First Budget Workshop (Fiscal Year 2012-2013)

June 25, 2012







Agenda

- Overview
- Future Projections
- BoCC Budgets
- Constitutionals Budgets
- Potential Cutbacks
- Capital Projects Budget
- Presentations by Constitutionals
- Information Needed for Next Workshop



Property Tax Base (\$ Billions)

	Base	Countywide Tax Rate
• 12—13	52.8	4.15
• 11-12	53.6	4.15
• 10-11	55.5	4.15
• 09-10	64.9	4.15
• 08-09	84.5	4.15
• 07-08	96.5	4.15
• 06-07	89.7	4.48
• 05-06	64.1	4.95
• <u>04—05</u>	50.3	5.27
• 03-04	43.2	5.34
• 02-03	36.9	5.34



Property Tax Revenues

A • 11

	Millions
• 11-12	\$252
• 10-11	\$264
• 09—10	\$308
• 08-09	\$399
• 07-08	\$462

Market, Assessed and Taxable Value

and Associated Taxes



400,000 3,500 3,230 3,233 3,075 350,000 3,055 2,994 3,000 2,902 333,960 308,200 300,000 **29**5,400 2,534 ____ 2,517 2,500 250,000 2,000 208,210 **21**0,630 200,000 173,400 171,556 <mark>208</mark>,970 186,570 208,210 202,880 **19**7,930 **192**,170 **18**6,570 169,021 1,500 177,880 **17**2,930 169,021 **16**7,17<mark>0</mark> 161,570 150,000 158,97<mark>0</mark> 158,21<mark>0</mark> 1,157 121,556 1,108 1,018 1,000 967 119,021 100,000 850 845 658 642 500 50,000 227 221 220 215 215 188 190 175 2005 2006 2007 2008 2009 2010 2011 2012 Market Value Assessed Value Taxable Valter Year County Taxes -Lee County Solid Waste Total Taxes



Illustrative Tax History

		<u>Prop. Tax</u>	<u>Garbage Rate</u>	<u>Total</u>	<u>Diff.</u>
•	2005	\$3,230	\$188	\$3,418	
•	2012	\$2,517	\$175	\$2 <i>,</i> 692	\$(726)
<u>Cc</u>	ounty Portion				
•	2005	\$1,157	\$188	\$1,345	
•	2012	\$658	\$175	\$833	\$(512)

• County Portion is 70% of decrease



Overview

- Tax base is bottoming out; projections look better
- But, not "out of the woods" yet
- State mandates are hindering our recovery
 - Medicaid and Juvenile Justice equal more than 0.1 mill
 - Do we continue to cut on behalf of the state?
- Reserves are still being used; but reduced in projections
- Cuts may still be necessary
- Some funding structures still problematic because of no dedicated funding source
 - Transit (significant General Fund subsidy)
 - Total Maximum Daily Load (TMDL) Mandates (Natural Resources)
 - Currently spread out in Capital Budget and Unincorporated MSTU
- No CIP millage (particularly impacts facilities, transit, nat. res.)



FY 12-13 Budget Process

Budget Dates:

- June 1
 - Preliminary Tax Base Assessment
 - Sheriff's Budget due
- June 25
 - Preliminary Budget Workshop
- July 1
 - Final Tax Base Assessment
- July 31
 - Set TRIM Millage
- August 21 and 28
 - Open dates for 2nd and/or 3rd budget workshops; 4th can be scheduled if necessary
- September 5
 - 1st Public Hearing
- September 19
 - 2nd Public Hearing



Assumptions in Projection Models

- Revenues flat for FY 12-13
- After 12-13, a 2% increase per year
- Known expense increases are incorporated; others held flat
- No tax rate adjustments, other than Libraries, which will need to be increased next year

Objectives:

- Undesignated reserves not less than 15%
- When reserves 15%; Revenues & Expenses in Equilibrium



What We Have Already Cut – GF ...In FY12-13

- \$9.6 million in courts renovations over next 5 yrs.
- \$375,000 in major maintenance

Increases:

- EMS budget (refunding 10 positions)
- Parks & Recreation



General Fund Undesignated Reserves

Sep. 30

2005	\$ 70.0 million
2006	\$ 57.4 million
2007	\$ 123.9 million
2008	\$163.8 million
2009	\$173.9 million
2010	\$191.1 million
2011	\$158.3 million



