

2nd Budget Workshop

August 29, 2011

Lee County
Southwest Florida



Question

“How do we get to a \$0 shortfall in the General Fund by September 30, 2013?”

P R O J E C T I O N

General Fund - Undesignated Reserves

As of 8-12-11					
	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Beginning Fund Balance	154,491,517	121,963,974	90,786,732	57,075,586	25,948,997
Total Revenues	318,569,779	312,567,884	312,743,274	312,706,784	312,784,352
Total Expenditures	351,097,322	343,745,126	346,454,420	343,833,373	344,100,236
Shortfall	(32,527,543)	(31,177,242)	(33,711,146)	(31,126,589)	(31,315,884)
<u>Ending Reserves</u>					
Reserves Undesignated	121,963,974	90,786,732	57,075,586	25,948,997	(5,366,887)

General Fund Expenditures

Constitutionals/Courts	\$203 m	57%
BoCC Departments	\$110 m	31%
Shared Costs	<u>\$ 44 m</u>	<u>12%</u>
TOTAL	\$357 m	100%

General Fund Breakdown

GENERAL FUND
 FY 2011-2012

(in millions)

Constitutionals & Courts

Sheriff	\$ 148.4	(1.52 mills)		\$ 12.5
Tax Collector	13.9			\$ 1.2
Courts	10.4			\$ 0.9
Property Appraiser	9.9			\$ 0.8
Clerk	8.7			\$ 0.7
Supervisor of Elec.	7.1			\$ 0.6
Medical Ex.	2.6			\$ 0.2
State Atty.	0.9			\$ 0.1
Public Def.	0.6			\$ 0.1
Other	0.2			\$ 0.0
	<u>\$ 202.7</u>	<u>56.8%</u>	<u>(2.07 mills)</u>	<u>\$ 17.0</u>

BoCC Operating Departments

Public Safety	\$ 35.0			
Human Services	20.9			
Facilities	11.8			
LeeTran (General Fund Subsidy)	11.5	(.097 mills)		
Parks (Regional)	10.8			
Other (14 depts.)	20.0			
	<u>\$ 110.0</u>	<u>30.8%</u>	<u>(1.04 mills)</u>	<u>\$ 9.2</u>

Debt Service	\$ 17.5	4.9%	**	\$ -
Grants*	\$ 11.4	3.2%		\$ 1.0
Major Maintenance*	\$ 10.8	3.0%		\$ 0.9
Road Loan Payments	\$ 5.9	1.7%		\$ 0.5
Non-departmental/transfers	\$ 4.0	1.1%		\$ 0.3
Other	<u>\$ (5.3)</u>	<u>-1.5%</u>	<u>**</u>	<u>\$ 1.0</u>
TOTAL GENERAL FUND	<u>\$ 357.0</u>	<u>100.0%</u>	<u>(3.65 mills)</u>	<u>\$ 30.0</u>

*Figures include preliminary carryovers amounts.

** Debt Service cannot be changed so it is combined with Other for purposes of contributing to the \$30 million reduction

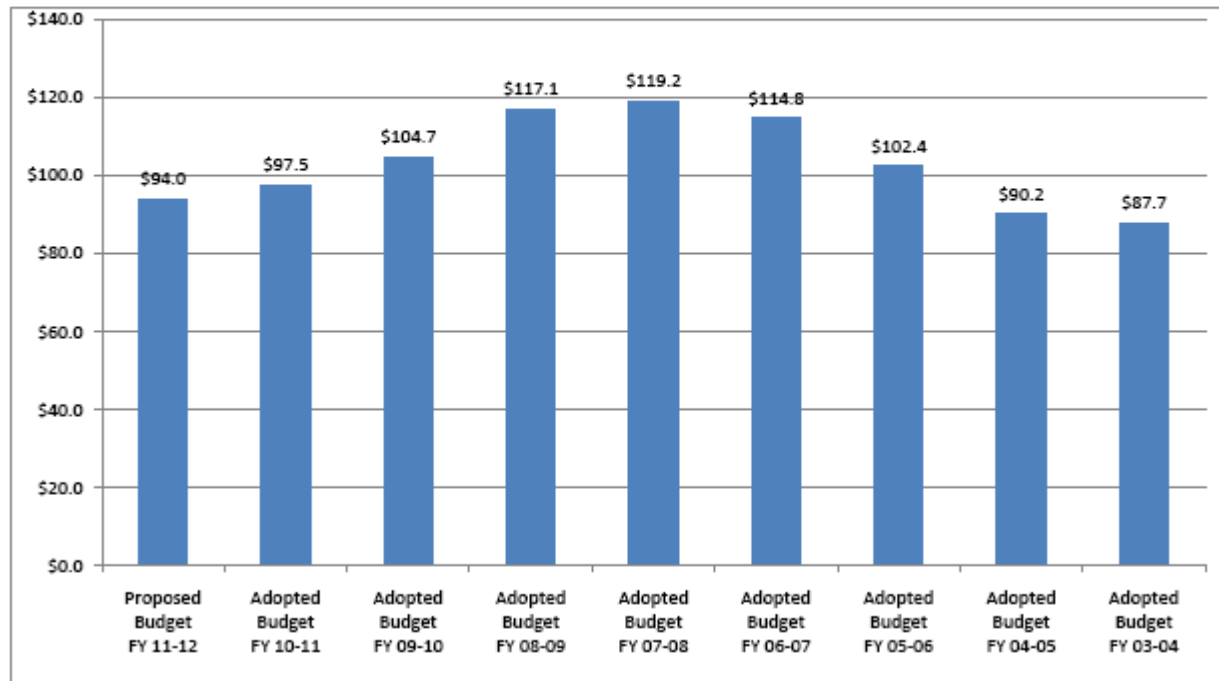
**BoCC Operating Departments Expenditure Budgets
GENERAL FUND**

