for the Board to discuss the process being undertaken by staff, gain a full understanding of the current financial status of the County and discuss and formalize direction to staff regarding strategies.

If you require additional information at this time or would like to discuss in further detail please contact me at extension #7172.

MEMORANDUM

TO: Directors, Managers and Fiscal Staff

FROM: Cindy Coto, County Manager

CC: Board of County Commissioners

DATE: January 9, 2009

SUBJECT: Fiscal Year 2009/10 Budget Development Process

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; determined by ongoing planning today focused 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.

How do we insure long-term fiscal sustainability?

The fiscal realities of economic conditions have become a challenge to manage, the necessary financial choices are more difficult to make and although increasingly difficult to achieve, the need for fiscal stabilization is paramount. Addressing the opportunities facing us requires a concerted approach that focuses on establishing a shared set of policies and priorities to operate under.

We will continue to focus on effectively integrating strategic planning and budgeting, through formalization of a Long-term Financial Plan ("LTFP"). A LTFP provides a comprehensive financial planning perspective which enables proactive management. The process combines financial forecasting with financial strategizing to identify challenges and opportunities, causes of fiscal imbalances, and strategies to ensure future fiscal sustainability. The LTFP will enable the County to identify how we will provide a consistent level of service and address issues of major concern to the community within financial constraints.

Budget Development Process

In an effort to achieve more cost-effective service delivery, the budget development method being employed is a zero-base strategy. The objective is 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.

PROGRAM / SERVICE IDENTIFICATION SUMMARIES

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. These were completed, reviewed and approved in December.

SERVICE INVENTORIES (1/16/09)

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

PROGRAM / SERVICE PRIORITIZATION SURVEYS (1/16/09)

Departments are responsible for completing the Prioritization Survey for each program and service within a program. A two-tiered approach is being employed to allow the evaluation of services provided within a program one vs. the other, as well as evaluation of programs one versus another. The objective is to better understand the priorities of the department in relation to organizational goals and provide a higher degree of understanding among decision makers.

COMMUNITY SURVEY

To ensure that we have good information for making decisions as they relate to tax supported public facing services we will be seeking approval of the Board to conduct a Community Survey to obtain information on how the program/service is viewed (importance/value, quality).

FUNDING REQUIREMENTS (2/27/09)

Departments are responsible for making a detailed and concentrated analysis of spending activity to support programs/services. Historical spending is not assumed justified. The wisdom of spending money at all on the program/service should be addressed 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 at all?
- Are there other less costly and 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 department should develop the base budget from zero, give justification for requirements, and develop prioritization within the department/program.

Timeline of Important Dates

- **February** – Budget Overview to Board of County Commissioners
- **April** – County Manager Consensus
- **May** – Board of County Commissioners Consensus
- **June** – County Manager Budget Recommendation
- **August** – Board of County Commissioners Worksessions
- **September** – Public Hearings for FY2009/10 Budget Adoption

Long-term Financial Plan

The objective is to develop a LTFP that will serve as a guide to achievement of fiscal health and wellness 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 process, financial strategies will be reviewed and formalized to provide resources to meet the Service Level Policies established.

Conclusion

The process being employed creates an important venue for consensus building among County staff, the Board and the community. It provides a mechanism for communication and education of the challenges before us, involving citizens and building community input and support for Board decisions.

Thank you for your commitment to Seminole County Government. This year will be a major milestone in our effort to insure future fiscal sustainability through continued direction of a budget process focused on service delivery and formalization of our strategic business plan.

I strongly believe in the ability of our Board and County staff to work together to meet our goals and objectives. By working together we will successfully overcome the challenges of 2009 and beyond.