General Fund – Base Model

		<u>Rev.</u>	<u>Exp.</u>	<u>Shortfall</u>	<u>Reserves</u>	<u>%</u>
•	2012	\$323*	358	(35)	136	38%
•	2013	\$314	351	(37)**	99	28%
•	2014	\$321	346	(25)	74	22%
•	2015	\$327	344	(17)	57	17%
•	2016	\$334	343	(9)	48	14%
•	2017	\$341	343	(2)	45	13%

*In \$millions

**Includes \$6 million of major maintenance carryovers and \$5.7 million increase in state mandates.



General Fund – "Soft Landing" (\$1 million in cuts per year)

		<u>Rev.</u>	<u>Exp.</u>	<u>Shortfall</u>	<u>Reserves</u>	<u>%</u>
•	2012	\$323*	358	(35)	136	38%
•	2013	\$314	350	(36)**	100	29%
•	2014	\$321	345	(24)	76	22%
•	2015	\$327	343	(16)	60	18%
•	2016	\$334	342	(8)	52	15%***
•	2017	\$341	342	(1)	50	15%

*In \$millions

**Includes \$6 million of major maintenance carryovers and \$5.7 million increase in state mandates.

***Target Reserve



General Fund – "Soft Landing" (\$4 million in cuts per year)

		<u>Rev.</u>	<u>Exp.</u>	<u>Shortfall</u>	<u>Reserves</u>	<u>%</u>
•	2012	\$323*	358	(35)	136	38%
•	2013	\$314	347	(33)**	103	30%
•	2014	\$321	342	(22)	82	24%
•	2015	\$327	340	(13)	69	20%
•	2016	\$334	339	(5)	64	19%***
•	2017	\$341	339	2	66	19%

*In \$millions

**Includes \$6 million of major maintenance carryovers and \$5.7 million increase in state mandates.

***Target Reserve



Library – Base Model

		<u>Rev.</u>	<u>Exp.</u>	<u>Shortfall</u>	<u>Reserves</u>	<u>%</u>
•	2012	\$19*	24	(5)	12	51%
•	2013	\$17	25	(8)	4	17%
•	2014	\$17	25	(8)	(4)	0%
•	2015	\$17	25	(8)	(11)	0%
•	2016	\$18	25	(7)	(18)	0%
•	2017	\$18	24	(6)	(25)	0%

*In \$millions



Unincorporated MSTU – Base Model

		<u>Rev.</u>	<u>Exp.</u>	<u>Shortfall</u>	<u>Reserves</u>	<u>%</u>
•	2012	\$38*	57**	(19)	54	94%
•	2013	\$37	54	(17)	37	68%
•	2014	\$38	53	(15)	22	41%
•	2015	\$38	54	(16)	6	11%
•	2016	\$39	51	(12)	(6)	0%
•	2017	\$40	51	(11)	(17)	0%

*In \$millions

****Includes impact of TMDL projects**



All Hazards – Base Model

		<u>Rev.</u>	<u>Exp.</u>	<u>Shortfall</u>	<u>Reserves</u>	<u>%</u>
•	2012	\$2*	4	(2)	4	106%
•	2013	\$2	4	(2)	2	56%
•	2014	\$2	2	0	3	117%
•	2015	\$2	2	0	3	134%
•	2016	\$3	2	1	3	152%
•	2017	\$3	2	1	4	173%

*In \$millions

PROGRAM BUDGET SUMMARY TOTAL COMPARISON

(FY10-11 Adopted Budget to FY11-12 Adopted Budget)

The Legally Adopted Budget is the amount adopted by budget resolution as the Board of County Commissioners' budget. The total includes budget transfers from one fund to another and payments from one county department to another for services received.

	2010- 2011	Percent Increase or	2011-2012
OPERATING BUDGETS:	Adopted Budget	(Decrease)	Adopted Budget
BoCC Operating Departments	\$ 401,111,160	(2.33%)	\$ 391,782,087
Constitutional Officers and Courts	221,018,577	(4.99%)	209,991,599
Total Operating Budget	\$ 622,129,737	(3.27%)	\$ 601,773,686
CAPITAL BUDGET:			
Capital Projects	\$ 288,695,973	(10.59%)	\$ 258,118,808
Major Maintenance	29,266,389	(26.60%)	21,481,940
Total Capital Budget	\$ 317,962,362	(12.06%)	\$ 279,600,748
Total Operating & Capital Budgets	\$ 940,092,099	(6.25%)	\$ 881,374,434