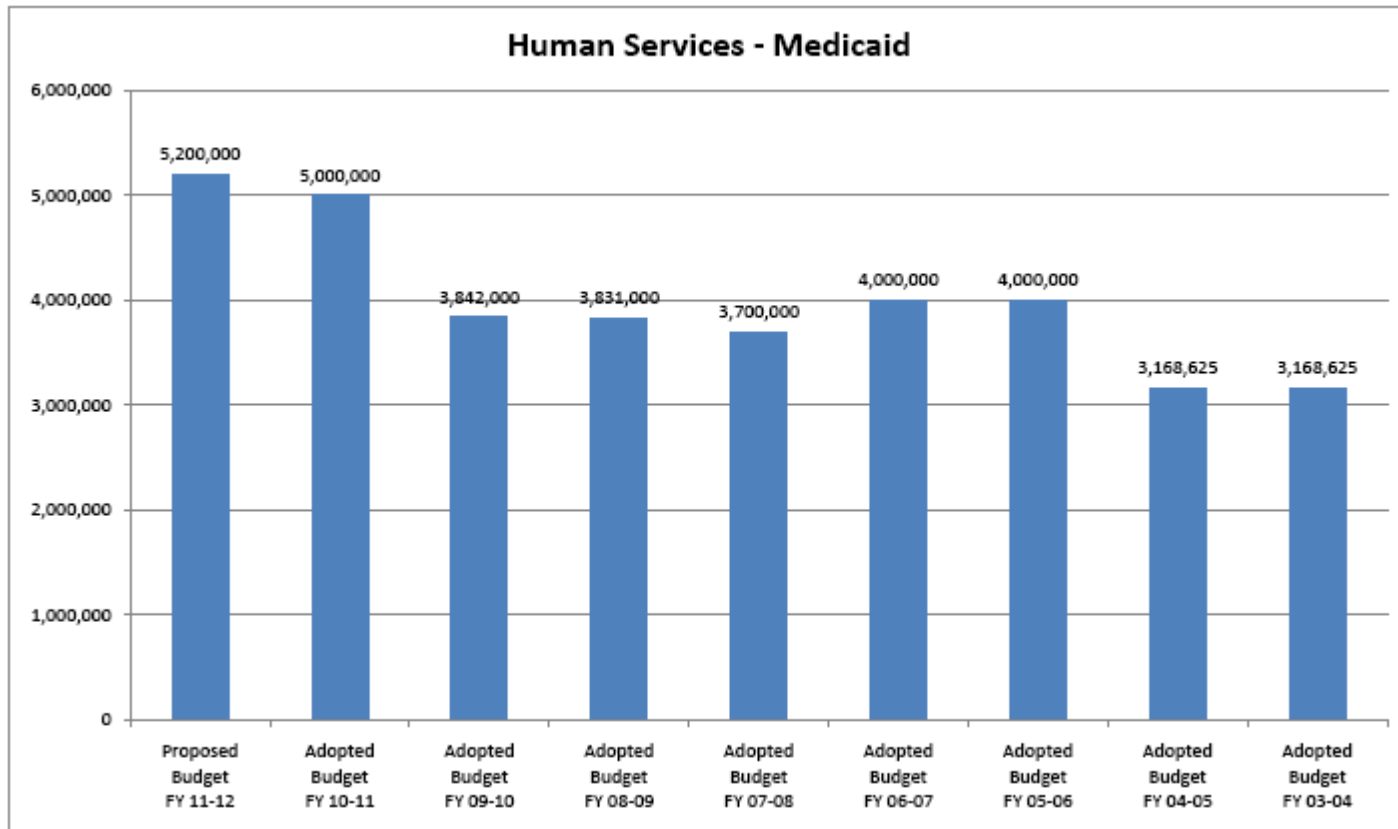
Department	Proposed Budget FY 11-12	Adopted Budget FY 10-11	Adopted Budget FY 09-10	Adopted Budget FY 08-09	Adopted Budget FY 07-08	Adopted Budget FY 06-07	Adopted Budget FY 05-06	Adopted Budget FY 04-05	Adopted Budget FY 03-04
CORE OPERATING SERVICES									
Animal Services						283			
Community Development				1,000,000			1,000,000		
Construction & Design	2,047,901	1,108,996	1,208,686	1,311,116	1,333,353	1,443,032	1,299,047	1,216,495	1,114,212
County Administration	2,448,687	2,737,548	3,025,139	3,324,229	3,558,349	3,562,561	3,344,910	3,141,624	2,846,306
County Attorney	3,253,723	3,501,194	3,698,865	3,942,495	3,971,765	4,622,315	3,735,885	3,624,130	3,391,406
County Commissioners	1,187,309	1,193,832	1,203,933	1,181,047	1,228,946	1,224,249	1,208,431	1,193,865	1,082,416
County Lands	955,857	1,026,637	1,139,657	1,213,716	1,213,716	1,337,597	1,299,399	1,248,604	1,062,406
Economic Development	1,444,627	1,539,620	1,627,030	1,730,473	1,829,155	1,816,652	1,690,987	1,671,352	1,562,791
Facilities Services	11,537,361	12,871,887	14,464,612	15,653,258	16,726,367	15,513,665	12,897,132	10,896,583	9,024,409
Fleet Management		225,711	233,559	235,618	218,473	240,232	221,563	157,069	107,978
GIS Operations	740,202	886,517	838,549	1,324,798	1,277,179	1,140,819			
Human Resources	1,193,643	1,235,076	1,252,932	1,505,925	1,631,577	1,715,818	1,583,589	1,761,721	1,720,414
Human Services	15,600,722	16,323,031	16,722,183	16,694,150	16,565,534	15,640,758	13,690,512	12,090,721	10,908,269
Internal Services	1,700,704	1,648,486	2,195,137	2,404,085	2,409,477	2,516,441	2,303,489	2,091,860	2,062,820
Natural Resources	2,617,638	2,776,301	3,081,456	3,444,239	3,521,962	3,550,391	3,227,368	2,922,032	2,660,839
Office of Sustainability	258,119	268,533	304,151	366,671	384,164	368,448	364,276	377,226	348,004
Parks & Recreation	6,321,500	6,883,867	11,491,279	14,050,318	14,386,760	13,000,022	11,575,800	10,103,069	9,934,521
Parks & Recreation - Sports Complexes	5,480,598	4,480,598							
Procurement Management	1,024,683	1,129,771	758,634	832,628	834,290	845,091	840,751	846,546	851,183
Public Resources	1,220,283	1,397,130	1,576,027	1,800,534	1,940,473	1,997,217	1,809,137	1,779,128	1,596,686
Public Safety	35,005,165	36,289,484	39,901,179	45,039,914	46,151,601	44,242,167	40,301,751	35,050,923	37,423,861
SUBTOTAL - CORE	94,038,722	97,524,219	104,723,008	117,055,214	119,183,141	114,777,758	102,394,027	90,172,948	87,698,521
NON-CORE OPERATING SERVICES									
Human Services - Grants	11,424,979	8,895,059	16,330,169	1,007,832	2,474,270	775,073	583,712	237,155	139,750
Human Services - Medicaid	5,200,000	5,000,000	3,842,000	3,831,000	3,700,000	4,000,000	4,000,000	3,168,625	3,168,625
Public Safety - Grants	18,424	32,991	18,794	18,354	23,502	48,071			
LeeTran General Fund Subsidy	10,833,468	10,948,139	12,375,649	12,491,150	11,033,562	11,015,961	11,364,955	5,994,311	5,052,631
SUBTOTAL NON-CORE	27,476,871	24,876,189	32,566,612	17,348,336	17,231,334	15,839,105	15,948,667	9,400,091	8,361,006
TOTAL	121,515,593	122,400,408	137,289,620	134,403,550	136,414,475	130,616,863	118,342,694	99,573,039	96,059,527

**BoCC Operating Departments Expenditure Budgets
GENERAL FUND**

Department	Proposed Budget FY 11-12	Adopted Budget FY 10-11	Adopted Budget FY 09-10	Adopted Budget FY 08-09	Adopted Budget FY 07-08	Adopted Budget FY 06-07	Adopted Budget FY 05-06	Adopted Budget FY 04-05	Adopted Budget FY 03-04
CORE OPERATING SERVICES									
Animal Services									
Community Development									
Construction & Design	2,047,901								
County Administration	2,448,687								2,846,306
County Attorney	3,253,723								3,391,406
County Commissioners	1,187,309								1,082,416
County Lands	955,857								1,062,406
Economic Development	1,444,627								1,562,791
Facilities Services	11,537,361							10,896,583	
Fleet Management									107,978
GIS Operations	740,202								
Human Resources	1,193,643								1,720,414
Human Services	15,600,722					15,640,758			
Internal Services	1,700,704								2,062,820
Natural Resources	2,617,638								2,660,839
Office of Sustainability	258,119								348,004
Parks & Recreation	6,321,500						11,575,800		
Parks & Recreation - Sports Complexes	5,480,598								
Procurement Management	1,024,683								
Public Resources	1,220,283								1,596,686
Public Safety	35,005,165								37,423,861
SUBTOTAL - CORE	94,038,722							90,172,948	
NON-CORE OPERATING SERVICES									
Human Services - Grants	11,424,979								
Human Services - Medicaid	5,200,000								
Public Safety - Grants	18,424								
LeeTran General Fund Subsidy	10,833,468								
SUBTOTAL NON-CORE	27,476,871								
TOTAL	121,515,593								118,342,694

