

3<sup>rd</sup> Draft

# CONTINUATION BUDGET

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Board of County Commissioners' Workshop 8.16.16



# Work Session Goals



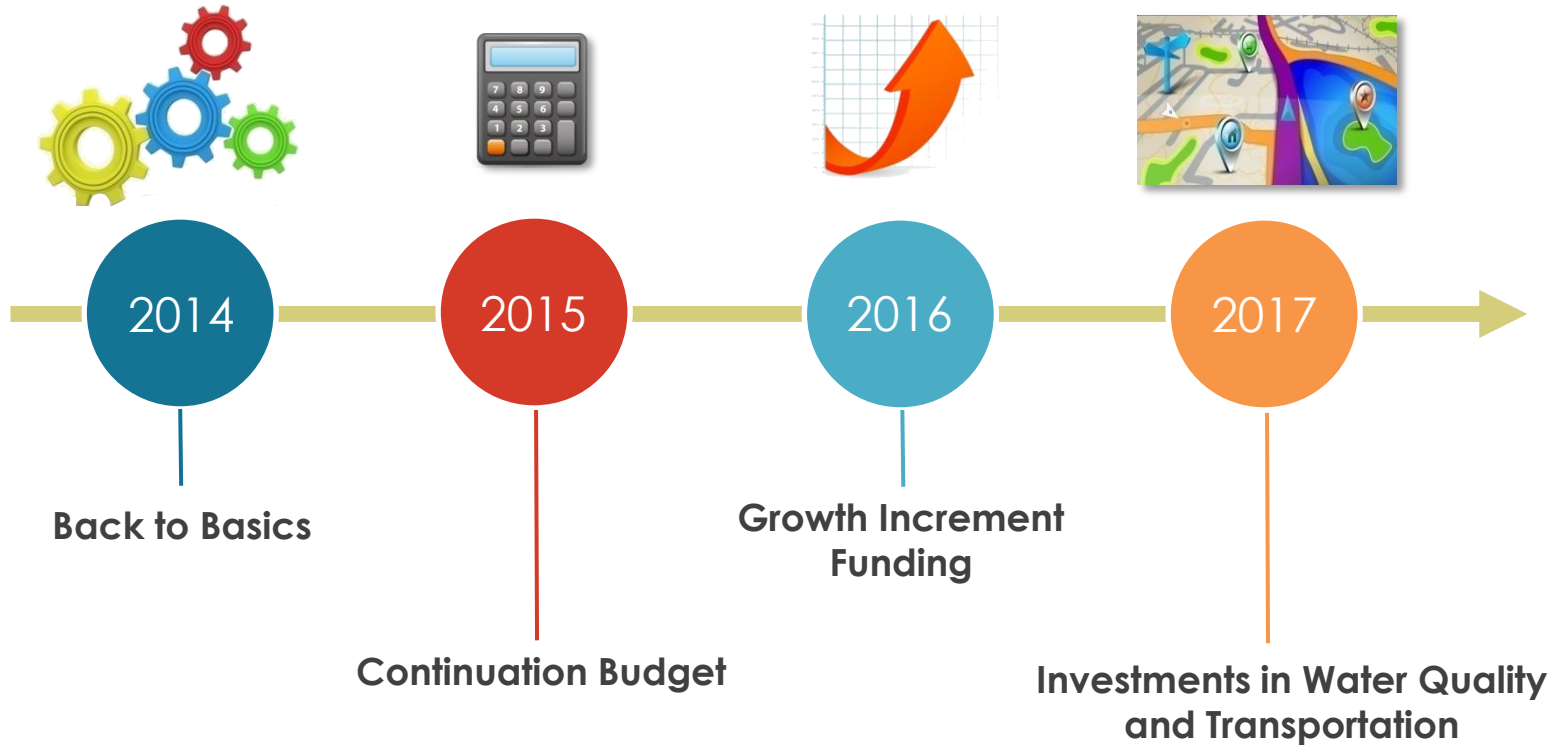
 Review Board Accomplishments

 Review 3<sup>rd</sup> Draft of FY16-17 Operating Budget

 Review Final Draft of Proposed FY16-17 Capital Improvement Plan and Major Maintenance



