



SEMINOLE COUNTY

Department of Fiscal Services
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Memo

Date: August 21, 2008
To: Board County Commissioners
Cc: Cindy Coto, County Manager
Joe Forte, Deputy County Manager
Department Directors
From: Lisa H. Spriggs, Fiscal Services Director
RE: **Budget Worksession Follow-up Package, Proposed Fiscal Year 2008/09 Budget**

Attached is a package containing information on items that were requested for staff to address and bring back to the Board, as well as items for which staff is seeking direction. Staff will be presenting these items for Board discussion as part of the County Manager's Report during the regularly scheduled Board meeting on August 26th. If you require additional information or would like to discuss the items before the meeting in further detail please contact me at extension #7172.



SEMINOLE COUNTY GOVERNMENT FY2008/09 BUDGET WORKSESSION FOLLOW-UP

Commission Topics

- Constitutional Officers Salary Reductions - County Manager to request Constitutional Officers reduce salary adjustments by 1%, from 5% to 4%.

Constitutional Officer responses: The Sheriff will remain at 5%, Clerk's Finance will remain at 5%, Supervisor of Elections will reduce to 4%, Property Appraiser and Tax Collector are currently at 4%.

- Lump Sum Merit Methodology– staff to provide five-year projected reduction based on performance/merit pay distributions as a one-time payment; not to be included as part of the base salary. (Page 3)
- 2% Reduction in General Fund – staff to provide a list of additional General Fund reductions. (Page 5)
- Outsourcing of Training Services – staff to provide analysis of the outsourcing of the Countywide Training service. (Page 7)
- Information Technologies Projects – staff to provide ranking of priorities for projects to BCC. (Page 13)
- Impact Fee Study – staff to review impact fees and provide benchmarking information and the most recent impact fee analysis. (Page 19)
- (3) Pedestrian Overpass/Underpass Projects – staff to assess need for these projects and identify priorities regarding relative projects. (Page 23)
- Health Insurance – staff to provide additional information on self-insurance for partial health coverage and a health clinic.

Staff is in the process of researching and will provide a briefing to the BCC in September 2008.

- Solid Waste Franchise Agreements – staff to provide additional information on requirements of franchised service areas.

Request for proposal will be designed to address single versus multiple hauler usage in delivery of service.

- Energy Conservation – staff is requested to provide a plan to increase energy efficiencies by 15% - 20%. (Page 31)

- Leased Space at Reflections – staff to provide analysis of monthly leased cost versus debt supported construction of facilities. (Page 33)
- Tourist Development Taxes – staff to provide analysis of costs for Tourist Development Tax support to Jetta Point, the Historical Museum, and Solider’s Creek.

Under Florida Statutes Section 125.0104 (5)(a), tourist tax revenues may be used to construct, extend, enlarge, remodel, repair, improve, maintain, operate, or promote one or more publicly owned and operated conventions centers, sports stadiums, sports arena, coliseums, or auditoriums, or museums that are publicly owned and operated. Soldier’s Creek would meet the definition of “sports stadiums” for the same reasons as Jetta Point; additionally the local use policy of “heads in beds” is supported through the design of the facility being primarily to bring in professional and college level teams for training and tournament play. Funding for the Museum is allowable under the Statute, however it is undeterminable whether the Museum supports the local use policy of “heads in beds”.

Requesting Commission Direction:

- Stormwater Fee – direction to proceed with study. (Page 35)
Attached is a Scope of Work Outline for a Stormwater Funding Program presented by URS Corporation Southern. URS is one of the most recognized Stormwater Utility Consultants in the state and is under two master agreements with the County for Services. The cost of Phase I, “Initial Assessment Formulation Study” is \$60,000. Staff is requesting authorization to contract with URS to perform phase I of the attached Scope.
- Lynx Budget Request
Proposed budget was based on a 4.5% increase over FY08 base plus additional costs associated with Link 323. LYNX’s current request is a base increase of 18.5% plus the additional cost associated with Link 323, which represents a \$1,232,254 (\$815,248 base, plus new route \$417, 006) increase over FY08.

At Worksession, LYNX proposed the delay of Link 323 until December, for a reduction of \$69,301 for the first year. Staff has discussed with LYNX further delaying implementation until April 2009, for a one-time cost savings of \$208,503. Based on current data an additional \$412,058 in funding is required to support LYNX request for base plus implementation of Link 323 in April.

	Base	Link 323	Total
LYNX Requested Budget	\$ 5,205,053	\$ 417,006	\$ 5,622,059
FY09 Proposed Budget	4,584,492	417,006	5,001,498
Requested over Budget	620,561	-	620,561
Proposed Route Delay to April 2009	-	(208,503)	(208,503)
Net Required Increase	\$ 620,561	\$ (208,503)	\$ 412,058

Lump Sum Merit/Advancement Methodology

	Annual Reduction		Impact to Base Salary of High Performing Employee:	
	General Revenue Funds	Countywide (less Fire)	Current Methodology	Lump Sum Methodology
FY 09	\$ -	\$ -	\$ 46,500	\$ 46,500
FY 10	609,354	821,952	\$ 48,300	\$ 47,625
FY 11	1,257,037	1,695,604	\$ 50,169	\$ 48,778
FY 12	1,944,888	2,623,440	\$ 52,110	\$ 49,958
FY 13	2,674,828	3,608,048	\$ 54,127	\$ 51,167
Total 5 Yrs	\$ 6,486,108	\$ 8,749,044		(Note B)
FY 14-18	25,941,512	34,992,238		
Total 10 Yrs	\$ 32,427,620	\$ 43,741,282		

(Note A)

Note A: Based on Lump Sum for Merit/Advancement Methodology continuously applied over next 10 years; 4% annual budget increase with COLA at 2.7%.

Note B: Based on average FY08 salary of \$46,500. Employees salaries would not be as competitive in the future and could result in either high turnover rate or additional funds to catch salaries up (after another study).