Seminole County Government
Budget Status Update
Forecast As of February 13, 2009

General Revenue Forecast	<u>FY10</u>	<u>From</u>	<u>FY06</u>
Imbalance based on Forecast at FY09 Budget Adoption	\$ (21.3)		
Sales Taxes (6cent state shared)	(5.0)	\$ (9.0)	Projected decline of 33% from FY06 (3yrs)
County Revenue Sharing	(1.5)	(2.0)	Projected 22% decline from FY06 (3yrs)
State and Local Gas Taxes	<u>(1.0)</u>	<u>(1.5)</u>	Projected 9% decline from FY06 (3yrs)
Revised Imbalance before Ad Valorem Tax Factor	(28.8)	(12.5)	Reduction in Major Tax Revenue since FY06
<i>Ad Valorem Assessment Property Appraiser Projection</i>	<u>-7.5%</u>	<u>-10%</u>	
Reduction in Taxes at Current Millage Rate 4.5153	\$ (10.0)	\$ (14.0)	<u>8.5</u> Increase in Ad Valorem Revenue Comparing FY06 and Projected FY10 (4yrs)
Revised Estimated Imbalance FY10 Budget	\$ (38.8)	\$ (42.8)	<u>\$ (4.0)</u> Decrease in Major Revenue from Actual FY06 to Projected FY10 (4yrs)
			<u>\$ (12.0)</u> Decrease in Total General Services Revenue From FY06 to FY10 Projected, a 6% decline over the 4 year period.
			Over the past 4 years Seminole County has experienced growth of 12% new construction and 8% population.
<u>Recommended Option</u>			
Stormwater Assessment	\$ 7.5	\$ 7.5	
Millage at Rollforward or HB1B formula	<u>14.0</u>	<u>21.0</u>	
Net Estimated Imbalance	\$ (17.3)	\$ (14.3)	
Economic Stabilization Offset	<u>7.0</u>	<u>7.0</u>	
Net Reduction in Budget Required	<u>\$ (10.3)</u>	<u>\$ (7.3)</u>	

Seminole County Government
FY2008/09 Budget Breakdown

Total Budget FY2008/2009			\$ 987,047,395
Less			
Transfers		23,503,920	
Indirect Costs + Tax Collector Excess Fees		12,942,954	(36,446,874)
	<u>FTE Count</u>		950,600,521
Government Run Business Type Activities - User Charges & Fee Basis			
Building Permitting & Inspections	36.00	5,105,509	
Streetlighting Districts	1.00	2,593,000	
Residential Solid Waste	2.00	17,495,000	
Various MSBUs	1.00	1,163,765	
Water & Sewer	121.30	209,175,524	
Solid Waste (Landfill/Transfer Station)	75.70	54,485,270	
Self Insurance	6.00	18,057,314	(308,075,382)
			642,525,139
Infrastructure Improvement Funds - Restricted Revenue Term limit			
Natural Lands Endowment		828,437	
Boating Improvement		666,592	
Infrastructure Sales Tax (Roads)	21.00	242,798,131	
FRDAP Grant (Park Facilities)		411,892	
Public Works Grants (Roads/Drainage)		10,348,261	
Transportation Impact Fees (Roads)		(57,498,465)	
Fire/Rescue Impact Fees (Facilities)		3,128,839	
Library Impact Fees (Books)		134,566	
Mediation Fees (Court Facilities)		614,232	
17/92 CRA (Capital Improvements)	1.00	8,651,859	
Limited GO Bonds DS (Natural Lands/Trails)		5,835,364	
Infrastructure Improvements (Parks)		316,298	
Jail Expansion		1,283,121	
Natural Lands / Trails		7,965,480	
Courthouse		2,531,055	(228,015,662)
			414,509,477
Special Revenues - Public Safety Operations			
Law Enforcement Education		244,528	
Technology Fee Fund (Courts)	6.00	2,168,164	
Emergency Management Services Trust		535,028	
Tank Inspections	3.00	280,914	
Petroleum Clean-up	4.00	405,017	
Emergency Medical Services Grant		185,022	
Public Safety Grants		1,728,308	
Alcohol Drug Trust		85,000	
Teen Court	2.55	318,652	
Emergency 911	2.50	5,191,361	
Sheriff Grants	62.00	3,507,530	(14,649,524)
			399,859,953