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\$ 240,325,122	(11.79%)	\$ 211,998,452
87,937,796	43.34%	126,051,385
73,915,273	2.30%	75,618,299
11,345,759	(42.51%)	6,522,706
5,945,438	(10.00%)	5,350,705
\$ 419,469,388	1.45%	\$ 425,541,547
\$ 1,359,561,487	(3.87%)	\$ 1,306,915,981
\$ 653,475,707	(6.72%)	\$ 609,556,856
\$ 2,013,037,194	(4.80%)	\$ 1,916,472,837
	87,937,796 73,915,273 11,345,759 5,945,438 \$ 419,469,388 \$ 1,359,561,487 \$ 653,475,707	87,937,796 43.34% 73,915,273 2.30% 11,345,759 (42.51%) 5,945,438 (10.00%) \$ 419,469,388 1.45% \$ 1,359,561,487 (3.87%) \$ 653,475,707 (6.72%)



General Fund Expenditures

Constitutionals	\$195 million	55%
County Depts.	\$107 million	30%
Joint Costs	<u>\$54 million</u>	15%
TOTAL	\$356 million	100%

GENERAL FUND FY 2012-2013

(in millions)

Constitutionals & Courts

Sheriff	\$143.4	(1.5	2 mills)		
Tax Collector	14.4				
Property Appraiser	9.5				
Courts	8.3				
Clerk	8.5				
Supervisor of Elec.	6.9				
Medical Ex.	2.6				
State Atty.	0.9				
Public Def.	0.6				
Other	0.2				
		\$	195.3	54.8%	(2.00 mills)

BoCC Operating Departments

Public Safety	\$ 36.7		
Human Services	15.8		
Facilities	11.5		
LeeTran (General Fund Subsidy)	10.4	(.107 mills)	
Parks (Regional)	12.6		
Other (14 depts.)	20.0		
		\$ 107.0	30.0% (1.10 mills)

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Debt Service	\$	13.4	3.8%	
Medicaid	\$	9.3	2.6%	
Juvenile Justice	Ş	4.2	1.2%	
Grants*	\$	6.5	1.8%	
Major Maintenance*	\$	11.6	3.3%	
Proposed Road Loans	Ş	5.5	1.5%	
Non-departmental/transfers	\$	3.5	1.0%	
TOTAL GENERAL FUND	\$	356.3	100.0%	(3.65 mills)

"Figures include preliminary carryovers amounts.

Fiscal <u>Year</u>	Funded Positions	County Population	Employees Per 1,000 Residents
1991	2,059	346,287	5.9
1992	2,058	353,251	5.8
1993	1,859	360,759	5.2
1994	2,011	371,727	5.4
1995	1,965	382,830	5.1
1996	1,779	391,257	4.5
1997	1,835	402,838	4.6
1998	1,791	413,952	4.3
1999	1,615	427,180	3.8
2000	1,753	440,888	4.0
2001	1,877	454,918	4.1
2002	2,098	475,073	4.4
2003	2,200	495,088	4.4
2004	2,332	521,253	4.5
2005	2,424	549,442	4.4
2006	2,695	585,608	4.6
2007	2,858	615,741	4.6
2008	2,830	623,725	4.5
2009	2,633	615,124	4.3
2010	2,540	618,754	4.1
2011	2,445	625,310	3.9
2012	2,414	631,330	3.8

*Population per University of Florida Bureau of Economic & Business Research





Board of County Commissioners Department of Human Resources

Lee County BoCC Merit and CPI History

				Employee Average		Average Florida	Average Lee County	
			BoCC Employee	Annual	Average BoCC	-	Annual Salary	Average Florida
	All Urban Consumers	BoCC Employee	Average Merit	Increase with	Employees	Government	- All	Annual Salary -
Fiscal Year	CPI ¹	CPI Increase ²	Increase ³	CPI	Annual Salary ⁴	Annual Salary ^{5a}	Categories ^{5b}	All Categories 50
FY 02-03		1.1	3.5	4.6	\$32,960	\$38,280	\$30,324	\$32,426
FY 03-04		2.1	3.4	5.5	\$34,879	\$40,446	\$31,523	\$33,544
FY 04-05		3.3	3.3	6.6	\$36,345	\$42,531	\$33,932	\$35,186
FY 05-06		2.5	3.1	5.6	\$36,682	\$44,123	\$35,649	\$36,800
FY 06-07		4.3	2.8	7.1	\$38,608	\$45,777	\$37,065	\$38,485
FY 07-08		2.7	1.4	4.1	\$41,050	\$47,909	\$37,658	\$39,746
FY 08-09	5.0	0.0	0.0	0.0	\$41,261	\$49,776	\$37,866	\$40,568
FY 09-10	-1.4	0.0	0.0	0.0	\$41,366	\$51,134	\$37,641	\$40,970
					\$41,761			
					With furlough,			
					wage estimate			
FY 10-11	1.1	0.0	-4.0	-4.0	~\$40,090	\$50,654	\$37,602	\$41,581
FY 11-12	3.6	0.0	0.0	0.0	\$41,286	Not Available	Not Available	Not Available
FY 12-13	1.7*	0.0	0.0	0.0	Not Available	Not Available	Not Available	Not Available
	5 Year Total: 10	11 Year Average: 1.45	11 Year Average: 1.23		10 Year Average: 2.58	9 Year Average: 3.59	9 Year Average: 2.76	