BoCC Operating Departments Expenditure Budgets
GENERAL FUND CORE OPERATING SERVICES
(\$ Millions)





**Lee County Board of County Commissioners
Salaries & Wages by Fiscal Year by Department/Division
General Fund Only**

Department/Division	Proposed Budget 11-12	Adopted Budget 10-11	Adopted Budget 09-10	Adopted Budget 08-09	Adopted Budget 07-08	Adopted Budget 06-07	Adopted Budget 05-06	Adopted Budget 04-05	Adopted Budget 03-04	Adopted Budget 02-03	Adopted Budget 01-02	Adopted Budget 00-01
County Commissioners	743,345	737,154	743,405	727,907	756,018	749,514	721,848	726,131	674,352	696,299	646,740	583,639
Position Count	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
County Manager	1,686,131	1,816,194	1,982,606	2,091,244	2,192,097	2,170,856	2,068,004	1,909,375	1,800,195	1,822,252	1,649,387	1,516,262
Position Count	28.00	31.00	31.00	32.00	35.00	35.00	35.00	35.00	35.00	33.00	33.00	34.00
County Attorney	2,134,650	2,277,171	2,349,423	2,514,033	2,585,349	2,586,584	2,342,084	2,311,152	2,198,671	2,154,439	2,049,084	1,888,969
Position Count	27.00	31.00	31.00	31.00	33.00	33.00	32.00	32.00	32.00	32.00	32.00	32.00
Human Services	2,465,687	2,496,618	2,591,917	2,479,797	2,580,907	2,502,010	2,278,659	1,952,952	1,835,462	1,572,831	1,189,406	1,048,943
Position Count	56.00	57.00	56.00	53.00	53.00	52.64	51.00	47.00	46.00	37.00	37.00	37.00
Procurement Management ¹	647,324	626,365	456,553	481,465	485,216	496,629	507,348	501,335	496,661	484,722	473,835	379,200
Position Count	13.00	14.00	9.00	9.00	10.00	10.00	11.00	12.00	12.00	12.00	12.00	10.00
Public Resources	432,198	559,923	576,713	626,106	697,006	679,593	637,188	636,101	567,792	575,619	565,538	594,596
Position Count	12.45	13.45	13.45	14.25	15.25	14.95	14.75	14.75	14.50	15.15	16.10	18.00
Human Resources	713,050	672,583	676,475	786,106	814,904	842,511	784,007	794,646	809,517	817,095	706,258	602,747
Position Count	22.00	22.00	23.00	25.00	25.00	24.00	24.00	24.00	24.00	23.00	21.00	20.00
Public Safety	18,667,051	18,275,090	21,837,623	24,157,122	23,140,876	21,315,045	20,717,768	17,645,183	17,091,533	16,225,951	13,853,751	9,835,971
Position Count	346.85	350.00	349.40	377.15	384.65	384.55	357.45	315.95	312.85	313.85	290.85	240.55
Parks & Recreation	4,737,645	4,491,492	4,378,924	5,239,137	5,481,108	5,212,254	4,731,338	4,279,332	3,866,607	2,750,719	2,501,041	2,268,831
Position Count	113.02	109.64	100.70	112.71	125.22	119.22	116.20	112.55	108.81	86.99	83.49	78.19
Office of Sustainability	117,355	86,371	137,424	153,211	143,749	123,122	118,379	127,861	108,925	120,577	102,500	0.00
Position Count	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	0.00	0.00
Economic Development	796,587	773,016	806,187	838,237	926,567	901,623	827,461	782,330	771,341	787,565	758,358	696,436
Position Count	15.00	15.00	15.00	15.00	16.00	16.00	16.00	16.00	16.00	16.00	18.00	15.00
PW/DCD Internal Services ¹	1,127,535	1,042,302	1,344,707	1,408,225	1,441,141	1,411,248	1,300,527	1,159,720	1,115,387	1,410,466	1,805,150	1,583,174
Position Count	21.00	20.00	27.00	28.00	29.00	28.00	27.00	25.00	25.00	37.00	55.00	51.00
GIS Operations	359,056	347,923	305,521	309,485	309,665	271,716						
Position Count	5.00	5.00	5.00	5.00	5.00	5.00						
Natural Resources	1,387,432	1,359,838	1,511,501	1,587,622	1,629,641	1,613,150	1,462,551	1,343,216	1,239,037	1,117,461	1,114,410	1,103,533
Position Count	27.06	27.21	29.21	30.21	31.15	32.15	30.15	29.15	28.15	25.85	26.28	27.12
Construction and Design ²	1,330,151	711,249	723,844	733,232	788,731	810,904	752,708	704,163	637,764	659,018	560,379	527,703
Position Count	22.00	10.00	10.15	10.15	11.50	11.00	11.00	10.00	10.00	11.00	10.00	10.00
Facilities Services ²	4,943,234	5,351,496	5,589,014	6,251,599	6,602,588	6,057,516	5,140,384	4,258,522	3,575,315	3,115,809	3,037,810	2,338,559
Position Count	111.00	124.00	126.00	131.00	138.00	135.00	120.00	99.00	85.00	77.00	77.00	74.00
Fleet Management	0	155,182	161,356	161,797	155,979	156,553	150,543	112,389	76,057			
Position Count	0.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00			
County Lands	613,935	625,511	701,674	722,264	739,175	764,090	716,823	665,249	585,907	559,279	456,365	494,606
Position Count	11.00	11.00	12.00	12.00	13.00	13.00	13.00	13.00	12.00	12.00	10.00	12.00
Total General Fund Salaries & Wages	42,902,366	42,406,332	46,875,719	51,249,488	51,471,656	48,665,846	45,258,291	39,910,456	37,451,297	34,870,846	31,470,744	25,463,838
Total General Fund Position Counts	841.38	854.30	851.91	899.47	938.77	927.51	872.55	799.40	774.31	743.84	731.72	668.86

¹ Reorg - Positions moved from PW/DCD Internal Services to Procurement Management

² Reorg - Positions moved from Facilities Services to Construction & Design

**Lee County Board of County Commissioners
Salaries & Wages by Fiscal Year by Department/Division
General Fund Only**

Department/Division	Proposed Budget 11-12	Adopted Budget 10-11	Adopted Budget 09-10	Adopted Budget 08-09	Adopted Budget 07-08	Adopted Budget 06-07	Adopted Budget 05-06	Adopted Budget 04-05	Adopted Budget 03-04	Adopted Budget 02-03	Adopted Budget 01-02	Adopted Budget 00-01
County Commissioners	743,345						721,646					
Position Count	10.00											10.00
County Manager	1,686,131									1,649,387		
Position Count	28.00									33.00		34.00
County Attorney	2,134,650										2,049,084	
Position Count	27.00											32.00
Human Services	2,465,687						2,278,659					
Position Count	56.00		56.00									
Procurement Management ¹	647,324							501,335				
Position Count	13.00											
Public Resources	432,198											
Position Count	12.45											
Human Resources	713,050										706,258	
Position Count	22.00										21.00	
Public Safety	18,667,051							17,645,183				
Position Count	346.85							315.95				
Parks & Recreation	4,737,645						4,731,338					
Position Count	113.02								108.81			
Office of Sustainability	117,355								108,925			
Position Count	1.00								1.00			
Economic Development	796,587							782,330				
Position Count	15.00											15.00
PW/DCD Internal Services ¹	1,127,535								1,115,387			
Position Count	21.00											
GIS Operations	359,056											
Position Count	5.00											
Natural Resources	1,387,432							1,343,216				
Position Count	27.06									25.85		
Construction and Design ²	1,330,151											
Position Count	22.00											
Facilities Services ²	4,943,234							4,258,522				
Position Count	111.00							99.00				
Fleet Management	0											
Position Count	0.00											
County Lands	613,935								585,907			
Position Count	11.00										10.00	
Total General Fund Salaries & Wages	42,902,366							39,910,456				
Total General Fund Position Counts	841.38							799.40				