# Year-by-Year



# Budget Timeline



- June 1 → Preliminary tax base estimate from Property Appraiser
- June 7 → 1<sup>st</sup> draft budget review
- June 21 → 2<sup>nd</sup> draft budget review
- July 1 → Final tax base numbers released
- August 2 → TRIM tax rates set
- August 16 → 3<sup>rd</sup> and final draft review**
- September 6 → 1<sup>st</sup> public hearing
- September 20 → 2<sup>nd</sup> public hearing



# Where We Are Today



## General Fund Millage

Reduced from 4.1506 to 4.0506 on August 2  
(First General Fund millage reduction since 2007)

## General Fund Reserves

At 20% target with \$9 million of projected excess reserves

## Added Capital Investment

\$90.1 million for the next five years

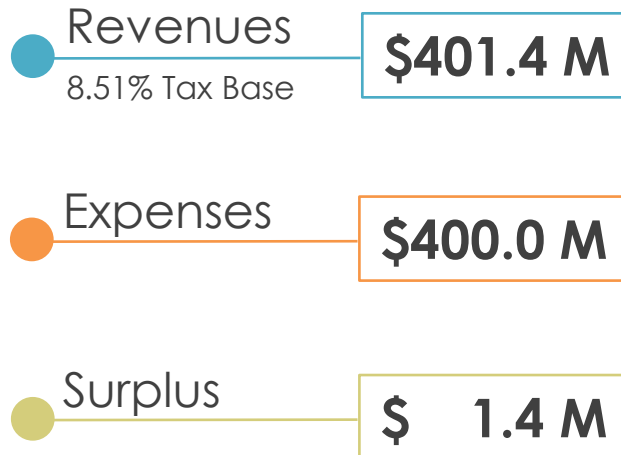
- \$6 million for Water Quality
- \$84.1 million for Transportation Infrastructure
- No new debt