Board of County Commissioners Department of Human Resources

BoCC Salary Averages by Pay Grade Groups

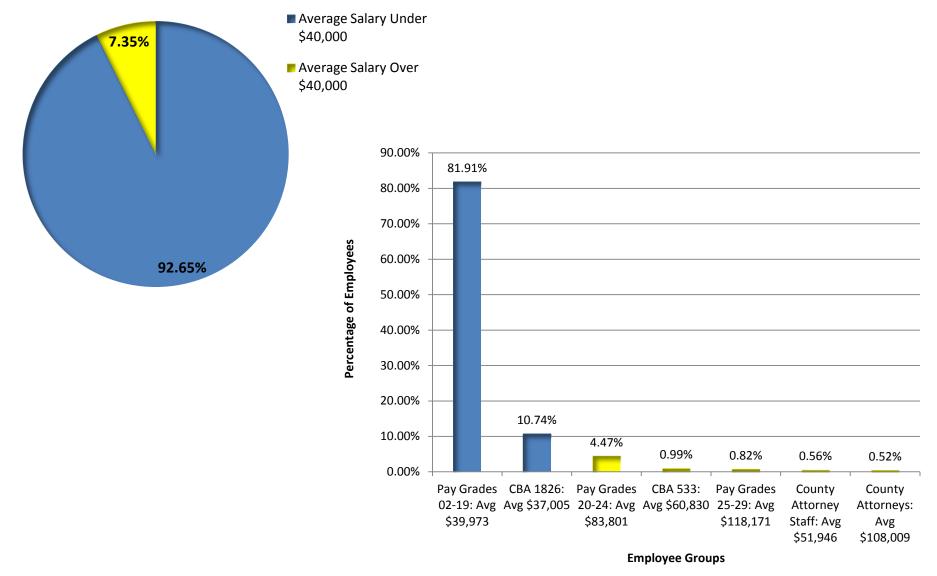
Pay Grade Group	Employee Count	Percentage of Total Employees	Average Group Salary ¹	FR\$ 32 ³	Average Benefit Premium Increase "\$300 4	Estimate for Average Salary after Reduction
County Attorneys	12	0.522	\$108,009	\$3,240	\$300	\$104,469
County Attorney St	13	0.562	\$51,946	\$1,558	\$300	\$50,088
CBA 1826 ²	250	10.742	\$37,005	\$1,110	\$300	\$35,595
CBA 533 ²	23	0.992	\$60,830	\$1,825	\$300	\$58,705
Pay Grades 02-07	277	11.90%	\$23,583	\$707	\$300	\$22,576
Pay Grades 08-13 Pay Grades 14-19	978 651	42.03%	\$36,796 \$53,224	\$1,104 \$1,597	\$300 \$300	\$35,392 \$51,327
Pay Grades 02-19	1906	81.912	\$39,973	\$1,199	\$300	\$38,474
Pay Grades 20-24	104	4.472	\$83,801	\$2,514	\$300	\$80,987
Pay Grades 25-29	19	0.822	\$118,171	\$3,545	\$300	\$114,326

2012 HHS Pore	erty Guidelines
Persons in Family	48 Contiguous States and
1	\$11,170
2	\$15,130
3	\$19,030
4	\$23,050
5	\$27,010
6	\$30,970
7	\$34,930
8	\$38,890
For each	\$3,360
additional	
person, add	

Parking ^S							
Туре	Monthly Cost Downtown Parking						
Uncovered	\$10.00						
Covered	\$30.00						
Premium	\$30.00						

US Census Medi	an Household Inc
2010	\$50,046
2011	Not Available
2012	Not Available

BoCC Full-time and Part-time Employee Salary Averages



Note: Lee County BoCC employees average salary including full and part-time workers normal salaries (not including contract hours, overtime, shift differential or standby pay).