Current Methodology:

COLA + Merit/Advancement included in base salary; Bonus given in a lump sum

FY09 OPTION 3				4%
	Workforce			
	Eligible	Avg Inc	Allocation	
Cola	90.00%	2.70%	2.42%	Base Salary
Merit/Advancement	50.00%	2.90%	1.45%	Base Salary
Bonus	10.00%	1.30%	0.13%	Lump Sum
			4.00%	

Lump Sum Methodology:

COLA included in base salary; Bonus (Merit/Advancement + Bonus) given in a lump sum

FY09 OPTION 3				4%
	Workforce			
	Eligible	Avg Inc	Allocation	
Cola	90.00%	2.70%	2.42%	Base Salary
Merit/Advancement	50.00%	2.90%	1.45%	Lump Sum
Bonus	10.00%	1.30%	0.13%	Lump Sum
			4.00%	

2% Reduction of General Fund FY08/09 Proposed Reduction

General Fund Proposed Budget	\$219.8M
Less Constitutional Officers	(\$111.5M)
<hr/>	
Total General Fund BCC Budget	\$108.3M

2% Reduction \$2.2M

<u>Project</u>	<u>Proposal</u>	<u>Implications</u>	<u>Savings</u>
<u>On-going Reductions:</u>			
Subdivision Retrofit Program	Program was implemented through Ad Valorem funding increase in FY06. Funding has been reduced in FY08 and FY09 as a result of property tax reform. Suggest Stormwater Fee to continue program.	Program commenced three years ago and was significantly reduced over the last two budget years; suggest that elements could be funded through a stormwater fee.	800,000
East Central Florida Regional Planning Council	Reduce at 11.6% in alignment with Orange County	Undetermined	10,274
Metroplan of Orlando	Reduce at 4.7% in alignment with Orange County	Undetermined	10,355
⁵ Medical Director	Issue a new RFP	Potential savings based upon submittals from 07/08.	150,000
		Subtotal	<hr/> \$970,629
<u>One-Time Reduction:</u>			
Lynx -- Route 434	Delay implementation until April 2009	Proposal has been discussed with Lynx; limited impact	\$208,503
Jetta Point	Fund project through Tourism Tax	Increase general fund reserves to offset economic conditions.	\$9,600,000
		Subtotal	<hr/> \$9,808,503
<u>1st Public Hearing Budget Adjustments:</u>			
Fleet Program / Fuel	Increase in Chargebacks to other funds	Appropriate distribution of fuel budget based on current usage.	700,000
County Attorney's Office Personnel	Eliminate vacant position	Undetermined	53,522
DJJ Pre-Detention	State Estimated allocation plus \$300K contingency for true-up costs	Actual requirements may exceed budget.	455,000
Medicad Payments	Reduce budget based upon current expenditures	Possibility that future expenditures will exceed budget.	247,750
		Subtotal	<hr/> 1,456,272
		TOTAL	<hr/> <hr/> \$12,235,404
<u>Other Considerations:</u>			
Lake Mary High School Pool	Carryforward appropriation of budget into FY08/09	School Board delayed implementation of project. Board will revisit project discussion in January 2009.	1,200,000

Training and Development

Budget Review

Changes to Training and Development

- Reduced CORE courses from 11 to 7
- Reduced number of CORE courses needed to be repeated every three years from 11 to 2
- Eliminated three very expensive Covey programs and replaced them with internally developed programs
- Maintaining 11 courses in the General Education and Leadership programs
- Maintaining 2 courses within the Sr. Leadership program and have two additional that will be developed or outsourced
- Eliminated County all-day new employee orientation
 - Implemented buddy system back on the job
 - Cut cost of labor and transportation

Training and Development

- Within the CORE, General Education and Sr. Leadership category we offered 67 courses
 - 710 employees participated
 - \$92.95 per student
 - 254 employees completed on-line courses
 - 94.50 per student
 - Outsourcing to SCC or UCF the average cost per student would vary but, would average \$199.00 (they also don't have all the same offerings)
 - This number does not take into account employee travel and that the courses are generic offerings and don't always meet County specific needs

Wellness

- \$3,000 for maintenance of equipment
 - To date spent \$1,750
- \$2,000 for cleaning and supplies
 - To date spent \$1,234

Technical Training

- As technology changes course are updated. We offer 11 standing courses today
 - The infrastructure is in place at no additional cost. We have had 1,450 employees participate in technical classes at a cost of \$66.00 per student

Summary

- Year to date we have spent \$78,255 (not included is \$30,000 in outstanding invoices to be paid)
- We currently have an excess of budget due to employee turnover and the two additional leadership courses not offered this year
- In the case of outsourcing training, the County would incur greater expense and receive less education for it's investment

INFORMATION TECHNOLOGY SERVICES PROPOSED PRIORITY LIST

Project Name	Description	Public Safety	Mandate (Federal, State, County)	Health	Disaster	Safety, Mandate, Health, Disaster total	Project Value Analysis Average	Business Value Total	Probability of Success Total	
800MHz Rebanding (FY07/08) CIP	FCC mandate to reband 800 Mhz radio frequencies to eliminate interference with Nextel cellular provider.	yes	yes	yes	yes		4.00	0.68	0.45	0.90
Tower Replacement (FY07/08) CIP	Replace 8 communication towers due to overstress	yes	yes	yes	yes		4.00	0.61	0.58	0.64
800Mhz Radio System Replacement	FCC mandate for analog system that must be digital by 2018.	yes	yes	yes	yes		4.00	0.46	0.41	0.51
VHFUHF narrowbanding	FCC Part 90 mandates migration from 25KHz to 12.5KHz bandwidth for all communication at 512MHz and below by 2013.	yes	yes	yes	yes		4.00	0.26	0.40	0.12
Web Mapping Services (FY07/08)	Graphically depicts our GIS data for the following areas: - Expand "My Resident" information on the web to drill down to parcel data. - Integrate GeoDox with Onbase to allow a user to access documents via a mapping interface. - GIS damage assessment data updates for disaster assistance to the Inspectors. - Noise complaint application that would allow the airport staff to enter a complaint and map it simultaneously. - Redesign the Information Kiosk to include buffering tools. - Migrate GIS layers from ArcIMS to ArcGIS Server. - Shelter application to streamline updating of information during EOC activations.	yes	no	yes	yes		3.00	0.77	0.86	0.68
SC Website Redesign (FY07/08) approved	Resign of Seminole County Website will allow our patrons to have a user-friendly design, consistency on all web pages, effective and efficient navigation, upgraded search feature, ability to conduct on-line surveys, reduction in current number of pages on site, preservation of our existing interactive features, and the content will be managed by the Community Information Department.	yes	no	yes	yes		3.00	0.76	0.87	0.64
Crimes Application	Create a web-based GIS application that will allow citizens to find out what crimes have occurred and allow them to query for sexual offenders within x distance of a specified location.	yes	yes	yes	no		3.00	0.60	0.60	0.60
Telephone System Replacement (FY07/08) CIP	Replace the existing Nortel Meridian telephone system with a supportable solution in three project phases. Phase one consists of CSB and surrounding buildings. Phase two consists of most locations within the 5-Points area. Phase three is the courthouse, which may be replaced with an updated PBX solution.	yes	no	no	yes		2.00	0.76	0.57	0.95