¹ Reorg - Positions moved from PW/DCD Internal Services to Procurement Management

² Reorg - Positions moved from Facilities Services to Construction & Design

COUNTY MANAGER RECOMMENDED CUTS

PROGRAM AREA	DESCRIPTION	CURRENT COST	COUNTY MGMT RECOMMENDATION	FOR FUTURE CONSIDERATION	COMMENTS
HUMAN SVCS Partnering for Results	Annual grants to more than 20 local social service agencies in the areas of activities for children & youth; supportive living, and emergency assistance	\$4,091,000	\$409,100	\$813,650	Further cuts will require coordination w/ agencies & United Way.
PARKS & REC Extension Svces (Block Grant)	Reduces funding for University of Florida Extension Services through a block grant process	\$1,000,000	cut \$250,000	\$0	Performance contract to be negotiated with University of Florida
TRANSIT Route Cuts	Accept Transit Task Force's route reductions without implementing suggested enhancements	\$649,160	\$0	\$0	
LIBRARIES 8 hr Reduction Regionals Personnel Costs	Reduce hours at regional libraries from 58 hours per week to 52 hours per week Reductions realized through temporary staffing	\$180,000 \$372,000	\$0 \$372,000	\$180,000 \$0	
CIP Recoup Capital Funds	Redirect capital project reserves (301 funds) to general fund	\$13,000,000	\$4,000,000	\$0	
Block Grant Major Maint.	Further prioritization of general fund major maintenance projects	\$4,700,000	cut \$1,000,000	\$0	Will prioritize and monitor maintenance throughout the year
RETIREE HEALTH From OPEB Fund	Pay retiree health premium share for BoCC and Sheriff's retirees from OPEB Trust	\$4,000,000	\$4,000,000	\$0	Ordinance change underway
ECONOMIC DEVELOPMENT Marketing Funds	Pay general fund share of marketing dollars from Industrial Development Authority and/or Horizon Foundation	\$80,000	\$80,000	\$0	Reassess on a year-to-year basis
VCB Office Rent	Continue to charge rent to VCB for office space at Admin. East	\$200,000	\$200,000	\$0	
SHERIFF School Resources Officers	Reduce Sheriff's budget by shared cost (with School District) of SROs in incorporated areas	\$900,000	\$900,000	0	This will be folded into General Fund in future years
CONSERVATION 20/20 County Preserves	Transfer operational costs selected county preserves to 20/20 management fund	\$415,248	\$415,248	0	Ordinance change underway
OPERATIONAL CUTS General Fund Departments	Reduced Departmental Budgets through FY11-12 budget process	\$4,723,079	\$4,723,079	0	
TOTAL			\$16,349,427	\$793,650	

RUNNING LIST OF OPTIONS

FURTHER CUTS

Transit

- | | |
|---|-----------|
| 1. Use capital for operating | \$425,000 |
| 2. Transit Task Force – service reductions w/o enhancements | \$650,000 |

Human Services

- | | |
|------------------------------------|-----------------------|
| 1. Partnering for Results | \$1.9 million (up to) |
| 2. Drug Court | \$392,000 |
| 3. Mental Health & Substance Abuse | \$428,000 |
| 4. Health Dept. | \$198,000 |
| 5. Long-Term Recovery | \$67,000 |

Facilities

- | | |
|---|-----------------------------|
| 1. Building A/C ordinance | \$300,000 (up to) |
| 2. Reprioritize maintenance projects FY11-12 | \$1 million (in projection) |
| 3. Reprioritize maintenance projects FY12-13 | \$1 million |
| 4. Sale of abandoned fire station, Daniels/I-71 | \$? |

Construction & Design

- | | |
|---|---------------|
| 1. Delay FY12-13 Justice Center renovations | \$2.2 million |
|---|---------------|

Parks & Recreation

- | | |
|--|-----------|
| 1. Delay Matlacha and Kelly Park renovations | \$750,000 |
| 2. Transfer Sanibel community ballfields expense to MSTU | \$75,000 |
| 3. Close Manatee Park 6 months of year | \$65,000 |
| 4. Transfer Caloosahatchee Regional Park back to State | \$200,000 |
| 5. Close City of Palms Park | \$500,000 |

Public Safety

- | | |
|---|-------------------------------|
| 1. Sell backup helicopter | \$400,000 |
| 2. Reduced backup helicopter expenses | \$150,000 |
| 3. Peak demand service only for main helicopter | \$562,000 |
| 4. Eliminate interfacility transport | \$922,000 (revenues involved) |
| 5. Split Dispatch costs with Unincorp. MSTU | \$1.3 million |
| TOTAL | \$13.5 million |

REVENUE ENHANCEMENTS

- | | |
|---|--------------------------|
| 1. LeeTran Fare Increase | \$401,000 |
| 2. Pay road resurfacing out of Uninc. MSTU | \$1.3 million (one time) |
| 3. Transfer some of Transit subsidy to MSTU | \$650,000 recurring |
| 4. Increase Communications Services Tax from 3.61 to 5.22 | \$4.4 million |
| 5. Increase FP&L Franchise Fee from 3% to 4.5% | \$3.8 million |
| 6. Every 1/10 of a mill from Conservation 20/20 | \$5.4 million |
| 7. Eliminate Jobs Opportunity Program | \$1.5 million (one time) |
| 8. Un-allocate FIRST jobs program | \$4.7 million (one time) |
| TOTAL | \$22.2 million |

Transit

	Adopted Budget FY 11-12	Adopted Budget FY 10-11	Adopted Budget FY 09-10	Adopted Budget FY 08-09	Adopted Budget FY 07-08	Adopted Budget FY 06-07	Adopted Budget FY 05-06	Adopted Budget FY 04-05	Adopted Budget FY 03-04
Budget	20,286,921	20,319,921	20,157,306	22,356,812	20,927,461	20,364,811	17,578,728	17,218,028	12,437,463
Employees (General Fund only)	254	254	257	257	257	254	239	217	166
Major Program Areas									
Fixed Route	193	192	193	192	192	189	182	166	166
ADA Paratransit	61	62	64	65	65	65	57	51	0
Total	254	254	257	257	257	254	239	217	166
General Fund Subsidy	10,833,468	10,948,139	12,375,649	12,491,150	11,033,562	11,015,961	11,364,955	5,994,311	5,052,631