**Seminole County Government
FY2008/09 Budget Breakdown**

Special Revenues - Community Assistance Services			
Community Development Block Grant	9.50	5,256,774	
HOME		3,309,899	
Emergency Shelter Grant		106,525	
Community Services Block Grant		230,521	
Disaster Preparedness		77,219	
Hurricane Housing Recovery		38,000	
Community Services Grants - Other		480,000	
SHIP - Affordable Housing		9,404,110	(18,903,048)
			380,956,905
Tourism Development			
Tourism Development - Original	6.25	5,998,894	
Tourism Development- Professional		-	(5,998,894)
			374,958,011
Tax Supported Services			
Fire Rescue/EMS District (Covers 78% of County)			
Operations	406.00	53,492,339	
Carry Forward Projects		9,475,885	
Reserves		20,097,808	(83,066,032)
			291,891,979
	Subtotal	766.80	
General Revenue Services			
Carryforward Items			
General Fund		18,948,738	
Fiscal Services	100,000		
Community Information	186,204		
Administrative Services (+300K Sheriff)	12,517,800		
Information Tech	3,188,887		
Leisure Services	1,650,167		
Library	33,225		
Sheriff	594,792		
Planning	677,663		
Facilities Maintenance		804,901	
Stormwater		2,333,289	
Transportation Trust		-	
Ninth Cent Fuel Tax		169,009	(22,255,937)
			269,636,042
Reserves			
General Fund Emergency (10%)		21,210,598	
Economic Stabilization		16,304,198	
Facilities Maintenance		-	
Economic Development		1,331,386	
Transportation Trust		3,765,898	
Stormwater		916,076	(43,528,156)
			\$ 226,107,886

Seminole County Government
 FY2008/09 Budget Breakdown

<u>Detailed Programs</u>	<u># FTE</u>		<u>General Revenue Program Cost</u>			<u>Fines & Fees Collected</u>	<u>Tax Supported Cost of Programs</u>			
Total General Services Budget FY2008/09				\$ 226,107,886		\$ (13,659,465)		\$ 212,448,421		
Public Safety										
* Law Enforcement (Net of grants & CF)	666.25	58,476,545	58,476,545			(2,408,747)	56,067,798			
* Jail Operations (net of CF)	315.50	35,688,414	30,813,414			(2,787,021)	28,026,393			
* Jail Facilities Debt Service	-		2,225,000				2,225,000			
* Juvenile Detention Services (State DJJ)	-		2,650,000				2,650,000			
* Court Facilities Debt Service	-	15,706,711	4,950,982				4,950,982			
* Court Security - Sheriff	63.00		4,565,033				4,565,033			
* Court Facilities (Admin Svcs Budget)	-		2,545,000			(1,320,000)	1,225,000			
* Court Telephone (IT Budget)	-		200,000				200,000			
* County Probation	25.50		1,807,413			(1,059,000)	748,413			
PAY - Youth Alternatives	6.45		489,374			(133,685)	355,689			
* Medical Examiner	-		496,800				496,800			
* Judicial - Alternative Sanctions Coordinator	1.00		92,746			(92,746)	-			
Guardian Ad Litem	1.00		95,944			(95,944)	-			
* Legal Aid	-		325,919			(141,625)	184,294			
* Law Library	-		137,500			(137,500)	-			
* Public Safety Business Office	6.00	8,024,373	618,296				618,296			
* Emergency Management	3.00		315,419				315,419			
* Emergency Medical Services Mgt	1.00		271,658				271,658			
* Emergency Communications - Radios (net of CF)	10.00		2,795,503			(1,016,412)	1,779,091			
* Emergency Communications - Fire Dispatch	28.50		1,892,750				1,892,750			
Animal Services	31.00		2,130,747	(117,896,043)	52%	(225,000)	1,905,747	(108,478,363)	51%	
				108,211,843				103,970,058		