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Project Name	Description	Public Safety	Mandate (Federal, State, County)	Health	Disaster	Safety, Mandate, Health, Disaster total	Project Value Analysis Average	Business Value Total	Probability of Success Total
IT Security Audit	In accordance with current security procedures Seminole County is conducting a 3rd party Information Technology Security Audit. Through this Network Security Audit Seminole County is looking to evaluate organization policies, procedures, standards, measures and practices for safeguarding electronic information from loss, damage, unintended disclosure or denial of availability.	yes	no	no	yes	2.00	0.70	0.58	0.83
Future Land Use Application	Create a GIS application representing site, FLU zoning with wetlands, flood, ordinances changes, close up location map, aerial map, and overall site map. Provide lot size analysis maps and data calculations.	no	yes	no	yes	2.00	0.60	0.68	0.52
Time Keeping System (FY08/09)	Develop or procure a time keeping system to track time off, leave requests and balances, and provide resources analysis functions integrated all within one application. This would correct the integrity of our data, stabilize resource allocation, and comply with the new GASB 34 principles for capitalizing software.	no	yes	no	yes	2.00	0.57	0.58	0.57
E-911 Data Source Change	Develop an interface program to convert the data from the AS/400 to an Excel spreadsheet provided by Intrado for the 911 Master Street Index Search.	yes	no	no	yes	2.00	0.55	0.52	0.58
E-911 Training Site	Set up an installation of Moodle to allow for EMS to conduct online training with customers external to Seminole County BCC.	yes	no	no	yes	2.00	0.55	0.51	0.58
Fire Station 11	Remodeling fire station.	yes	no	no	yes	2.00	0.52	0.32	0.72
Fire Station 12	Remodeling fire station.	yes	no	no	yes	2.00	0.52	0.32	0.72
Fire Station 27	Remodeling fire station.	yes	no	no	yes	2.00	0.52	0.32	0.72
Seminole Traffic Asset Network Application	Redesign STAN to use the latest information for Public works latest data, folder structure, tools on web.	yes	no	no	yes	2.00	0.52	0.40	0.63
Server Virtualization	Revisiting Seminole County's server virtualization strategy is an effort to optimize system performance, reduce operating cost and eliminate single points of failure in the County infrastructure. The scalability of Seminole County's SAN is limiting the Information Technology's ability to expand and optimize server virtualization within the County. The existing SAN will need to be reconfigured and expanded prior to completing the Server Virtualization project.	no	no	no	yes	1.00	0.82	0.75	0.89
Lambda Rail	Provide cost effectivity network connectivity for off-site disaster /recovery.	no	no	no	yes	1.00	0.67	0.56	0.78

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OnBase Migration	Migrate OnBase architecture to facilitate web access and backup/recovery. Implement integration between OnBase and SharePoint. Implement backup and recovery improvements for OnBase system. Expose OnBase functionality to external web clients. Acquire training and begin using custom Workflow for PEI.	no	no	no	yes	1.00	0.58	0.62	0.54
Sanford Herald Digital Imaging	Project on Hold. Digital imaging and indexing of 100 years of the Sanford Herald Newspaper from microfilm and bound newsprint (where necessary).	no	yes	no	no	1.00	0.53	0.38	0.69
Intersection Crash	Create an interface application for the web that will allow a customer to select a GIS feature that would automatically populate information using data from the crash database.	yes	no	no	no	1.00	0.47	0.36	0.58
SunGard Upgrade	Upgrade of the AS400 SunGardHTE version 6.1 to 5.0. This project did not have a project number nor a specific budgeted amount because this was/is maintenance. The cost consolidation occurred during the project number assignment process.	no	no	no	no	0.00	0.75	0.63	0.88
15 Business Process Maturity Plan	To define what the business needs and requirements are for determining a project is feasible.	no	no	no	no	0.00	0.74	0.72	0.77
Enterprise Dashboard Project	Create and integrate all department dashboards throughout the county, creating a central resource view for executive management and the Commissioners. At a minimum, dashboard will contain project, contact, schedule, and budget information. This will also make the sites consistent with document share areas, and functional project reporting tool.	no	no	no	no	0.00	0.73	0.88	0.58
Better U - Continued Education	The Continued Education project team is tasked with formalizing a continued education program with in the Seminole County I.T. services department. This project will provide a structured process and incentive focus on growing our personnel and department from an education/training perspective.	no	no	no	no	0.00	0.73	0.58	0.88

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Municipal Telecommunications Enterprise Assessment and Development	Seminole County Government does not have a detailed strategic telecommunications plan despite owning a 300 mile + county wide fiber optic network with less than 20% utilization. Seminole County Government's 4/15/08 strategic plan requires departments, including ITS, to "Insure long-term sustainability" (Goal 2) and to "optimize the use of technology" (Goal 4). These mandates support a professional assessment of the fiber optic network to evaluate the feasibility of leveraging the existing network to create a "for profit" communications service provider to public and private sector customers.	no	no	no	no	0.00	0.68	0.81	0.55
Parks and Recreation (FY07/08)	A recreation software that will meet the needs of the Leisure Service department as described in the scope.	no	no	no	no	0.00	0.68	0.75	0.61
Website for Redevelopment	Design and develop a new website for the Redevelopment in Seminole project.	no	no	no	no	0.00	0.68	0.67	0.69
10 Reduced Sign-on (FY07/08)	Develop behind the scenes integration software to manage passwords in multiple applications. This will consolidate the login process for our patrons so they only see one screen and only have to login one time.	no	no	no	no	0.00	0.67	0.62	0.72
Escrow Receipt Application	Customize the escrow receipt application in SunGard to provide contractor and check information. This modification will be done after the SunGard upgrade goes live.	no	no	no	no	0.00	0.67	0.53	0.80
Project Management Maturity Plan	The PMO is putting together templates and processes for consistency across the organization.	no	no	no	no	0.00	0.66	0.73	0.60
Development Review Application	Create a GIS application to track the existing manual Development Review process.	no	no	no	no	0.00	0.66	0.78	0.54
E-Payment Application (FY08/09)	Develop or procure an application to improve the ease of use for our customer when paying for county services. This will be a centralized collection point for our service fees, whether it is in person or on-line.	no	no	no	no	0.00	0.65	0.82	0.48
SharePoint 2007	Set up MOSS 2007 and migrate existing SharePoint 2003 data into new system.	no	no	no	no	0.00	0.65	0.44	0.86
Volunteer Information	Create a web enabled application to track volunteer information for the Prosecution Alternitives for Youth (PAY) program.	no	no	no	no	0.00	0.65	0.74	0.55
ChiliSoft ASP Upgrade	Upgrade to the latest version of Chilisoft ASP on the Internet server. This allows the Linux server to run the existing website code.	no	no	no	no	0.00	0.65	0.57	0.72
Change Management	Upgrade workflow changes within the IT Change Management Application.	no	no	no	no	0.00	0.64	0.57	0.71
ITS Strategic Plan	Integrate into the County's plan	no	no	no	no	0.00	0.63	0.76	0.50