Transit

PROGRAM/SERVICE	COST	POTENTIAL CUT	IMPACT
LeeTran Fixed Route			
1. Fare increase	\$ (400,886)	Fare Increase from \$1.25 to \$1.50 (20% increase)	Estimated Ridership loss of 250,682 passengers and a revenue gain of \$400,886. Passenger per revenue hour is estimated to decrease from 16.27 to 14.96.
2. Use Capital Funds for Operating		Increase the amount of Capital Funds to be used for Operating expenses by \$424,867 thus reducing the GF Contribution from \$10,833,468 to \$10,408,601 (a reduction of \$424,867)	Total federal funds received annually is 4.2 million. By allocating \$1.8 million to operating, this further reduces capital funds needed for bus replacement and facility construction.
FTA 5307 Proposed	\$ (1,840,382)		
FTA 5307 Current	\$ (1,415,515)		
	\$ (424,867)		
GF Proposed	\$ (10,408,601)		
GF Current	\$ (10,833,468)		
	\$ 424,867		
3. Service Reductions without Service Enhancements			If we implement this list of service reductions, we will be unable to provide the below list of service improvements that was recommended by the Transit Task Force and contained in Year One of the Transit Development Plan.
Route 10 - Ft. Myers	\$ 7,029	Eliminate last block on Saturdays. Service will end at 8:00 pm.	a) Increase off peak bus frequency from 3 hours to 1 hour and increase peak bus frequency from 1.5 hours to 1 hour in Lehigh Acres.
Route 15 - Ft. Myers	\$ 2,577	Eliminate Billy Creek Loop.	b) Add a circulator route in Lehigh Acres to provide hourly service within Lehigh.
Route 40 - Cape Coral	\$ 1,646	Eliminate Saturday service to the Moose Lodge & High Tech N.	c) Add Route 5 which would begin at Edison Mall and terminate at the Forum.
Route 60 - FGCU	\$ 838	Schedule changes to better meet with Route 140	d) Numerous schedule changes to reduce bus transfer wait times for passengers.
Route 90 - NFM	\$ 5,066	Eliminate the first am peak trips on Saturdays	e) North Fort Myers Circulators and service to new VA Facility
Route 120 - Cape Coral	\$ 3,471	Eliminate the first am peak trips on Saturdays	f) Extend Route 30 in Cape Coral to Ida Baker High School
Route 140 - US 41 S	\$ 565,808	Reduce frequency south of Bell Tower from 29 minutes to 40 minutes	
Route 160 - Pine Island	\$ 61,536	Eliminate bus service to Pine Island on Thursdays	
Total Cost	\$ 648,571	Total service reductions would eliminate 7,436 annual operating hours and 3.5 bus driver positions.	

Human Services

	Adopted Budget FY 11-12	Adopted Budget FY 10-11	Adopted Budget FY 09-10	Adopted Budget FY 08-09	Adopted Budget FY 07-08	Adopted Budget FY 06-07	Adopted Budget FY 05-06	Adopted Budget FY 04-05	Adopted Budget FY 03-04
Budget Human Services	15,667,346	16,323,031	16,722,183	16,694,150	16,565,534	15,640,758	13,690,512	12,090,721	10,908,269
Budget Medicaid	5,200,000	5,000,000	3,842,000	3,831,000	3,700,000	4,000,000	4,000,000	3,168,625	3,168,625
Employees (General Fund only)	56	57	56	53	53	53	51	47	46
Major Program Areas									
DHS Total Personnel *	\$3,561,861								
DHS Total Operating	\$121,439								
DHS Total IGS	\$304,526								
Medicaid **	\$5,200,000								
Other State Mandates	\$290,000								
Partnering for Results	\$3,886,450								
Substance Abuse Treatment	\$1,591,725								
Drug Court Treatment	\$392,165								
Mental Health Treatment	\$2,690,110								
Health Dept Contract	\$1,975,872								
Health Dept Operating	\$263,668								
Health Dept IGS	\$56,530								
Direct Financial Assistance	\$443,000								
Total Donations/Fees ***	\$90,000								
Total	\$20,867,346								

* Total DHS personnel expense is expected to be offset by approximately \$1 million in grant revenue. The grant revenue offset is typically used to pay for additional Medicaid liability.

** In FY10/11 total Medicaid liability is expected to be \$6.1 million

*** Amount is Care to Share and Choose Life that are donations and are self supporting (should be excluded like grant funds)

Human Services

PROGRAM/SERVICE	COST	POTENTIAL CUT	IMPACT
Option I			
Partnering for Results	\$3,886,450	\$388,645 (additional 10% above original proposed 5% cut for a total reduction of 15%) or Option II which is a larger cut to Partnering for Results	Will Reduce total funding to \$3,477,350 which includes set-aside for Bob Janes Triage Center and Child Care Match. Number of agencies funded through PFR competitive process will be reduced. Total requests under review are \$3,486,519 for PFR agencies. \$2,977,350 could be used to award to agencies with the remaining \$500,000 set-aside for Triage operations (\$270,000) and child care match (\$230,000).
Mental Health Treatment	\$2,690,110	\$269,011 (additional 5% above original proposed 5% cut for a total reduction of 10%)	Further reduces purchase of service agreement for mental health treatment services available in Lee County
Substance Abuse Treatment	\$1,591,725	\$159,172 (additional 5% above original proposed 5% cut for a total reduction of 10%)	Further reduces purchase of service agreement for substance abuse treatment services available in Lee County
Drug Court Treatment	\$392,165	\$392,165 *	* Eliminates drug court treatment contract if drug court is discontinued
Health Department Contract	\$1,975,872	\$197,587 (additional 5% above original proposed 5% cut for a total reduction of 10% which could be taken from contract dollars or operating budget)	Further reduces public health services available in Lee County
Health Dept Operating/Facilities	\$263,668		Florida Statute requires that Counties work in conjunction with the State to deliver Public Health Services but does not specify an amount
Health Dept IGS/Insur. and Radio	\$56,530		
Long Term Recovery Coordinator	\$66,736	\$66,736	Position will be absorbed by Public Safety and funded out of All Hazards
	Total	\$1,473,316	
Option II			
Partnering for Results	\$3,886,450	\$1,488,675	Maintains \$1,488,675 for competitive process for FY11/12 as part of a two year phase out of the PFR funding for not for profit agencies. Maintains \$270,000 for Triage operations and \$230,000 for child care match. Remaining \$1,488,675 would be eliminated in FY12/13
Contract Specialist Position	\$62,500	\$62,500	This option would impact one FTE in Contracts at an estimated cost of \$62,500
	Total	\$1,551,175	

Facilities Services

	Adopted Budget FY 11-12	Adopted Budget FY 10-11	Adopted Budget FY 09-10	Adopted Budget FY 08-09	Adopted Budget FY 07-08	Adopted Budget FY 06-07	Adopted Budget FY 05-06	Adopted Budget FY 04-05	Adopted Budget FY 03-04
Budget	\$11,537,361	\$12,871,887	\$14,464,612	\$15,653,258	\$16,726,367	\$15,513,665	\$12,897,132	\$10,896,583	\$9,069,988
Employees (General Fund only)	111	124	126	131	138	135	120	99	85
Major Program Areas									
MARS - Reactive Maintenance (50%)	\$3,085,152								
MARS - Preventive Maintenance (40%)	\$2,353,200								
MARS - Just-in-Time Maintenance (10%)	\$605,100								
Internal Pest Control	\$198,700								
Indoor Environmental Quality	\$137,100								
Contracts/Leases	\$88,400								
Records Warehouse/Sign Shop Operation	\$374,000								
Parking	\$142,000								
Elevator Maintenance & Certification/Fuel tanks	\$63,400								
Life/Safety	\$131,900								
Lock Shop	\$155,300								
Balance of Admin Budget (electric, water, trash, janitorial, supervisors/managers, etc)	\$4,203,109								
TOTAL	\$11,537,361								
		*13 positions t'ferred to C&D Oct. 2010							