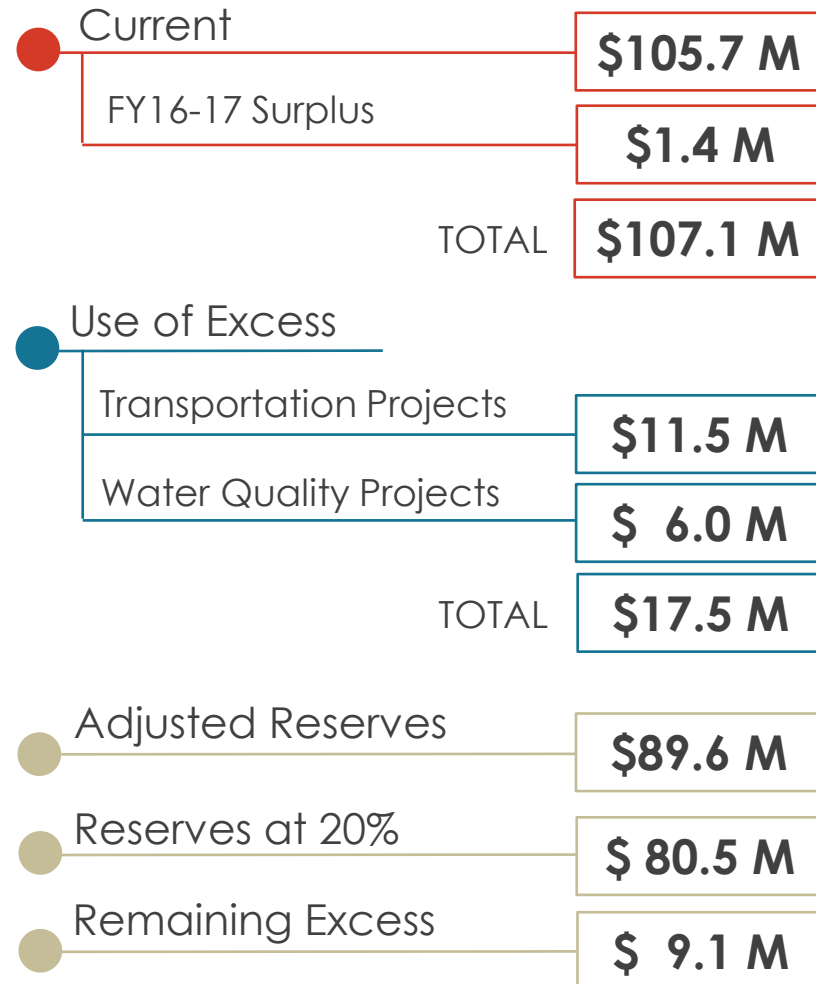
# Fiscal Year 16-17



## GENERAL FUND



## RESERVES



# General Fund FY 2016-2017



(in millions)	Adopted FY 12-13	Adopted FY 13-14	Adopted FY 14-15	Adopted FY 15-16	Continuation FY 16-17	\$ Change Since FY12-13	% Change Since FY12-13
<b>Constitutionals &amp; Courts</b>							
Sheriff	\$ 137.0	\$ 140.9	\$ 149.2	\$ 160.2	\$ 166.5	\$ 29.5	21.5%
Tax Collector	13.0	12.8	13.1	13.3	13.4	0.4	3.1%
Property Appraiser	7.6	8.0	7.6	7.1	7.1	(0.5)	-6.6%
Courts	6.8	7.6	7.7	8.2	6.7	(0.1)	-1.5%
Clerk	7.5	7.5	7.6	8.0	8.6	1.1	14.7%
Supervisor of Elections	6.2	6.4	6.8	8.9	8.0	1.8	29.0%
Medical Examiner	2.4	2.5	2.7	3.4	3.4	1.0	41.7%
State Attorney Support	0.9	0.9	1.0	1.2	1.2	0.3	33.3%
Public Defender Support	0.6	0.6	0.7	0.9	1.0	0.4	66.7%
Legal Aid	0.5	0.5	0.5	0.5	0.6	0.1	20.0%
Guardian Ad Litem Support	0.2	0.2	0.2	0.2	0.3	0.1	50.0%
Support All Others	11.2	11.4	10.1	10.4	11.6	0.4	3.6%
	<b>\$ 193.9</b>	<b>\$ 199.3</b>	<b>\$ 207.2</b>	<b>\$ 222.3</b>	<b>\$ 228.4</b>	<b>\$ 34.5</b>	<b>17.8%</b>
<b>BoCC Operating Departments</b>							
Public Safety	\$ 36.6	\$ 35.3	\$ 37.0	\$ 40.0	\$ 42.1	\$ 5.5	15.0%
Public Safety (Grants)	0.2	0.1	0.1	0.1	0.1	(0.1)	-50.0%
Human Services	15.9	15.5	15.7	16.1	16.8	0.9	5.7%
Human Services (Grants)	6.2	4.0	2.3	2.4	1.5	(4.7)	-75.8%
Parks (Regional)	12.6	12.8	13.5	16.0	16.3	3.7	29.4%
Facilities	11.6	12.2	12.5	14.6	15.2	3.6	31.0%
Other (13 depts.)	20.2	19.2	19.4	17.9	18.7	(1.5)	-7.4%
	<b>\$ 103.3</b>	<b>\$ 99.1</b>	<b>\$ 100.5</b>	<b>\$ 107.1</b>	<b>\$ 110.7</b>	<b>\$ 7.4</b>	<b>7.2%</b>
Debt Service	\$ 13.4	\$ 12.3	\$ 12.3	\$ 10.7	\$ 12.1	\$ (1.3)	-9.7%
Transit Transfer	10.4	10.3	10.6	11.7	11.7	1.3	12.5%
Growth Increment for Infrastructure	0.0	0.0	0.0	7.8	9.6	9.6	N/A
20/20 Management	0.0	0.0	5.6	6.3	3.5	3.5	N/A
Vehicle Replacement	0.0	0.0	0.0	2.0	2.0	2.0	N/A
Medicaid	8.2	7.0	7.1	7.7	8.2	0.0	0.0%
Major Maintenance	11.9	4.2	12.3	7.5	7.0	(4.9)	-41.2%
Juvenile Justice	4.2	0.5	2.6	2.4	1.8	(2.4)	-57.1%
Non-departmental/Transfers	3.6	3.8	4.4	5.0	5.0	1.4	38.9%
	<b>\$ 51.7</b>	<b>\$ 38.1</b>	<b>\$ 54.9</b>	<b>\$ 61.1</b>	<b>\$ 60.9</b>	<b>\$ 9.2</b>	<b>17.8%</b>
<b>TOTAL GENERAL FUND</b>	<b>\$ 348.9</b>	<b>\$ 336.5</b>	<b>\$ 362.6</b>	<b>\$ 390.5</b>	<b>\$ 400.0</b>	<b>\$ 51.1</b>	<b>14.6%</b>