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Project Name	Description	Public Safety	Mandate (Federal, State, County)	Health	Disaster	Safety, Mandate, Health, Disaster total	Project Value Analysis Average	Business Value Total	Probability of Success Total
Codes and Catagories (FY08/09)	Create behind the scenes integration software that ties codes from current and future systems together. This system will be the glue that binds the applications.	no	no	no	no	0.00	0.61	0.50	0.72
Enhanced User Management (FY08/09)	Create a behind the scenes integration software to manage user accounts in all applications for one stop adminstrative duties that will improve operating efficiency.	no	no	no	no	0.00	0.61	0.50	0.72
Exchange Server 2007	Upgrade Exchange Server to 2007. Must take place after Office and SharePoint rollout.	no	no	no	no	0.00	0.60	0.44	0.76
Halogen Interface	Create an software interface from JDE employee data into the Halogen Performance Tracking software to replace a current manual process.	no	no	no	no	0.00	0.60	0.64	0.56
Agenda Application (FY07/08)	Replace the existing application to enhance customer satisfaction, increase flexibility, correct continual data errors, and improve the process workflow.	no	no	no	no	0.00	0.60	0.44	0.75
Portal Notification (FY07/08)	Develop behind the scenes foundational software that will provide a central communication system for all applications including warnings, errors, and monitoring messages.	no	no	no	no	0.00	0.58	0.44	0.72
Planning Notification	Create an application for the Planning and Development mailouts to provide a user interface that allows a parcel to specify a buffer distance. Any properties that fall within the buffer can be exported to create a mail merge file. This will improve the information we provide to our citizens.	no	no	no	no	0.00	0.57	0.55	0.58
Unpublished Numbers	Create a web GIS application to allow citizens with unpublished numbers to register for reverse 911 callback.	no	no	no	no	0.00	0.56	0.55	0.57
Human Resources Intake (FY08/09)	Correct the Intake software to integrate functions and improve the workflow of this citizen-facing software to provide efficient customer service.	no	no	no	no	0.00	0.55	0.50	0.59
HR Badge Program	Create reports for the Linc Plus application as the existing software has limitations. Site Secure (provider of badge program) was at the site and could not make the modification, although it says that the system allows custom report.	no	no	no	no	0.00	0.55	0.36	0.73
Website for Florida Yards	For Neta Villalobos-Bell-Design and create a website for Florida Yards and Neighborhoods under Extension Service.	no	no	no	no	0.00	0.54	0.48	0.61
SQL Server Upgrade	Create an online class registration form where the registrants' information can be used to populate a class roster.	no	no	no	no	0.00	0.54	0.50	0.57
	Upgrade the databases maintained by Enterprise Software Division from version 2000 to version 2005.	no	no	no	no	0.00	0.54	0.50	0.57

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Permitting Click-2-Gov	Implement permitting processing for customers to use on-line through the SunGard application.	no	no	no	no		0.00	0.53	0.51	0.54
SGTV Program Guide	Integrate a SGTV schedule on the website using data from a 3rd party vendor application that runs our programming.	no	no	no	no		0.00	0.45	0.31	0.59
Employee Buyback Administration	Create an administration software application for the Employee Buyback (EBB) system to minimize intense support required to run the EBB cycles manually.	no	no	no	no		0.00	0.42	0.32	0.51
Public Works Bus. Proc. Mgmt.	Business process effort aimed at finding opportunities within Public Works' Administrative Division.	no	no	no	no		0.00	0.41	0.28	0.54
Faxserver	Replaces hard line faxes with a fax server application. Will enable customers to send electronically.	no	no	no	no		0.00	0.37	0.28	0.46

Impact Fee Survey Analysis
August 19, 2008

Excerpts from National Impact Fee Study by **duncan** | associates
(August 2007)

The total amount of impact fees charged by jurisdictions surveyed averages about \$10,500. Excluding utility fees, the average total fee is about \$7,500. School impact fees, although not charged in many states, are by far the highest, followed by water, wastewater, road and park impact fees. Police, fire and library fees, on the other hand, tend to be relatively low. General government facility impact fees and stormwater drainage impact fees are less common —general government fees are not authorized in most states, and drainage fees are difficult to implement because they generally must be based on a comprehensive drainage master plan. The biggest fees are for roads, parks, schools and water and wastewater utilities.

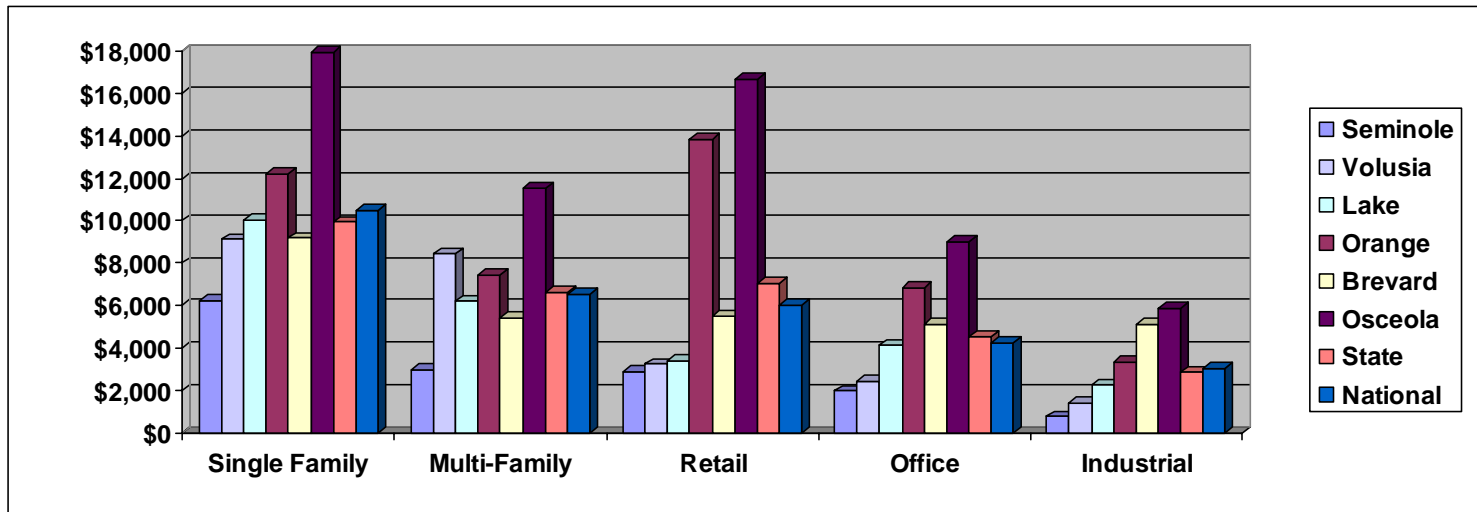
Summary of Staff Findings:

Seminole County impact fees are lower than other counties in our region, the state and the nation. The counties included in the comparison are Volusia, Lake, Orange, Brevard and Osceola. Across the five typical land use types of single family, multi-family, retail, office and industrial, Seminole County impact fees are 36% of the region, 44% of the state and 45% of the nation. The gap is greatest in the multi-family and industrial uses. The disparity is also apparent in the single-family, retail and offices uses.

To put this into perspective, the average fee for single family detached dwelling unit in Seminole County is \$6,251, for the region is \$11,696, the state is \$9,939 and for the nation is \$10,496 (assumption of 3 bedroom, 2,000 sf). The fee for an industrial use in Seminole County is \$768, for the region is \$3,586, for the state is \$2,848 and for the nation is \$3,025 (assumption of 100,000 sf building, per 1,000 sf).

Impact Fee Comparison

	Single Family	% of Single Family	Multi-Family	% of Multi	Retail	% of Retail	Office	% of Office	Industrial	% of Industrial	Total Average
Seminole	\$6,251		\$2,959		\$2,901		\$1,944		\$768		
Volusia	\$9,108	69%	\$8,440	35%	\$3,230	90%	\$2,460	79%	\$1,370	56%	
Lake	\$10,026	62%	\$6,216	48%	\$3,410	85%	\$4,116	47%	\$2,256	34%	
Orange	\$12,217	51%	\$7,448	40%	\$13,850	21%	\$6,856	28%	\$3,313	23%	
Brevard	\$9,187	68%	\$5,427	55%	\$5,516	53%	\$5,110	38%	\$5,110	15%	
Osceola	\$17,941	35%	\$11,531	26%	\$16,690	17%	\$9,020	22%	\$5,882	13%	
Average of Region	\$11,696	53%	\$7,812	38%	\$8,539	34%	\$5,512	35%	\$3,586	21%	36%
State Avg.	\$9,939	63%	\$6,592	45%	\$7,040	41%	\$4,506	43%	\$2,848	27%	44%
National Avg.	\$10,496	60%	\$6,533	45%	\$6,039	48%	\$4,242	46%	\$3,025	25%	45%



Eligible State Impact Fees

Single Family Example	Roads	Storm Water	Parks	Fire	Police	Library	Solid Waste	School
Seminole	X			X		X		X
Volusia	X		X	X				X
Lake	X		X	X		X		X
Orange	X		X	X	X			X
Brevard	X			X		X		X
Osceola	X		X	X				X

Current Seminole County Impact Fees	Last Fee Increase
School	February 1, 2008
Fire/Rescue	April 1, 1992
Library	June 1, 1991
Road	July 1, 1990




SEMINOLE COUNTY


Engineering Division
520 W. Lake Mary Blvd., Suite 200
Sanford, Florida 32773
Phone: (407) 665-5674
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August 20, 2008

MEMORANDUM

TO: Lin Polk, Budget Manager, Fiscal Services Department

FROM: Jerry McCollum, P.E., County Engineer 

THROUGH: W. Gary Johnson, P.E., Director, Department of Public Works 

SUBJECT: Pedestrian Overpass / Underpass - Priorities

During the Public Works portion of the Budget Work Session with the Board of County Commissioners, questions were asked regarding three pedestrian overpasses/underpasses. Information has subsequently been provided to each Board member, the County Manager and Lisa Spriggs, Director, Fiscal Services. Currently the following three projects are part of the Fiscal Year 2007/08 Budget:

1. Pedestrian Overpass at Red Bug Lake Road at Red Bug Lake Elementary School
Approximately 4-Million Dollars – 2nd Generation Sales Tax
2. Pedestrian Underpass at Lake Mary Boulevard at International Parkway
(Seminole Wekiva Trail) Approximately 5-Million Dollars – 2nd Generation Sales Tax
3. Pedestrian Overpass at Red Bug Lake Road at State Road 426 (Aloma Avenue)
Approximately 2 Million Dollars – 2nd Generation Sales Tax / 2 Million Dollars
Trail Funds

The above projects are currently funded and Public Works staff recommends these projects go forward based on the public's expectations. However, if these projects are not funded then based on conversations during the Budget Work Sessions, the following information could be used to establish priority order:

During the Work Session, we presented a slide entitled Programs/Impacts (copy attached) referencing programs that would be substantially phased out after Fiscal Year 2008/09. As stated in the Work Session, these programs consist of: New Sidewalks, Arterial/Collector Reconstruction, Minor Projects (turn lanes, etc.), Traffic Operations, and Future Capital Improvement Projects. These programs have been funded annually at 12 to 15 million dollars a year and would remain at that level through Fiscal Year 2008/09. However, in Fiscal Year 2009/10 and Fiscal Year 2010/11 the total amount that could be spent for all of these five categories would be approximately 5 million dollars. It was indicated at the work session that phasing out of the programs was part of the cycle of finishing up the 2nd Generation Sales Tax Program. However, there are two areas that would be of concern. First, the Arterial / Collector Reconstruction Program is currently funded at approximately 2 million dollars a year. This program takes roads that can no longer be resurfaced efficiently and reconstructs the base along with the asphalt surface. Once a roadway is in this condition, it deteriorates rapidly. Also during our presentation, we felt optimistic that we may receive 4 million dollars of federal funds for the Advanced Traffic Management System (ATMS). If federal funding is provided in the FDOT 5-Year Work Program, we do not know what fiscal year the funding will be available. What we have done in the past is up-front the cost and then be reimbursed. Although not discussed at the work session, there are 2 million dollars that are programmed out of trail funds for the pedestrian overpass at Red Bug Lake Road at State Road 426 (Aloma Avenue). If this project is not funded, then the funds could be shifted over to complete the missing link of the Cross Seminole Trail lying to the west of Layer Elementary School.