Seminole County Government
 FY2008/09 Budget Breakdown

<u>Detailed Programs</u>	<u># FTE</u>		<u>General Revenue Program Cost</u>			<u>Fines & Fees Collected</u>	<u>Tax Supported Cost of Programs</u>		
Constitutional Officers (Net Costs)		9,825,823							
* Property Appraiser	53.00		4,201,513				4,201,513		
* Supervisor of Elections	16.00		2,324,237				2,324,237		
* Tax Collector (net of excess fees)	80.50		3,300,073	(9,825,823)	4%		3,300,073	(9,825,823)	5%
				98,386,020				94,144,235	
Transportation/Physical Environment									
* Median Maintenance	-	28,405,873	1,476,417				1,476,417		
* Public Works Business Office	15.00		2,132,146				2,132,146		
* Roads Operations	102.00		11,588,066				11,588,066		
* Engineering	19.00		1,419,927			(55,000)	1,364,927		
* Road Resurfacing Program	-		4,856,132				4,856,132		
* Gas Tax Bonds (Roads)	-		1,250,024				1,250,024		
* Attorney (50% - 50% to PW)	8.50		996,428				996,428		
* Traffic Engineering - Central	6.00		761,341				761,341		
* Automated Traffic Control Systems	11.00		1,787,091			(632,950)	1,154,141		
* Signs and Traffic Safety	12.00		1,129,934				1,129,934		
* Roadway Striping	1.00		490,320				490,320		
* Fiber Construction & Maintenance	4.00		518,047			(212,000)	306,047		
* Stormwater - Water Quality	4.00	6,149,413	1,915,338				1,915,338		
* Stormwater - Field Operations	18.00		1,836,252				1,836,252		
* Stormwater - Lake management	1.00		615,246				615,246		
* Stormwater - Engineering/CIP (net of CF)	-		1,782,577	(34,555,286)	15%		1,782,577	(33,655,336)	16%
				63,830,735				60,488,900	

Seminole County Government
 FY2008/09 Budget Breakdown

<u>Detailed Programs</u>	<u># FTE</u>	<u>General Revenue Program Cost</u>	<u>Fines & Fees Collected</u>	<u>Tax Supported Cost of Programs</u>
<u>Quality of Life Services</u>				
General Government		6,025,753		
Community Information	10.00	1,144,028		1,144,028
* Planning & Development Business Office	7.00	1,043,435	(89,200)	954,235
* Long Range Planning (net of CF)	11.00	1,520,120	(33,000)	1,487,120
* Current Planning (Zoning)	5.00	399,452	(525,000)	(125,548)
* Building's Zoning Program	2.00	122,887		122,887
* Addressing	4.00	245,574	(35,000)	210,574
* Development Plans Review	12.00	1,091,253	(642,000)	449,253
* Engineering Development Inspections	6.00	459,004		459,004
Economic Environment		7,328,853		
Community Redevelopment (CRAs)	-	5,800,388		5,800,388
Economic Development	2.75	1,349,564		1,349,564
Extension Services - Central	0.43	67,779		67,779
Horticulture Program - Extension Services	2.04	111,122		111,122
Human Services		11,778,840		
Family Consumer Science - Extension Services	1.13	76,597		76,597
Community Services - Business Office	2.00	202,713		202,713
Veteran's Services	2.50	172,535		172,535
Low Income Assistance	12.00	1,841,384		1,841,384
* Medicaid/HCRA/Hospital/Nursing/Burials	-	2,621,750		2,621,750
County Health Department	-	837,970		837,970
Mosquito Control	4.00	756,150		756,150
Public Transportation (LYNX)	-	5,269,741		5,269,741

Seminole County Government
 FY2008/09 Budget Breakdown

<u>Detailed Programs</u>	<u># FTE</u>		<u>General Revenue Program Cost</u>			<u>Fines & Fees Collected</u>	<u>Tax Supported Cost of Programs</u>		
<u>Quality of Life Services - Continued</u>									
Culture & Recreation		12,849,646							
Libraries (net of CF)	83.00		6,507,642			(364,800)	6,142,842		
Youth Programs - Extension Services	1.90		177,419				177,419		
Leisure Services Business Office	5.50		510,864				510,864		
Parks & Recreations - Central (net of CF)	1.00		878,934				878,934		
Active Parks	38.50		2,704,188			(1,192,835)	1,511,353		
Passive Parks	6.00		625,024				625,024		
Boating Improvement Program	-		72,586				72,586		
* Greenways & Trails - Central	3.00		240,464				240,464		
* Trails Program	3.00		828,358				828,358		
* Natural Lands	2.00		168,527				168,527		
Museum (net of CF)	0.62		135,640	(37,983,092)	17%		135,640	(35,101,257)	17%
				25,847,643				25,387,643	
Support Services (Net of Chargebacks)									
* Administrative Services - Business Office	3.00	13,751,398	311,424				311,424		
* Mail	3.50		231,801				231,801		
* Printing	2.50		553,851				553,851		
* Property Support Services (Net of CF/Art V)	4.00		2,142,391				2,142,391		
* Facilities Management (Net of CF/Art V)	39.00		4,800,909				4,800,909		
* Facilities Regular Maintenance (Net of CF/Art V)			1,436,115				1,436,115		
* Facilities Maintenance Fund transfer	-		1,071,500				1,071,500		
* Central Charges - Facilities Insurance	-		1,934,000				1,934,000		
* Fleet	2.00		1,269,407			(415,000)	854,407		