# General Fund FY16-17 3<sup>rd</sup> Draft



## 8.51% Property Value Increase

		Roll Back						
Continuation	Millage	<u>3.9006</u>	<u>3.9184</u>	<u>3.9506</u>	<u>4.0006</u>	<u>4.0506</u>	<u>4.1006</u>	<u>4.1506</u>
	Revenue	391,758,727	392,908,244	394,987,707	398,216,687	401,445,695	404,674,647	407,903,627
	Expense *	400,027,632	400,027,632	400,027,632	400,027,632	400,027,632	400,027,632	400,027,632
	<b>Continuation Surplus/(Deficit)</b>	<u>(8,268,905)</u>	<u>(7,119,388)</u>	<u>(5,039,925)</u>	<u>(1,810,945)</u>	<u>1,418,063</u>	<u>4,647,015</u>	<u>7,875,995</u>
Outstanding Recurring	<b>Outstanding Issues (Recurring):</b>							
	Total	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	Expenses including Outstanding Issues	<u>400,027,632</u>	<u>400,027,632</u>	<u>400,027,632</u>	<u>400,027,632</u>	<u>400,027,632</u>	<u>400,027,632</u>	<u>400,027,632</u>
	<b>Surplus/(Deficit)</b>	<u>(8,268,905)</u>	<u>(7,119,388)</u>	<u>(5,039,925)</u>	<u>(1,810,945)</u>	<u>1,418,063</u>	<u>4,647,015</u>	<u>7,875,995</u>
Projects from Excess Reserves	<b>Current Reserves</b>	105,700,000	105,700,000	105,700,000	105,700,000	105,700,000	105,700,000	105,700,000
	<b>Expenses paid from Excess Reserves:</b>							
	Transportation Projects	11,501,354	11,501,354	11,501,354	11,501,354	11,501,354	11,501,354	11,501,354
	Water Quality Projects	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
	<b>Total</b>	<u>17,501,354</u>	<u>17,501,354</u>	<u>17,501,354</u>	<u>17,501,354</u>	<u>17,501,354</u>	<u>17,501,354</u>	<u>17,501,354</u>
	<b>Adjusted Reserves</b>	79,929,741	81,079,258	83,158,721	86,387,701	89,616,709	92,845,661	96,074,641
<b>Reserves at 20%</b>	80,500,000	80,500,000	80,500,000	80,500,000	80,500,000	80,500,000	80,500,000	
<b>Remaining Excess</b>	<u>(570,259)</u>	<u>579,258</u>	<u>2,658,721</u>	<u>5,887,701</u>	<u>9,116,709</u>	<u>12,345,661</u>	<u>15,574,641</u>	