Recommendation

With the above information in mind, if the Board chooses not to fund the pedestrian overpasses/underpasses, our recommendations would be:

- Allocate an additional 5 million dollars for Fiscal Year 2008/09 in the Arterial / Collector Reconstruction Program. This would fund in Fiscal Year 2008/09 the program for Fiscal Year 2009/10 and Fiscal Year 2010/11 (List Attached).
- Allocate 4 million dollars to the traffic operations budget Fiscal Year 2008/09 for the ATMS system.
- Construct the missing link of the Cross Seminole Trail from the Trail funds (2 million dollars).
- Allocate 2 million dollars of 2nd Generation Sales Tax funds to reserves in Fiscal Year 2008/09.

I trust this information is helpful in recommending a course of action if the overpasses/underpasses are not funded. If you have any questions, please feel free to contact me.

JM/dr

Attachments

- Slide
- List of Projects

c: Cynthia A. Coto, County Manager
Joseph Forte, Deputy County Manager
Lisa Spriggs, Director, Fiscal Services Department
Pam Hastings, Public Works Administrator
Antoine I. Khoury, P.E., Assistant County Engineer

Programs / Impacts

Programs Substantially Phasing Out After FY 08/09

- New Sidewalks
- Arterial / Collector Reconstruction
- Minor Projects (turn lanes, etc.)
- Traffic Operations
- Future Capital Improvement Program

*In Future Years approximately 5 Million Annually
from 2nd Generation Sales Tax Available for
All of the Above Programs*

Date	Project ID	Proj. Estimate	Dist	Street	From	To
2008-2009	2270-42	\$330,000.00	1	DODD RD	Red Bug Lake Rd	Eagle Blvd
	2270-43	\$380,000.00	4	Country Club Dr	Raymond Ave	Seminole Ave
	2270-44	\$445,000.00	4	LAKE HOWELL RD - PH 2	Orange County Line	Howell Branch Rd
	2270-45	\$335,000.00	5	OLD LAKE MARY RD	E. Crystal Lake Ave	Airport Blvd
	2270-39	\$335,000.00	5	OLD LAKE MARY RD	Airport Blvd	Southwest Rd
	Total	\$1,825,000.00				
2009-2010		\$ 850,000.00	3	HUNT CLUB BLVD	W. Wekiva Tr	E. Wekiva Tr
		\$ 300,000.00	3	LINE DR	SR 436	Sand Lake Rd
		\$ 500,000.00	4	RAYMOND AVE	North St	SR 434
		\$ 500,000.00	5	MARKHAM WOODS RD	Lake Mary Blvd	Markham Rd
		\$ 2,150,000.00				
	CEI Cost	\$ 350,000.00				
	Total	\$2,500,000.00				
2010-2011		\$200,000.00	3	ORANOLE RD	Lake Destiny Rd	Woodlake Dr
		\$250,000.00	3	ORANOLE RD	Woodlake Dr	Cammack Dr
		\$750,000.00	4	HOWELL BRANCH RD	Orange County Line	SR 436
		\$400,000.00	5	SANFORD AVE	Lemon St	SR 46
		\$550,000.00	5	LAKE MARY BLVD	Markham Woods Rd	International Pkwy
		\$2,150,000.00				
	CEI Cost	\$350,000.00				
	Total	\$2,500,000.00				
2011-2012		\$800,000.00	2	CR 419	Oviedo Blvd	Carolyn Dr
		\$600,000.00	5	LAKE MARY BLVD	Lake Emma Rd	Rhinehart Rd
		\$450,000.00	5	OLD LAKE MARY RD	Airport Blvd	Southwest Rd
		\$ 800,000.00	5	CR 46A	East of RR Crossing	US 17-92
		\$2,650,000.00				
	CEI Cost	\$350,000.00				
	Total	\$3,000,000.00				

Energy Conservation Options:

The current energy conservation program was formulated to take advantage of the easiest, lowest cost opportunities to reduce energy (primarily electric) consumption and cost. Although successful, we are now looking at other opportunities to “ramp up” the effort and increase the savings. At this time, it appears that these new opportunities come with a price tag, and, although they promise future savings, we must be vigilant to avoid expenses that will not produce a sufficient return on investment, creating an extended amortization period.

One of the most promising opportunities is to use carbon dioxide sensors in combination with either motorized outside air dampers and/or variable speed outside air handlers that allow control of the amount of outside air induced into a building area. By monitoring carbon dioxide and inducing only sufficient quantities of outside air to comply with minimum appropriate requirements, it reduces the need to cool hot humid Florida air, which is very energy intensive. Examples of costs depend on the type of HVAC system currently in the building, as well as the type of (EMS) energy management system (if any). The following are estimates only, provided for order of magnitude analysis:

- CJC is relatively up to date with an EMS system, and is estimated at \$88K for the sensors to be supplied, installed and the appropriate programming done. The anticipated ROI would amortize this amount in a projected 5 years +/-.
- PSB is relatively up to date with an EMS system and is estimated at \$45K for the same work with about the same ROI.

In some buildings, due to age and type of HVAC and occupancy, it may be more advantageous to simply install motorized dampers to shut down outside air during non occupied periods. CSB is a candidate for this type of installation, which would be estimated at \$25K+- with a payback in 4 to 5 years.

Other examples of conservation efforts would include: reflective roof coatings, additional insulation, cooling tower water treatment process changes, etc.

We are sorting through these opportunities for cost and anticipated savings, and will bring forward those that require investment for the BCC’s consideration. We are reviewing “performance contracting” opportunities, which often suggest the same changes done by others and types of financing, and will bring those forward for consideration if it appears advantageous.

Leased Space at Reflections:

The County currently leases (after the latest reduction) 51,740 square feet of space with an annual lease expense of \$806,000. Some of this expense pays for utilities, building maintenance and janitorial services that would be an expense in a County owned building; however, it is reasonable to assume that about \$500K is for the pure “rental” of the space.