Options for Eliminating the \$30 Million General Fund Operating Deficit

			Elimination of	Annual	Discretionary	Annual	Other	Annual		Acoust			% of	Share	Identified	Balance of
	Budgeted	Budgeted	Discretionary	General Fund		General Fund	Discretionary	General Fund	Revenue	General Fund			Total	of	Expenditure	
Office	Salaries	Benefits	Programs	Savings	Reductions	Savings	Adjustments	Savines	Adjustments	Savings	Office	Budget	Budget	\$30,000,000	Reductions	Needed
									and the second se	and the second s	611163	000000	ounger	\$2210-201200	nessecons	THEOREM
Clerk	4,191,957	1,561,705	Parks & Recreation		Parks & Recreation		Economic Development		Millage-Neutral Adjustm	ents	ALLO	CATION OF SU	MILLION	GENERAL FUND	REDUCTIONS	
			Extension Services	750.000	Reduce operating hours at		Remaining balance fro		Reduce Conservation 20			action of par	ISee Note	0.0010101010110	10000110110	
Property Appraiser	5,437,888	2,552,803			regional parks		\$25 million incentive		and increase General Fu				[see more	a delowy		
			Human Services		Inst of revenuesi		1		millage by 0.1 mill	5.300.000	BoCC	107.068.061	35.4%	10.626.142	14.137.411	(3,511,269)
Tax Collector (Est)	6,000,000	4,500.000	Partnering for Results	3,886,450	Hickey's Creek	30.000	Sheriff		transfer of the transfer	ala na je a o	Sheriff	143,449,251	47.5%	14,236,852	1,506,925	12,729,927
			Family Self-Sufficiency	433,000	Six Mile Slough	135,000	Bonuses	1,000,000	Reduce All Hazards by J	137 mili	Clerk	8,497,085	2,8%	843,307	-	843,307
Elections	2,275,910	801,500	Adult Drug Court	392.165	Caloosahatchee	135,000			and increase General FL		Tax Collector	14,407,033	4.8%	1,429,849	424,430	1,005,419
			Family Health Ctrs SWFU	L 200.000	Manatee Park	50.000	Constitutional Offices		millage by 0.025 mill	1.300,000	Property Appraise		3.2%	947,712		947,712
Shariff	69,301,984	39,603,395			(eliminates 2 FTE eacl	hū	Additional return of ex	CR18	trender of anothe title	where a second	Elections	6,921,827	2.3%	686,968	218,434	468,554
			Sheriff		-		funds above budgeted		Communications Service	Tax	Court Admin	8,309,121	2.7%	824,652	2.00/101	824.652
Total Constitutionals	87,207,739	49,019,403	Transfer School Resource		Public Safety		Sheriff	1.001.000	Increase tex to maximu	m 5.22%	State Attorney	901,563	0.3%	89,477		89,477
			Officer funding to School	ol	Reduce helicopter operation	ins	Clerk.	1,000,000		4,500,000		596,508	0.2%	59,201		59.201
Courts	6,237,702	2,733,279	Board	871,514	from 24 to 12 hours	550.000	Tax Collector	1,200,200			Medical Examiner	2,577,821	0.9%	255,840		255,840
					(eliminates 4 FTE)		Property Appraiser	3,2018,2001			TOTAL	302,277,327	100.0%	30,000,000	16,287,200	13,712,800
State Attorney	553,049	237,021	Human Resources				Elections	3,000,000				conduct them.			a direction of	
			Wellness	350,000	Transit											
Public Defender	325,673	139,574		-	Option 1:						ALLOCATION OF "SO	OFT LANDING" (EDUCTION	OF \$4,000.000	,	1
					Saturday evening service to	end										1
Medical Examiner	1,354,202	432,456			at7p.m.	106,965								Share of		
					Sunday evening service to er	nd					\$4 Million General 8	und Reduction		\$4,000,000		
Total Courts-Related	8,470,626	3,542,330			at 7 p.m.	23,189					BoCC	107,068,051	35.4%	1,416,819		
					(eliminates 1 FTE)						Sheriff	143,449,251	47.5%	1,898,247		
Total BoCC	43,950,345	20,516,116									Clerk .	8,497,085	2.8%	112,441		
					Option 2:						Tax Collector	14,407,033	4.8%	190,647		
GENERAL FUND TOTAL	139,628,710	73,077,849			Eliminate Sunday service	416,831					Property Appraise	9,549,057	3.2%	126,362		
					(eliminates 4 FTE)						Elections	6.921,827	2.3%	91,596		1
											Court Admin	8,309,121	2.7%	109,954		
					Option 3:						State Attorney	901,563	0.3%	11,930		1
					Saturday evening service to	end					Public Defender	596,508	0.2%	7,894		
Each 1% Salary Rody					at 7 p.m.	108,965					Medical Examiner	2,577,821	0.9%	34,112		
General Fund Sa	wings Of:				Eliminate Sunday service	416,831					TOTAL	302,277,327	100.0%	4,000,000	-	
					(eliminates 5 FTE)											
Constitutionals	938,791										NOTES					I
					Constitutional Offices						No reductions for sa	lary are include	d above.			
Courts-Related	91,186				Close rented satellite office:	1,278,275					No revenue adjustm	ents are include	d above.			
											Court Admin budget	above does no	t include th	e \$4.2 million ge	neral fund tra	nsfer for DJJ.
BoCC	473,125										BoCC budget above	includes the \$10	0.4 million	transfer subsidy	for iceTran.	
					TOTAL SERVICE LEVEL						BoCC Identified Expe	enditure Reduct	ions includ	e Transit Option	3 only (not Op	tions 1 or 2].
TOTAL 1% SALARY			TOTAL PROGRAM		REDUCTIONS		TOTAL OTHER		TOTAL REVENUE		Reductions for Cons	titutional and O	ourts Offic	es are BoCC Bud	get Services su	gestions
REDUCTION	1,503,103		REDUCTIONS	6,883,129	(assumes Transit Option 3)	2,704,071	REDUCTIONS	6,700,000	ADJUSTMENTS	11,100,000	and have not been	endorsed by th	e Constitu	tional or Court O	fficer.	