Facilities Services

PROGRAM/SERVICE	COST	POTENTIAL CUT	IMPACT
CIP Major Maintenance	\$5,000,000	We will work to push back selected maintenance to reduce over the next fiscal year this account in the amount of one million dollars.	Projects which have been planned will be delayed and there is a potential to affect work conducted in our buildings and facilities as well as individual employees and customers.
Utilities/Electrical costs	\$8,313,022	Reduce the use of energy county-wide by passing an ordinance requiring county facilities to control during the summer months at 75 degrees (74-76) and winter months at 68 degrees (67-69). Also ban the use of personal space heaters in county buildings. Facilities Services estimates this will result in an energy savings in current dollars per KWh of approximately \$100,000.00 per year. Exceptions to these temperature settings would be computer server/equipment spaces and the jail cell blocks.	Currently most buildings control at 72-74 degrees year round. Some facilities control in the high 60's degrees. Space heaters can be found in every office area county-wide. Regulating the temperatures closer to the Federal and State settings will cause some employees to need to adjust their habits and expectations for cooling and heating in their work areas.

Parks & Recreation

PROGRAM/SERVICE	COST	POTENTIAL CUT	IMPACT
Extension Services	\$1,000,000	\$250,000 (actual \$62,500 4th qtr only)	UF decision if there are program cuts
Caloosahatchee Reg	\$250,000	\$200,000 after revenue	close park; break contract; give land back to the state
City of Palms	\$500,000	close the facility	no programs
Manatee Park	\$200,000	\$65,000 after revenue; close seasonally (6 months)	close park 6 months; off season
Revenue Enhancements		Potential Revenue Enhancements/Transfers to other Business Units	
Lakes Park		Increase revenue by \$50,000	Reduce expenses
TDC Reimbursement		\$430,000 increased reimbursement	Reduce expenses
Transfers to other Business Units			
Sanibel Interlocal Agreement	\$75,000	transfer	\$75,000 moved from general fund to MSTU fund
Six Mile Cypress Slough	\$255,000	transfer	transfer from general fund to Conservation 20/20
Heavy Equipment	\$200,000	transfer	transfer all salaries and associated expenses to MSTU fund
Rangers	\$150,000	transfer	transfer all salaries and associated expenses to MSTU fund
Administration	\$500,000	transfer	transfer all salaries and associated expenses to MSTU fund
Savings in fund 15500			
Close Hancock Park	\$180,000	To City of Cape Coral	Reduces MSTU budget

Public Safety

	Adopted Budget FY 11-12	Adopted Budget FY 10-11	Adopted Budget FY 09-10	Adopted Budget FY 08-09	Adopted Budget FY 07-08	Adopted Budget FY 06-07	Adopted Budget FY 05-06	Adopted Budget FY 04-05	Adopted Budget FY 03-04
Budget	35,005,112	36,289,484	39,901,179	45,039,914	46,151,601	44,242,167	40,301,751	35,050,923	37,423,861
Employees (General Fund only)	347	350	349	377	385	385	357	316	313

Public Safety

PROGRAM/SERVICE	COST	POTENTIAL CUT	IMPACT
FY 2011/2012			
Helicopter Operations	\$562,468 savings	Personnel reduction - 2 pilots and 4 paramedics will be layed off	Will reduce helicopter operational support from 24 hours to 12 hour service
	estimate value \$400,000	Sell the BO 105 helicopter (this is the back - up helicopter)	Lose the ability to provide seamless 24 hour coverage, will need to rely on mutual aid coverage from surrounding counties.
	\$150,000-\$200,000 savings	Yearly maintenance and fuel cost savings by selling the BO 105 (back -up helicopter).	
Inter-facility Transfer Operations	\$921,835 savings	Personnel reduction - 6 EMT's and 6 paramedics will be layed off	Lose the ability to use these 3 interfacility transfer ambulances as 911 response ambulances when the system demand exceeds available 911 units. In the current operations, when 911 demand is extreme, interfacility transfers are suspended until the 911 demand decreases. Cutting this service will require the need to seek another ambulance service to provide interfacility transfers to hospitals and other care facilities.
FY 2012/2013			
Dispatch	\$1,275,828 yearly savings	Based on call volume breakout between incorporated and unincorporated areas, move 44.58% of budget to Unincorporated MSTU. Potential savings to General fund in the amount of \$1,275,828 based on FY 11/12 budget	None

County Attorney

PROGRAM/SERVICE	COST	POTENTIAL CUT	IMPACT
	\$99,817.00	Do not fill recently vacated assistant county attorney position.	Since April, 2011, two attorneys and one paralegal have resigned. None of the positions have been filled. The work of all three has been assigned to the remaining attorneys. While certain county administration workloads have declined due to the county-wide building slump, legal work has increased. Responding to that requires more time in research and pre-trial procedures, more experts and increased costs. Even in this age of increased workplace technology, legal work remains one of time and research combined with experience and know-how. Performing "more with less" sometimes works in a manufacturing business; it is less successful in a courtroom.
	\$12,000.00	Approve only on-line seminars for attorneys that need credit hours. No travel permitted.	de minimis
	\$23,183	Reduce Legal Services (outside counsel).	
	\$135,000.00	Total	The negative impact of the increased workload on the remaining county attorneys is noted above. To the extent that in-house counsel can provide a continuing high level of skilled legal service, this office will provide it.

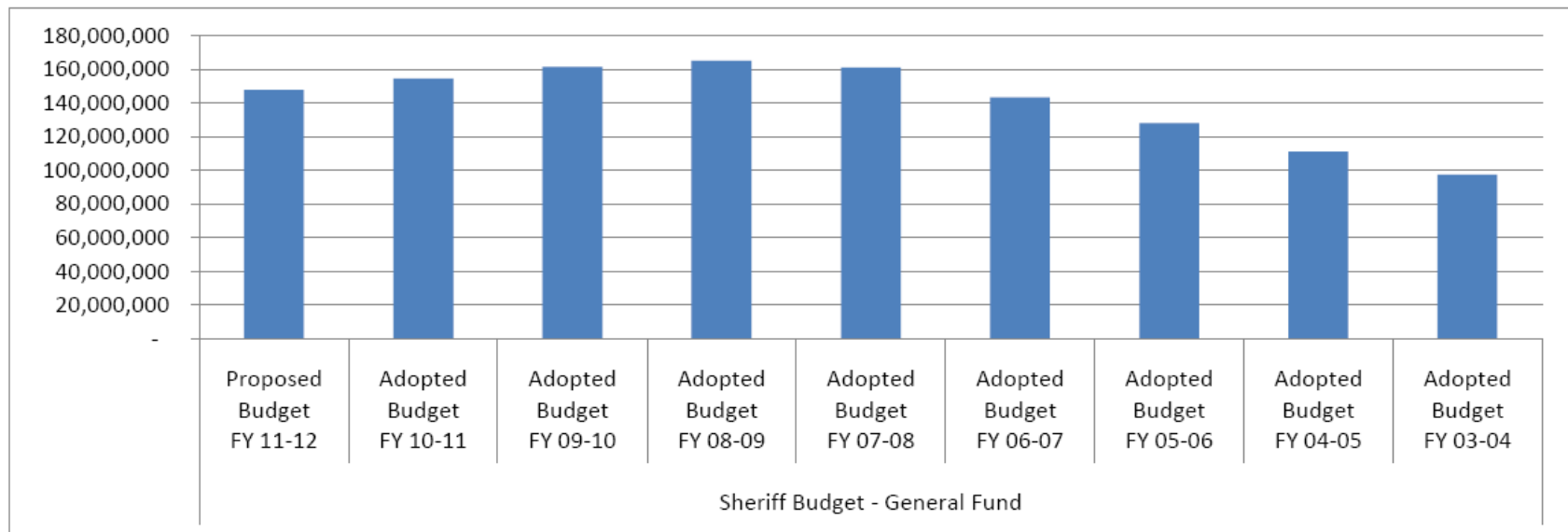
Courts and Constitutional Officers Expenditure Budgets - General Fund Only