# BoCC Operating Departments - Proposed FY16-17 Budget - All Funds

Department	Proposed Budget 16-17	Adopted Budget 15-16	Actual To-Date FY15-16	Actual FY14-15	Actual 13-14	Actual 12-13	Actual 11-12	Actual 10-11	Actual 09-10	Actual 08-09	Actual 07-08	Actual 06-07
Animal Services	5,501,723	5,289,085	4,242,258	4,715,246	4,598,371	4,533,510	4,609,741	4,107,274	3,880,684	3,850,618	4,045,029	4,256,627
Community Development <sup>1</sup>	18,904,089	17,563,040	12,620,985	14,255,791	13,481,421	14,317,442	14,672,198	16,227,902	19,692,982	23,297,085	29,450,018	29,174,513
Construction & Design	0	0	0	2,132,274	1,797,387	1,807,358	2,047,654	2,025,821	1,174,097	1,203,745	1,272,211	1,269,867
County Administration	3,728,397	3,878,803	2,831,438	2,480,422	2,114,768	2,608,978	2,724,586	3,649,191	3,049,436	3,632,294	3,716,284	3,496,910
County Attorney	3,116,906	3,055,177	2,463,507	2,815,458	2,625,215	2,861,074	2,964,451	3,169,629	3,392,124	3,574,342	3,752,576	4,193,064
County Commissioners	1,445,736	1,423,048	1,193,806	1,380,608	1,304,503	1,218,777	1,146,048	1,173,727	1,132,340	1,209,777	1,238,129	1,179,071
County Lands	1,088,641	1,069,856	874,180	926,038	830,505	933,090	955,806	958,644	1,057,202	1,115,319	1,163,567	1,155,719
Economic Development	1,189,729	1,195,852	980,753	915,728	995,745	1,219,361	1,810,482	2,870,903	2,241,503	1,671,040	1,770,568	1,607,371
Environmental Policy Mgmt	0	0	0	518,485	302,745	273,389	212,747	154,374	166,294	274,199	220,650	218,417
Facilities Services <sup>2</sup>	15,621,539	14,873,214	12,254,280	11,869,246	12,006,986	11,931,752	11,705,012	11,473,916	12,982,158	14,587,627	15,577,235	16,261,209
Fleet Management	11,402,700	12,283,020	9,262,480	9,763,974	8,511,820	9,185,768	9,906,639	8,882,834	10,469,382	9,680,748	11,003,287	10,351,858
GIS Operations	754,605	743,668	597,884	605,186	565,811	674,010	681,034	757,683	0	0	0	0
Hearing Examiner	769,373	778,044	629,249	727,212	702,573	646,775	593,663	642,324	727,351	755,806	767,026	766,850
Human Resources	2,687,578	2,591,461	1,936,406	1,919,895	1,931,619	1,983,776	1,897,889	1,967,789	2,099,003	2,263,353	2,379,432	2,479,758
Human Services	22,589,701	22,037,007	18,723,586	22,552,830	25,165,362	25,517,838	35,144,431	37,646,030	44,179,553	28,758,589	29,107,232	25,890,395
Internal Services	871,781	692,706	581,281	619,637	1,581,150	1,636,727	1,701,980	1,563,621	2,063,530	2,235,651	2,281,840	2,256,380
Library	26,412,858	25,786,598	22,351,219	25,378,120	25,054,945	24,147,519	23,231,802	23,652,286	25,360,259	27,131,882	28,489,530	27,767,369
Natural Resources	5,520,991	5,480,345	4,319,511	4,916,057	4,773,638	4,755,734	4,808,230	4,724,054	5,356,866	5,863,806	6,002,288	5,902,226
Parks & Recreation	32,798,553	33,004,318	25,526,299	30,910,895	29,736,502	27,236,798	28,074,149	25,294,155	25,649,588	30,102,593	31,425,053	30,297,894
Procurement Management <sup>3</sup>	1,535,440	926,865	927,646	744,254	732,324	787,838	887,271	1,015,690	688,181	714,083	787,663	827,191
Public Resources	0	0	0	1,130,104	1,298,902	1,349,206	1,327,139	1,648,229	1,810,665	1,948,638	2,330,986	2,508,100
Public Safety <sup>4</sup>	49,577,340	47,364,752	40,506,794	45,241,809	43,625,543	45,440,132	44,080,164	46,599,992	44,293,322	48,873,516	50,638,597	48,907,496
Solid Waste	71,327,418	71,450,569	49,221,738	65,039,795	60,402,595	63,024,782	59,111,190	57,309,623	57,608,085	57,870,310	54,359,397	50,113,871
Sports Development	1,244,930	1,185,060	931,284	1,003,082	1,015,734	736,669	783,502	784,346	723,920	713,643	639,825	780,856
Technology Services	13,230,582	13,288,524	9,894,213	11,642,922	11,774,599	11,883,139	10,966,963	11,388,071	11,994,339	13,588,678	14,251,672	15,650,826
Transportation	39,800,929	39,106,080	31,076,887	36,720,348	37,077,094	37,513,546	37,313,785	37,753,783	44,207,777	47,190,596	50,238,221	51,396,199
Transit <sup>5</sup>	28,405,714	24,694,353	21,756,063	22,686,282	21,876,677	35,852,783	20,515,833	24,629,899	24,866,185	23,334,724	22,678,444	20,616,166
Utilities	56,021,617	55,433,450	44,683,137	51,953,821	51,202,104	51,508,657	51,690,258	51,346,741	52,355,541	55,521,555	53,812,632	54,875,516
VCB	18,320,189	18,012,009	14,811,298	17,356,042	15,711,267	14,062,285	12,811,742	12,199,933	12,939,406	11,974,074	11,063,367	10,584,042
<b>TOTAL</b>	<b>433,869,059</b>	<b>423,206,904</b>	<b>335,198,182</b>	<b>392,921,562</b>	<b>382,797,905</b>	<b>399,648,713</b>	<b>388,376,388</b>	<b>395,618,465</b>	<b>416,161,773</b>	<b>422,938,292</b>	<b>434,462,761</b>	<b>424,785,761</b>