Summary of Program, Service Level and Other Reductions by BoCC Department and Constitutional/Courts Office

BoCC Reductions Summary		Constitutionals Reductions Summary			
Parks & Recreation	1,100,000	Sheriff	1,506.925		
Human Resources	350,000	Clerk	0		
Human Services	4,911,615	Tax Collector	424,430		
Public Safety	550,000	Property Appreiser	0		
Transit	525,796	Elections	218,434		
Economic Development	6,700,000	Total	2,149,789		
Total	14.137.411				



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

	Adopted Budget FY 12-13	Adopted Budget FY 11-12	Actual FY 10-11	Actual FY 09-10	Actual FY 08-09	Actual FY 07-08	Actual FY 06-07	Actual FY 05-06
Clerk to the Board Expenses Excess Fees Returned	8,315,602 (200,000)	8,273,751	9,611,035 (346,767)	8,801,391 (263,200)	8,534,395 (44,715)	8,222,258 (55,987)	7,986,785 (3,011,756)	7,855,413 (10,724,821)
Sheriff Expenses Excess Fees Returned	139,198,113 (2,000,000)	140,774,360 (500,000)	150,620,937 (3,407,039)	157,043,506 (2,424,523)	161,779,114 (4,604,799)	160,111,374 (378,402)	142,456,411 (900,168)	126,222,920 (1,122,839)
Property Appraiser Expenses Excess Fees Returned	8,400,525 (561,844)	8,661,848 (451,850)	8,353,353 (1,098,802)	8,805,878 (700,077)	9,112,287 (736,090)	9,794,258 (1,443,118)	9,488,673 (1,888,969)	8,133,474 (1,066,229)
Tax Collector Expenses Excess Fees Returned	14,572,630 (8,745,354)	14,211,140 (8,851,410)	14,755,533 (8,368,782)	16,515,339 (11,535,235)	20,108,592 (14,454,740)	22,698,728 (18,510,685)	21,949,913 (17,277,714)	17,758,863 (11,279,847)
Supervisor of Elections Transfers Excess Fees Returned	6,227,658 (350,000)	6,420,458 (50,000)	4,968,138 (1,297,811)	4,962,620 (1,106,627)	5,230,020 (350,888)	5,601,035 (1,016,485)	5,872,500 (1,585,539)	5,148,100 (652,230)
Totals Expenses/Transfers Excess Fees Returned	176,714,528 (11,857,198)	178,341,557 (9,853,260)	188,308,996 (14,519,201)	196,128,734 (16,029,662)	204,764,408 (20,191,231)	206,427,653 (21,404,677)	187,754,282 (24,664,145)	165,118,770 (24,845,965)



QUESTIONS?