OFFICE	Proposed Budget FY 11-12	Adopted Budget FY 10-11	Adopted Budget FY 09-10	Adopted Budget FY 08-09	Adopted Budget FY 07-08	Adopted Budget FY 06-07	Adopted Budget FY 05-06	Adopted Budget FY 04-05	Adopted Budget FY 03-04
Tax Coll. Fund Collection Fees	12,500,000	13,000,000	15,000,000	18,000,000	19,476,644	15,060,000	12,075,000	10,500,000	9,500,000
Tax Collect Support	1,448,764	1,488,383	1,380,037	1,303,508	1,413,728	1,248,685	1,170,049	1,182,902	985,692
Total Tax Collector	13,948,764	14,488,383	16,380,037	19,303,508	20,890,372	16,308,685	13,245,049	11,682,902	10,485,692
Clerk to Board-Fin&Int. Audit	7,648,751	8,883,313	8,117,923	7,759,997	6,860,157	7,297,190	7,152,686	5,569,268	8,097,925
Clerk to Board Support Clerk	1,012,017	1,095,973	1,189,141	1,161,011	1,202,837	1,454,366	1,005,884	1,206,607	961,881
Total Clerk to the Board	8,660,768	9,979,286	9,307,064	8,921,008	8,062,994	8,751,556	8,158,570	6,775,875	9,059,806
Prop Appr. Fund Collect Fees	7,761,812	7,678,338	7,903,125	7,959,132	9,467,651	8,136,511	6,811,958	5,584,026	4,938,832
Property Appraiser Support	2,134,076	2,350,675	2,356,137	2,444,279	2,741,353	2,613,059	2,768,372	2,833,711	2,406,801
Total Property Appraiser	9,895,888	10,029,013	10,259,262	10,403,411	12,209,004	10,749,570	9,580,330	8,417,737	7,345,633
Supervisor of Elections	6,420,458	4,968,138	4,962,620	5,230,020	5,601,035	5,872,500	5,378,100	4,482,650	3,610,255
Supervisor of Election-Support	717,284	764,989	842,434	835,019	928,882	846,073	1,316,004	1,136,283	569,784
Total Supervisor of Elections	7,137,742	5,733,127	5,805,054	6,065,039	6,529,917	6,718,573	6,694,104	5,618,933	4,180,039
Sheriff-Sheriff Disbursement	85,565,499	89,105,761	93,990,641	94,251,415	94,779,938	89,581,754	82,192,456	71,424,323	63,166,509
Sheriff - Court Support	8,007,694	8,591,387	8,121,418	6,293,572	4,938,079	3,573,732	2,692,006	2,349,913	2,163,544
Sheriff-Jail Disbursement	49,423,717	51,633,582	53,590,259	58,408,985	55,680,046	45,713,538	38,798,439	33,869,716	28,329,684
Sheriff - Support (Facilities)	4,679,453	5,067,581	5,761,072	6,021,391	5,503,878	4,333,972	4,263,351	3,354,145	3,687,844
Total Sheriff	147,676,363	154,398,311	161,463,390	164,975,363	160,901,941	143,202,996	127,946,252	110,998,097	97,347,581
Court Svcs - Support	1,601,759	1,622,072	2,174,277	1,582,059	1,200,572	1,187,508	968,394	1,155,209	972,954
Court Svcs -Court Svcs Admin/Transfers	8,760,000	8,380,000	8,515,000	3,673,000	12,352,174	16,113,418	12,577,307	11,693,694	12,767,298
Public Defender-Support	602,299	626,063	644,470	623,806	476,163	565,470	335,443	296,630	656,104
State Attorney-Support	943,404	998,243	1,020,315	1,074,766	996,441	1,327,903	762,747	763,794	1,001,337
Support to Med. Examiner	147,538	212,856	236,516	256,115	253,448	229,013	287,648	1,818,065	1,531,476
Medical Examiner	2,436,018	2,322,261	2,351,126	2,319,318	2,303,136	2,133,091	1,844,816		
Crim. Conf. & Civ Reg-Support	40,112	41,639	35,377	20,001					
Guardian Ad Litem-Support	158,634	158,871	154,095	151,818	78,585				
Total Courts-Related Offices	14,689,764	14,362,005	15,131,176	9,700,883	17,660,519	21,556,403	16,776,355	15,727,392	16,929,167
TOTAL CONSTITUTIONALS & COURTS	202,009,289	208,990,125	218,345,983	219,369,212	226,254,747	207,287,783	182,400,660	159,220,936	145,347,918

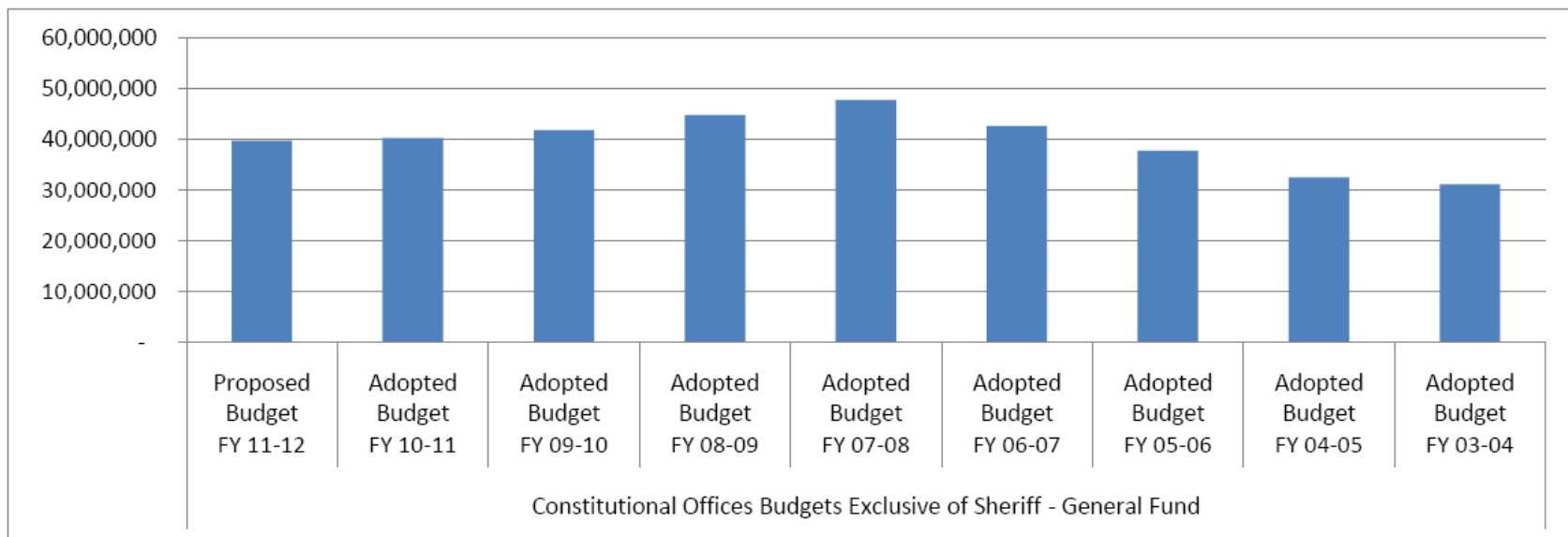
Courts and Constitutional Officers Expenditure Budgets - General Fund Only