1 State Housing Initiative Partnership Grants

2 Electricity Costs; Indoor air quality remediation

3 To handle increased CIP/annual contracts workload

4 Added 13 Paramedics /EMTs

5 No new service levels; increase due to grant funded farebox replacement



# Policy Work Sessions Leading Up

- December 1 → Transportation CIP Evaluation Criteria
- February 2 → Transportation CIP Priority Rankings
- March 1 → Operating Budget Assumptions & Policies
- March 15 → Water Quality Comprehensive Review
- April 5 → Capital Improvement Plan (CIP) & Major Maintenance Policy Direction
- April 19 → Solid Waste & Utilities CIP
- June 7 → 1<sup>st</sup> Draft Continuation Budget
- June 21 → 2<sup>nd</sup> Draft Continuation Budget



# CIP Five-Year Spending



	FY16-17	5-Year Total FY16-17 to FY20-21
Natural Resources	\$2.8 million	\$13.2 million
Solid Waste	\$2.2	\$12.3
Parks	\$0.3	\$2.2
Community Development	\$0.0	\$0.4
Libraries	\$8.0	\$12.8
Public Safety	\$0.3	\$0.3
Utilities	\$49.7	\$240.3
Transportation	\$46.6	\$235.9
<b>Total</b>	<b>\$109.9 million</b>	<b>\$517.5 million</b>



# CIP Added Investment



## 5 – Years

	BP Economic Settlement	Internal Loan Repayment	Excess Reserves	Growth Increment Funding	Total
DOT	\$4,182,689	\$4,315,957	\$11,501,354	\$64,144,368	\$84,144,368
Natural Resources			\$6,000,000		\$6,000,000
Total	\$4,182,689	\$4,315,957	\$17,501,354	\$64,144,368	\$90,144,368



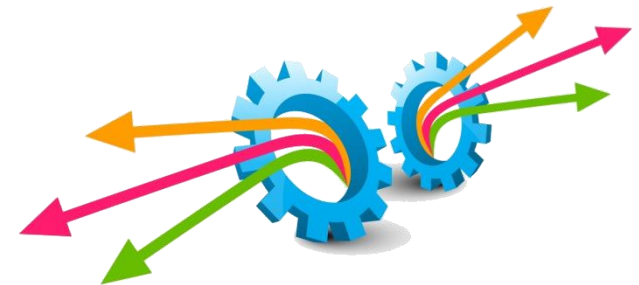
# Transportation



**1** December 1, 2015, BOCC concurred with the following ranking criteria:

- System preservation/Maintenance of assets
- Level of service deficiencies
- System continuity
- Multi-modal benefits
- Donation or matching fund offers
- Return on investment