There have been several planning/master planning efforts regarding the 5 Points Government Campus concepts. All the plans have the common element of moving the Fleet and Public Works equipment and material storage facilities out of the 5 Points Campus. The following is the beginning of that effort:

- We have located 28 acres of contiguous property located in unincorporated Seminole County, with frontage to East Lake Mary Blvd, near Sanford International Airport. This property should yield 21 buildable acres after water retention and treatment are addressed. We have negotiated with the current owners and the contract for purchase of this property should be brought before the BCC in September of this year.
- This property is currently being analyzed to ascertain what the site will be able to accommodate. It is reasonable to assume that, at a minimum, the Fleet and the 5 Points Public Works pieces will fit on this site. This will free-up approximately 16.7 acres of space in 5 Points, where these facilities are currently housed.
- Based on the projected purchase price of this property, including the cost to import sufficient fill dirt to raise the grade to the appropriate level, there should be a residual in the current budget for the 5 Points Campus effort (actually land acquisition) of \$5M+- that could, at the Commission’s pleasure, be re-dedicated to the cost of the new facilities. At that point, we would begin the actual design effort to construct these facilities on the property, preparatory to moving them out of 5 Points.
- These actions would be tangible steps towards clearing space at 5 Points. The \$500K +- “pure rental” expense for Reflections could be used as payments towards \$6.5 to \$7M in principal from bonds. If the Commission so desires, this amount could be used towards the demolition and building costs of office space that would eliminate the need for the lease space at Reflections.

Seminole County
SUPPLEMENTAL STORMWATER FUNDING PROGRAM

Scope of Work Outline
(Initial Concept Draft ❖ June 4, 2007)

Seminole County faces significant funding and operational challenges in the near future as the cost of providing stormwater management services will be increasing due to increasingly strict water quality standards and the evolution of Total Maximum Daily Loads (TMDLs). This change comes at a time when the Legislature is aggressively pursuing meaningful taxpayer relief and significant reformation of the State's property tax system. Communities throughout Florida are bracing for 10% to 20% tax revenue losses which will drastically reduce their ability to fund Federal and State regulatory compliance activities related to water quality management activities and construction of necessary capital projects.

Provided below is a summary of process and schedule for (1) formulating a non-ad valorem based supplemental stormwater funding program to serve the residents of unincorporated Seminole County and (2) developing an initial customer fee role to be used in conjunction with the County's annual tax bill.

Phase I: Initial Assessment Formulation Study.....\$60,000

The initial phase of this effort focuses on developing the concept of a water quality improvement funding program to provide dedicated funding for Seminole County's ongoing water quality management activities that are required by Federal, State and regional regulatory programs. The process will identify specific services to be included and estimated their annual costs, evaluate alternative rate structure alternatives, and subsequently refine specific candidate rate structures and estimate their revenue potential. Included in this task are a number of workshops with County staff to refine concepts and develop internal consensus.

Task 1-1: Definition of Water Quality Improvement Services

- Define water quality improvement service(s) to be provided
- Define service district(s)
- Establish a rational nexus for service charges
- Prepare a brief technical memorandum describing the proposed Water Quality Improvement Services

Task 1-2: Assessment of Potential Customer Base

- Acquire and evaluate relevant parcel level data for the unincorporated county
- Classify and aggregate similar current land uses relative to pollutant loading
- Acquire and evaluate local pollutant loading characteristics data
- Characterize the residential, non-residential and special customer segments of the current customer base
- Identify potential exceptions and exclusions
- Establish a rationale for exceptions and exclusions
- Prepare a brief technical memorandum describing the anticipated customer service base

Task 1-3: First Formulation Review Workshop

- Identify and coordinate potential workshop dates
- Facilitate the staff review workshop, present basis of formulation and the potential customer basis, answer questions and address issues and concerns
- Prepare a summary of key issues, comments and consensus areas

Task 1-4: Development of an Initial Rate Structure

- Identification of alternatives
- Definition of a Base Service Unit(s)
- Generation of alternative rate structures
- Calculation of revenue generation potentials
- Prepare a brief technical memorandum describing the base service unit(s), alternative rate structures and their revenue generation potentials

Task 1-5: Second Formulation Review Workshop

- Identify and coordinate potential workshop dates
- Facilitate the staff review workshop, present the proposed base service units, alternative rate structures and estimated gross revenues, answer questions and address issues and concerns

- Prepare a summary of key issues, comments and consensus areas

Task 1-6: Finalization of the Initial Rate Structure

- Revise and adjust the base service unit(s) and proposed alternative rate structures to reflect County review comments, workshop discussions and subsequent decisions
- Recalculate potential gross revenue generation for each approved alternative
- Prepare a brief technical memorandum summarizing the modifications and recalculated gross revenue estimates

Task 1-7: Assistance with Development of the Enabling Ordinance

- Prepare definitions of key terms and describe the fee computation process as a basis for Seminole County's Legal Department and/or special counsel's drafting of the enabling ordinance
- Meet with Seminole County's Legal Department and/or special counsel as requested to provide supplemental technical assistance and support to in the development of an enabling ordinance.

Task 1-8: Preparation of the Formulation Report

- Prepare and submit to the County for review a draft formulation report, based upon the Consultant's technical memoranda and the workshop results, that documents the formulation process and subsequent County decisions
- Conduct a telephone conference to review the draft formulation report, discuss County review comments, and resolve any outstanding issues and concerns
- Finalize a draft formulation report, addressing the County's review comments as appropriate, and forward the final draft to County for internal uses and/or distribution.

Task 1-9: On-Call Consultation

- Provide telephonic on-call technical assistance to County Staff on an "as-needed" basis
- Attend meetings to advise, answer questions, assist with resolution of issues and provide other required on-call technical assistance as may be needed and requested by County Staff

TASK DELIVERABLE WORK PRODUCTS:

1. Water Quality Improvement Services Technical Memorandum

2. Customer Service Base Technical Memorandum
3. First Formulation Review Workshop
4. Initial Rate Structure Technical Memorandum
5. Second Formulation Review Workshop
6. Final Rate Structure Technical Memorandum
7. Draft and Final Versions of the Formulation Report
8. Technical Assistance for Development of the Enabling Ordinance

OPTIONAL TASKS (*Not Included in Phase I Cost*):

- A. Detailed measurement of residential and non-residential parcels for initial customer base assessments or estimation of potential revenues.
- B. Sampling of representative single-family residential parcel characteristics.
- C. Sampling of non-residential parcel characteristics.
- D. Inclusion of strength-based surcharges and credits in the algorithm.
- E. Inclusion of incorporated communities in the program.
- F. Consideration of any style of “cafeteria approach” in program.
- G. Participation in meetings/briefings of senior staff and county commissioners.
- H. Assistance with the negotiation of the service commitments and agreements with Property Appraiser and Tax Collector.
- I. Optional stakeholder meetings.
- J. Creation of public information media.
- K. Support and participation in public meetings.
- L. Creation, training of speakers and participation in a speakers bureau.
- M. Support and participation in public “town hall meetings” on existing stormwater challenges and the proposed supplemental stormwater funding program.