OFFICE	Proposed Budget FY 11-12	Adopted Budget FY 10-11	Adopted Budget FY 09-10	Adopted Budget FY 08-09	Adopted Budget FY 07-08	Adopted Budget FY 06-07	Adopted Budget FY 05-06	Adopted Budget FY 04-05	Adopted Budget FY 03-04
Tax Coll. Fund Collection Fees	12,500,000						12,075,000		
Tax Collect Support	1,448,764		1,380,037						
Total Tax Collector	13,948,764						13,245,049		
Clerk to Board-Fin&Int. Audit	7,648,751				6,860,157				
Clerk to Board Support Clerk	1,012,017						1,005,884		
Total Clerk to the Board	8,660,768						8,158,570		
Prop Appr. Fund Collect Fees	7,761,812						6,811,958		
Property Appraiser Support	2,134,076								2,406,801
Total Property Appraiser	9,895,888						9,580,330		
Supervisor of Elections	6,420,458								
Supervisor of Election-Support	717,284								569,784
Total Supervisor of Elections	7,137,742								
Sheriff-Sheriff Disbursement	85,565,499						82,192,456		
Sheriff - Court Support	8,007,694			6,293,572					
Sheriff-Jail Disbursement	49,423,717					45,713,538			
Sheriff - Support (Facilities)	4,679,453					4,333,972			
Total Sheriff	147,676,363					143,202,996			
Court Svcs - Support	1,601,759			1,582,059					
Court Svcs -Court Svcs Admin/Transfers	8,760,000								12,767,296
Public Defender-Support	602,299				476,163				
State Attorney-Support	943,404						762,747		
Support to Med. Examiner	147,538				253,448				
Medical Examiner	2,436,018				2,303,136				
Crim. Conf. & Civ Reg-Support	40,112								
Guardian Ad Litem-Support	158,634		154,095						
Total Courts-Related Offices	14,689,764							15,727,392	
TOTAL CONSTITUTIONALS & COURTS	202,009,289						182,400,660		

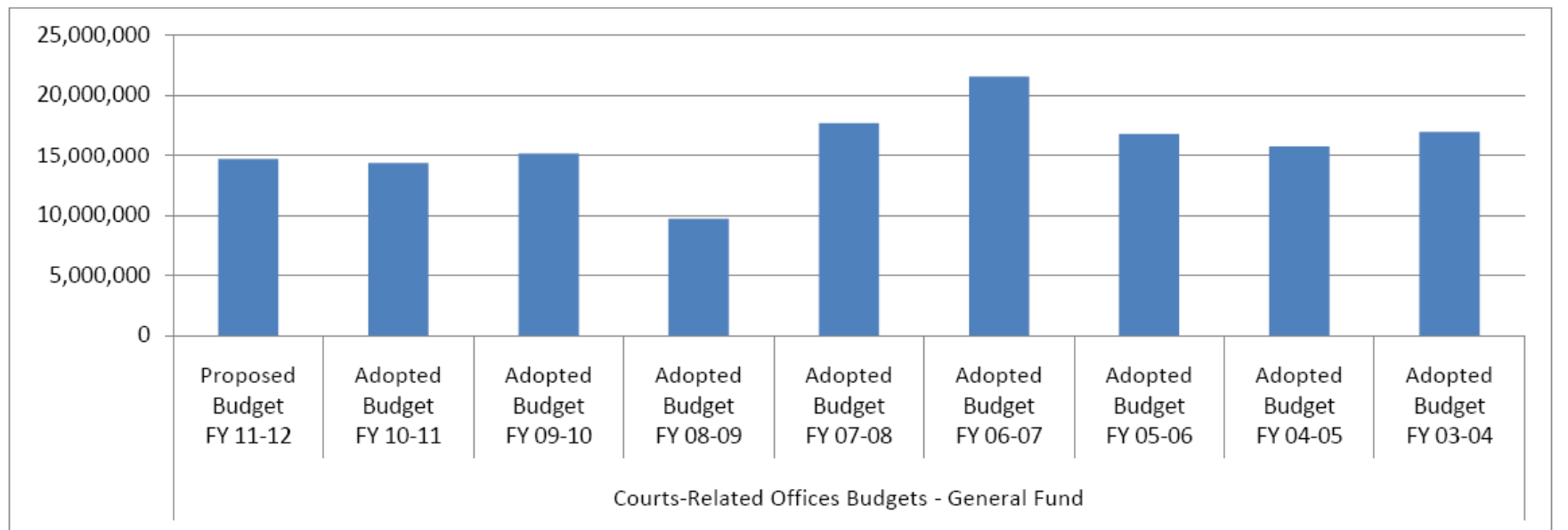
Sheriff Budget – General Fund



Constitutional Offices Budgets Exclusive of Sheriff - General Fund -



Court-Related Offices Budgets – General Fund



Constitutional Offices Expenditures and Excess Fees Returned to the Board of County Commissions

	Adopted Budget FY 11-12	Amended Budget FY 10-11	Actual FY 09-10	Actual FY 08-09	Actual FY 07-08	Actual FY 06-07	Actual FY 05-06	Actual FY 04-05
Clerk to the Board								
Expenses	8,273,751	9,518,583	8,801,391	8,534,395	8,222,258	7,986,785	7,855,413	5,917,741
Excess Fees Returned	-	-	(263,200)	(44,715)	(55,987)	(3,011,756)	(10,724,821)	(8,860,885)
Sheriff								
Expenses	143,674,360	150,763,121	157,043,506	161,779,114	160,111,374	142,456,411	126,222,920	110,014,489
Excess Fees Returned	(500,000)	(140,000)	(2,424,523)	(4,604,799)	(378,402)	(900,168)	(1,122,839)	(541,674)
Property Appraiser								
Expenses	8,661,848	8,650,904	8,805,878	9,112,287	9,794,258	9,488,673	8,133,474	6,800,050
Excess Fees Returned	(451,850)	(501,350)	(700,077)	(736,090)	(1,443,118)	(1,888,969)	(1,066,229)	(747,849)
Tax Collector								
Expenses	14,211,140	14,861,920	16,515,339	20,108,592	22,698,728	21,949,913	17,758,863	14,576,545
Excess Fees Returned	(8,851,410)	(9,011,783)	(11,535,235)	(14,454,740)	(18,510,685)	(17,277,714)	(11,279,847)	(10,469,023)
Supervisor of Elections								
Transfers	6,420,458	4,968,138	4,962,620	5,230,020	5,601,035	5,872,500	5,148,100	4,482,650
Excess Fees Returned	(50,000)	(50,000)	(1,106,627)	(350,888)	(1,016,485)	(1,585,539)	(652,230)	(711,366)
Totals								
Expenses/Transfers	181,241,557	188,762,666	196,128,734	204,764,408	206,427,653	187,754,282	165,118,770	141,791,475
Excess Fees Returned	(9,853,260)	(9,703,133)	(16,029,662)	(20,191,231)	(21,404,677)	(24,664,145)	(24,845,965)	(21,330,798)