Seminole County Government
 FY2008/09 Budget Breakdown

<u>Detailed Programs</u>	<u># FTE</u>		<u>General Revenue Program Cost</u>			<u>Fines & Fees Collected</u>	<u>Tax Supported Cost of Programs</u>		
Support Services (Net of Chargebacks) - continued									
* Information Technology - Business Office	4.00	10,141,746	380,273				380,273		
* Operations - Central	1.00		144,807				144,807		
* Desktop Support & Procurement	12.00		1,929,417				1,929,417		
* Technology Architecture, Sec. & Sup. (Net of CF)	9.00		3,085,952			(45,000)	3,040,952		
* Customer Support	6.00		354,573				354,573		
* Enterprise Software - Central	1.00		147,378				147,378		
* Geographic Information Systems (Net of CF)	5.75		793,588				793,588		
* Applications (Net of CF)	9.00		2,058,611				2,058,611		
* Architecture	2.00		270,918				270,918		
* Website (Net of CF)	4.00		388,051				388,051		
* Project Management - Central	1.00		140,869				140,869		
* Business Analysis	3.00		261,684				261,684		
* Project Management	2.00		185,625				185,625		
* Admin Charge (50%)			(4,221,477)	(19,671,667)	9%		(4,221,477)	(19,211,667)	9%
				6,175,976				6,175,976	
Administrative Offices		8,660,037							
* BCC	10.00		964,183				964,183		
* Attorney (50% - 50% to PW)	8.50		996,428				996,428		
* County Manager	6.00		1,001,685				1,001,685		
* Human Resources	12.00		1,392,062				1,392,062		
* Fiscal Services	12.00		1,396,822				1,396,822		
* Clerk of the Court (County Finance/BCC Records)	24.00		1,936,719				1,936,719		
* Purchasing	13.00		972,138				972,138		
* Admin Charge (50%)			(4,221,477)	(4,438,560)	2%		(4,221,477)	(4,438,560)	2%
				1,737,416				1,737,416	

Seminole County Government
 FY2008/09 Budget Breakdown

<u>Detailed Programs</u>	<u># FTE</u>	<u>General Revenue Program Cost</u>	<u>Fines & Fees Collected</u>	<u>Tax Supported Cost of Programs</u>				
Central Charges		1,737,416						
* Liability Insurance		633,000		633,000				
* Other Central Charges		1,104,416	(1,737,416)	1%		1,104,416	(1,737,416)	1%
Total General Services Budget FY2008/09	1,936.82		\$ 226,107,886			\$ (13,659,465)		\$ 212,448,421
Breakdown								
BCC	718.57		\$ 95,296,146	42%			\$ 88,620,264	42%
Mandated/Fixed Costs/Other Agencies	-		25,194,206	11%			23,406,391	11%
Constitutional Officers	1,218.25		105,617,534	47%			100,421,766	47%
Total	1,936.82		\$ 226,107,886	100%			\$ 212,448,421	100%
* Programs marked provide for mandated or partially mandated services that the County must provide, however in many cases the level of the service is not mandated. The Internal Support Services and Administrative Offices are partially mandated and/or are required at some level to support the programs provided by the County. The total cost of non-discretionary programs is \$178.4Million or 84% of the total general services budget.								
			<u>FY09</u>				<u>FY09</u>	
General Services Revenue		Ad Valorem	\$ 139,893,789	62%			\$ 139,893,789	66%
		Public Service Taxes	14,121,000	6%			14,121,000	7%
		County Revenue Sharing	8,500,000	4%			8,500,000	4%
		Half-Cent Sales Tax	23,250,000	10%			23,250,000	11%
		State & Local Gas Tax	15,239,640	7%			15,239,640	7%
		Fines & Fees	13,659,465	6%			-	0%
		Interest & Miscellaneous Revenue/BFB-Reserves	11,443,992	5%			11,443,992	5%
			\$ 226,107,886	100%			\$ 212,448,421	100%
		Revenue Restricted to Transportation:	\$ 16,932,419	7%			\$ 16,932,419	8%