COUNTY RESPONSIBILITIES:

1. Provide current costs for existing stormwater services provided by Seminole County in the format and form specified by the Consultant.
2. Provide relevant parcel level data for the unincorporated county in the format and form specified by the Consultant.
3. Provide an integrated set of review comments on all technical memoranda and reports.
4. Provide facilities, coordinate scheduling, provide workshop noticing, and participate in two formulation and coordination workshops.

Phase II: Initial Non-Ad Valorem Assessment Role \$60,000

The second phase of the supplemental funding effort focuses on developing an initial customer fee role (non-ad valorem assessment database) to be used in conjunction with the County’s annual tax bill. The process will generate a certifiable tax role which sets forth the annual service charge to be billed to each parcel in the unincorporated county. Included in this task are a workshop with County staff to review the draft tax role and address internal issues and concerns.

Task 2-1: Coordinate with Property Appraiser and Tax Collector

- Define the format and form in which the certified non-ad valorem assessment role is to be provided
- Confirm internal schedule and deadlines
- Coordinate data management and transfer issues

Task 2-2: Initial Draft Assessment Role Preparation

- Acquire and review customer role and parcel data for the unincorporated county
- Program the annual fee computation algorithm
- Calculate the annual fee for each parcel owner
- Conduct a quality control spot check procedure of the draft non-ad valorem assessment role for a randomly selected set of parcels
- Compute and characterize gross revenues
- Prepare a brief technical memorandum that addresses the gross revenue estimate and the quality control procedure results

- Forward the draft non-ad valorem assessment role and the technical memorandum to the members of the internal working team.

Task 2-3: Staff Review Workshop

- Identify and coordinate potential workshop dates
- Facilitate the staff review workshop, present the characteristics of the draft non-ad valorem assessment role and the estimated gross revenue estimate, answer questions and address issues and concerns
- Prepare a summary of key issues, comments and consensus areas

Task 2-4: Initial Assessment Role Finalization

- Finalize the draft non-ad valorem assessment role as required to address the issues and concerns that were raised during the staff review workshop including revision of the annual fee computation algorithm and recalculating the annual fee for each parcel owner
- Conduct a quality control spot check procedure of the final non-ad valorem assessment role for a randomly selected set of parcels
- Characterize the calculated gross revenues in the final non-ad valorem assessment role
- Prepare a brief technical memorandum that addresses the gross revenue estimate and the quality control procedure results for the final non-ad valorem assessment role
- Forward the final non-ad valorem assessment role and the technical memorandum to the members of the internal working team.

Task 2-5: On-Call Consultation

- Provide telephonic on-call technical assistance to County Staff on an “as-needed” basis
- Attend meetings to advise, answer questions, assist with resolution of issues and provide other required on-call technical assistance as may be needed and requested by County Staff

TASK DELIVERABLE WORK PRODUCTS:

1. Draft non-ad valorem assessment role
2. One (1) technical memorandum on the draft non-ad valorem assessment role
3. One (1) Staff Review Workshop

4. Final non-ad valorem assessment role
5. One (1) technical memorandum on the final non-ad valorem assessment role

OPTIONAL TASKS (*Not Included in Phase II Cost*):

- A. Detailed measurement of impervious areas for non-residential developed and “vacant” parcels.
- B. Matching of Parcels to mailing addresses and/or utility billing accounts.
- C. Correction of postal/site address from Property Appraiser’s data for non-match parcels.
- D. Field matching of accounts.
- E. Allocation of impervious areas for parcels with multiple accounts.
- F. Creating Master Account File data for special parcel classes (e.g., define number of dwelling units for select certain types of residential parcels, and measure impervious areas for non-residential developed parcels).
- G. Computation of Master Account File data strength-based surcharges and/or credits for individual parcels.
- H. Consideration of whole County and cafeteria approach to program.
- I. Participation in meetings/briefings of senior staff, elected constitutional officers and county commissioners.

COUNTY RESPONSIBILITIES

1. Provide current costs for existing stormwater services provided by Seminole County in the format and form specified by the Consultant.
2. Provide relevant parcel level data for the unincorporated county in the format and form specified by the Consultant.
3. Provide an integrated set of review comments on all technical memoranda
4. Provide facilities, coordinate scheduling, provide noticing and participate in the County staff workshop(s).

SCOPE FORMULATION SPECIFICATIONS AND ASSUMPTIONS

1. Seminole County has directed that the current effort specifically exclude consideration of strength-based surcharges and on-site treatment credits.
2. No attempt will be undertaken to independently validate the existing parcel level information.
3. The eventual service charge will not be a Chapter 197.3632, FS 197 non-ad valorem assessment.
4. Any rate structure must be based upon existing parcel characteristics and owner information and not require any new measurement of parcel features or characteristics.
5. Consultant will not be providing legal services in association with this assignment, but will provide technical assistance to Seminole County regarding definitions, specifics of the base unit, allocation of costs to users, and determination of the base service fee.

MILESTONE SCHEDULE

<u>Milestone Activity</u>	<u>Responsibility</u>	<u>Finish</u>
1. Issuance of Phase I Notice to Proceed	County	6/18/07
2. Receipt of Parcel Data from County	County	
3. Completion of Water Quality Improvement Services Definition Technical Memorandum	Consultant	
4. Completion of Customer Service Base Technical Memorandum	Consultant	
5. First Formulation Review Staff Workshop	Both	
6. Completion of Initial Rate Structure Technical Memorandum	Consultant	
7. Second Formulation Review Staff Workshop	Both	
8. Rate Structure Finalization	Consultant	
9. Formulation Report Preparation	Consultant	
10. Assistance with Development of the Enabling Ordinance	Consultant	
11. DECISION TO PROCEED	County	
12. Issuance of Phase II Notice to Proceed	County	
13. Coordination with the Property Appraiser and the Tax Collector	Consultant	
14. Completion of the Draft Assessment Role	Consultant	
15. Assessment Role Review Workshop	Both	
16. Delivery of the Final Assessment Role	Consultant	
17. DECISION TO IMPLEMENT	County	



