MEMORANDUM
FROM
OFFICE OF THE COUNTY MANAGER

DATE: August 25, 2011

TO: BoCC

FROM: Karen B. Hawes
County Manager

RE: **Second Budget Workshop, August 29**

Commissioners,

At the millage setting (TRIM) meeting on Aug. 3, the Board requested a second budget workshop with a primary purpose of answering this question:

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

As you know, the General Fund's need for reserves has been reduced from $60 million two years ago to about $30 million today. It stabilizes at the $30 million level without further revenues or cuts. Reserves decline to the 15% range by September 30, 2014 – three years from now.

Approach

The Constitutional Offices and Courts make up 55% of General Fund spending, so they are a key component of helping with the shortfall. County operating departments comprise 31%, and the remainder is primarily shared expenses such as debt and maintenance.

Allocating the $30 million based on the percentage of current expenditures in the General Fund (by entity), you get an "order of magnitude," so to speak, of cutbacks and/or revenue enhancements (see attached) needed. Divide by two and you see what we'd have to look for annually (FY11-12, ending Sep. 30, 2012; and FY12-13, ending Sep. 30, 2013).

Generally, it would be:

	2-YR TOTAL	PER YEAR
Constitutionals/Courts	$17 million	$8.5 million
BoCC GF Departments	$ 9 million	$4.5 million
Other	$ 4 million	$2.0 million
TOTAL	$30 million	$15 million

Major county departments and Constitutionals will be presenting at Monday's workshop. However, the remainder of this memo deals primarily with the BoCC's portion of the shortfall. Additionally, the information provided Monday through a PowerPoint presentation will be much more detailed.

Further Cutbacks (up to $13.5 million; see attached list)

The county's General Fund operating expenditures are at FY04-05 levels (see attached). General Fund spending has been decreased by $25 million in the last four years ($119 million in FY07-08 to $94 million budgeted for FY11-12). Salaries in the General Fund (BoCC only) are budgeted at $42.9 million, nearly back to the $39.9 million budgeted for FY04-05. They make up 45.6% of total expenditures.

The General Fund subsidy to Transit (LeeTran) is a little more problematic. While the subsidy has been somewhat stable of late, it was $6 million in FY04-05, compared to $11 million today.

Also, Medicaid costs are increasing significantly ($3.2 million in FY04-05 compared to $5.2 million budgeted for FY11-12, which could run more toward the $6 million range, almost doubling).

With that said, there are a number of things that can be done to take more pressure off the General Fund. They fall into a few main categories:

1. Reprioritizing and/or deferring certain major maintenance and major renovation projects that are funded directly from the General Fund.
2. Transferring some costs, in the short term, to the Unincorporated MSTU fund, which has a healthier long-term fund balance.
3. In Human Services, reductions in funding to outside agencies.
4. Elimination and/or reductions of some programs and service levels.
5. Selling some assets.
6. Further energy cost savings (climate control in buildings).

Revenue Enhancements (up to $22.2 million; see attached list)

In addition, there are some revenues, other than property taxes, or that are property tax neutral, that the Board could consider:

1. Un-allocating unused road revolving loan funds (already done in projections).
2. Increasing Communications Services Tax and/or FP&L Franchise Fee.
3. Allocate 1/10 of a mill of Conservation 20/20 tax.
4. Un-designate remaining jobs program funds.

A running list of these cutback and enhancements is attached to this memo so you can see that there are a lot of potential options, and considerable mixing and matching that can be done. The department managers will provide more detail on individual items Monday.

Constitutionals and Courts

The Constitutionals and Courts will be giving separate presentations Monday after the Board departments, or will at least be available for questions.

Generally, the Constitutionals and Courts General Fund budgets, combined, are slightly less than FY06-07 levels. The Constitutionals have cut $21 million from their budgets since FY08-09.

As you know, while the General Fund funds some or all of their respective budgets, the Board has no operational or line-item budget control.

In the case of the Tax Collector and Property Appraiser, the Board funds a portion of their budgets (as do other taxing entities), and their budgets are approved by the Florida Department of Revenue. The Tax Collector returns more funds at the end of the year than the others (see attached).

The state and county, combined, fund the Courts' and Clerk's budgets. The county funds nearly the entirety of the Sheriff's and Supervisor of Elections' budgets. The Sheriff's budget can be appealed to the Governor and Cabinet if there is disagreement.

The Constitutionals do return funds to the county and General Fund at the end of each year (an historical analysis is attached). We have asked each if there is any possibility, in the future, of returning more than has been budgeted.

Where We Go From Here

Cutting $30 million over two years is a monumental task and one that should be balanced with what is happening with the economy and potential for improvement in revenues – property taxes or otherwise.

One of the reasons for this workshop, we believe, is to see how deep into the bone we would be going after nearly $50 million of operational cutbacks in the General Fund without major reductions in service levels, at least up to this point.

Further cuts mean service level reductions.

A few thoughts for Monday:

1. The FY11-12 budget is balanced (albeit with reserves). Any significant reductions do not necessarily have to be done by September 30. They can, and maybe should, be phased in.

2. Particularly with the Human Services funding to outside agencies, giving a target level that we intend to reach by a date certain would soften the blow.

3. You will be receiving a Revenue Study shortly after the fiscal year ends and a presentation on the study. The intention is not to add a burden to taxpayers but to diversify the revenue base in the General Fund as the general taxpayer subsidy has gone away.

4. While shifting costs between funds based on current capacity is not necessarily ideal, it is a function of the economic times we are living through and should be seriously considered for the short term in certain circumstances. A real issue is this: at any given time we may have undercapacity (shortfalls) in some funds while we have overcapacity (surpluses) in others. How do we balance that out?

Thank you.

Cc: County Attorney
Constitutional Officers and Courts

Attachments

Page 5	**General Fund Expenditures by Entity**
Pages 6-7	**General Fund Expenditure History (BoCC)**
Pages 8-9	**General Fund Salaries & Wages History (BoCC)**
Pages 10-11	**General Fund Expenditure History (Courts & Constitutionals)**
Page 12	**Returned Fees History (Constitutionals)**
Page 13	**Running List of Budget Options**

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
		$ 202.7	56.8%	(2.07 mills)	$ 17.0

BoCC Operating Departments

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

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		$ (5.3)	-1.5%	**	$ 1.0
TOTAL GENERAL FUND		$ 357.0	100.0%	(3.65 mills)	$ 30.0

*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		

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	721,646	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	
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	1,567,622	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 nty 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

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 Srvcs -Court Srvcs 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	12,767,296
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 Srvcs -Court Srvcs 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		

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)

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**