**2** Applied these criteria to 23 projects, either partially funded or new using simple point scoring system



# Transportation Tier One Projects



Project	Description	Rec, Rank	Spent/ Budgeted	Unfunded Amount
Three Oaks Pkwy.	4L, Ext. N. of Alico-Daniels	1	\$18.63	\$49.25
Big Carlos Pass	Bridge Replacement	2	\$20	\$28.63
Big Hickory Pass	Bridge Replacement	3*	\$0	\$12.85
Little Carlos Pass	Bridge Replacement	3*	\$0	\$4.58
New Pass	Bridge Replacement	3*	\$13.8	\$17.86
Lehigh Acres Paving Program	Phase 1	4	\$0	\$25
Ortiz Ave.	4L, Colonial Blvd.-MLK Blvd.	5	\$1.7	\$13.52
Littleton Rd.	4L, W. of Corbett Rd.-US 41	6	\$0	\$15
Ortiz Ave.	4L, MLK Blvd.-Lockett Rd.	7	\$9.81	\$13.03
Burnt Store Rd.	4L Van Buren-Charlotte line	8	\$0	\$53
<b>TOTAL</b>				<b>\$233</b>



# Transportation



## ASSUMPTIONS

- 1 State of Florida Matching Grant for Big Carlos Bridge (\$25 Million)
- 2 All GIF Funding for Six Years Dedicated to DOT Projects (\$64.1 million)
- 3 \$20 Million of Additional Funding Dedicated to Projects
  - BP Economic Settlement (\$4,182,689)
  - Internal Loan Repayment (\$4,315,957)
  - Excess General Fund Reserves (\$11,501,354)

## WHAT THAT GETS IN 5 YEARS

- 1 Everything currently in CIP with any cost adjustments, landscaping projects, and provides \$4.5 million additional funding for BPAC priority sidewalk projects
- 2 Big Carlos Bridge Replacement (FY20-21)
- 3 Three Oaks Parkway Extension North (FY19-20)
- 4 Lehigh Acres Road Resurfacing (\$5M/Yr. for 5 Years)
- 5 Hickory Boulevard Bridges (FY20-21)
- 6 Ortiz Avenue Widening, Colonial to MLK (FY19-20)
- 7 Partial Funding for Littleton Road 4-Laning (FY20-21)



# CIP Added Investment



## 5 – Years

	BP Economic Settlement	Internal Loan Repayment	Excess Reserves	Growth Increment Funding	Total
DOT	\$4,182,689	\$4,315,957	\$11,501,354	\$64,144,368	\$84,144,368
Natural Resources			\$6,000,000		\$6,000,000
Total	\$4,182,689	\$4,315,957	\$17,501,354	\$64,144,368	\$90,144,368





# Water Quality Projects in Progress



- 1 Fichter's Creek Restoration (\$2 Million)
- 2 FPL Powerline Project (\$300,000)
- 3 Prairie Pines Restoration (\$650,000)
- 4 Spanish Creek Restoration (\$600,000)
- 5 Yellow Fever Creek Impr. (\$750,000)
- 6 Halfway Creek Filter Marsh (\$740,000)
- 7 TOTAL \$5 Million



# Water Quality

## ASSUMPTIONS

- 1** Specific Projects all Funded in Five-Year Timeframe
- 2** Caloosahatchee TMDL Reduction (\$2M Set Aside Annually in FY16-17 and FY17-18)
- 3** \$6M of General Fund Excess Reserves Used to Balance

## WHAT THAT GETS IN 5 YEARS

- 1** Nalle Grade Stormwater Park  
(\$3M; Construction in 17-18)
- 2** Hendry Creek West Branch Improvements  
(\$1.8M; Construction in 19-20)
- 3** Deep Lagoon Hydrological Restoration  
(\$3M; Construction in 18-19) 
- 4** Caloosahatchee TMDL  
(\$4M; Projects Identified by 2017)
- 5** NFM Water Surface Improvements  
(\$400,000; 16-17)
- 6** Sunniland / 9 Mile Run Drainage  
(\$350,000; 18-19)
- 7** Lakes Park Littoral Zone  
(\$600,000; 17-18) 
- 8** Total - \$13.2 Million



# CIP Five-Year Spending



	FY16-17	5-Year Total FY16-17 to FY20-21
Natural Resources	\$2.8 million	\$13.2 million
Solid Waste	\$2.2	\$12.3
Parks	\$0.3	\$2.2
Community Development	\$0.0	\$0.4
Libraries	\$8.0	\$12.8
Public Safety	\$0.3	\$0.3
Utilities	\$49.7	\$240.3
Transportation	\$46.6	\$235.9
<b>Total</b>	<b>\$109.9 million</b>	<b>\$517.5 million</b>

