

Continuation Budget

1st Draft



Board of Lee County Commissioners
June 6, 2017 Workshop



Work Session Goals



Review Board Accomplishments



Review 1st Draft of Proposed FY17-18 Budget



Changes / Input for 2nd Draft (June 20)

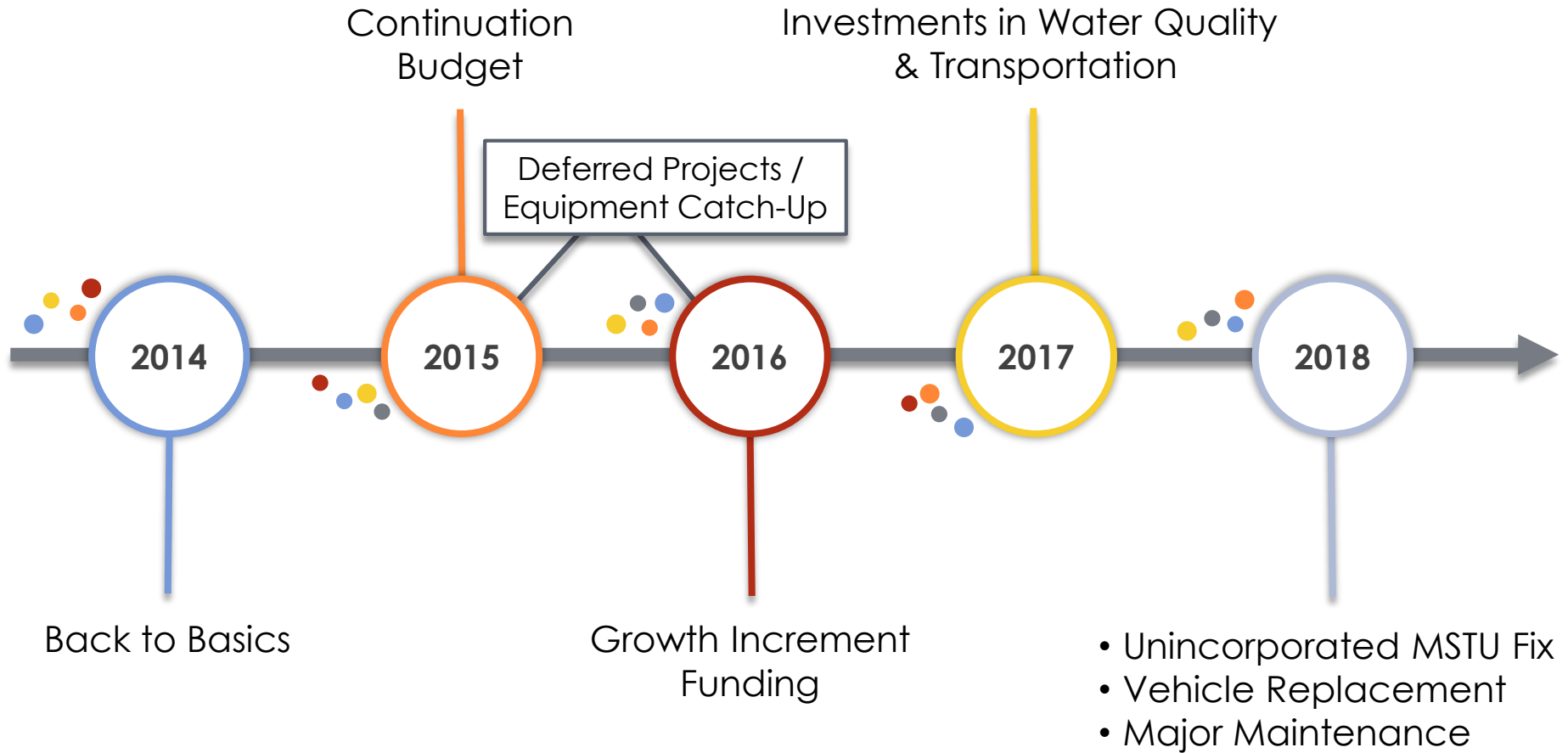


What You've Accomplished Since 2013

- » Balanced Budget
- » 6th Lowest Aggregate Millage Equivalent in State (67 counties)
- » Managed Population Increase with No Decrease in Service Levels
- » Addressed Critical Infrastructure Needs within Existing Resources
- » Made Responsible Investments in Public Safety
- » Reduced Land-Use Legal Liability



Year – by – Year



Transportation

Projects on Fast Track

- *Estero Boulevard* - Segment 1 complete, Segment 2 started, Segments 3/4 & 5/6 combined
- *Homestead Road* - Under construction
- *Alico Road* - In final ROW phase
- *Burnt Store Road* - Completing Phase 1, Phase 2 begins later this year
- \$5 million a year Lehigh Acres road resurfacing

In 5-Year Plan

- Three Oaks Extension
- Ortiz -- Colonial to MLK
- Big Carlos Bridge
- Littleton Road

Fiscal Policies Adopted

- Continuation Budget
- Minimum Reserves Policy
- Growth Increment Funding
- Elimination of Internal Loans
- Tourist Development Tax Common Reserve Policy
- Reduction of Debt

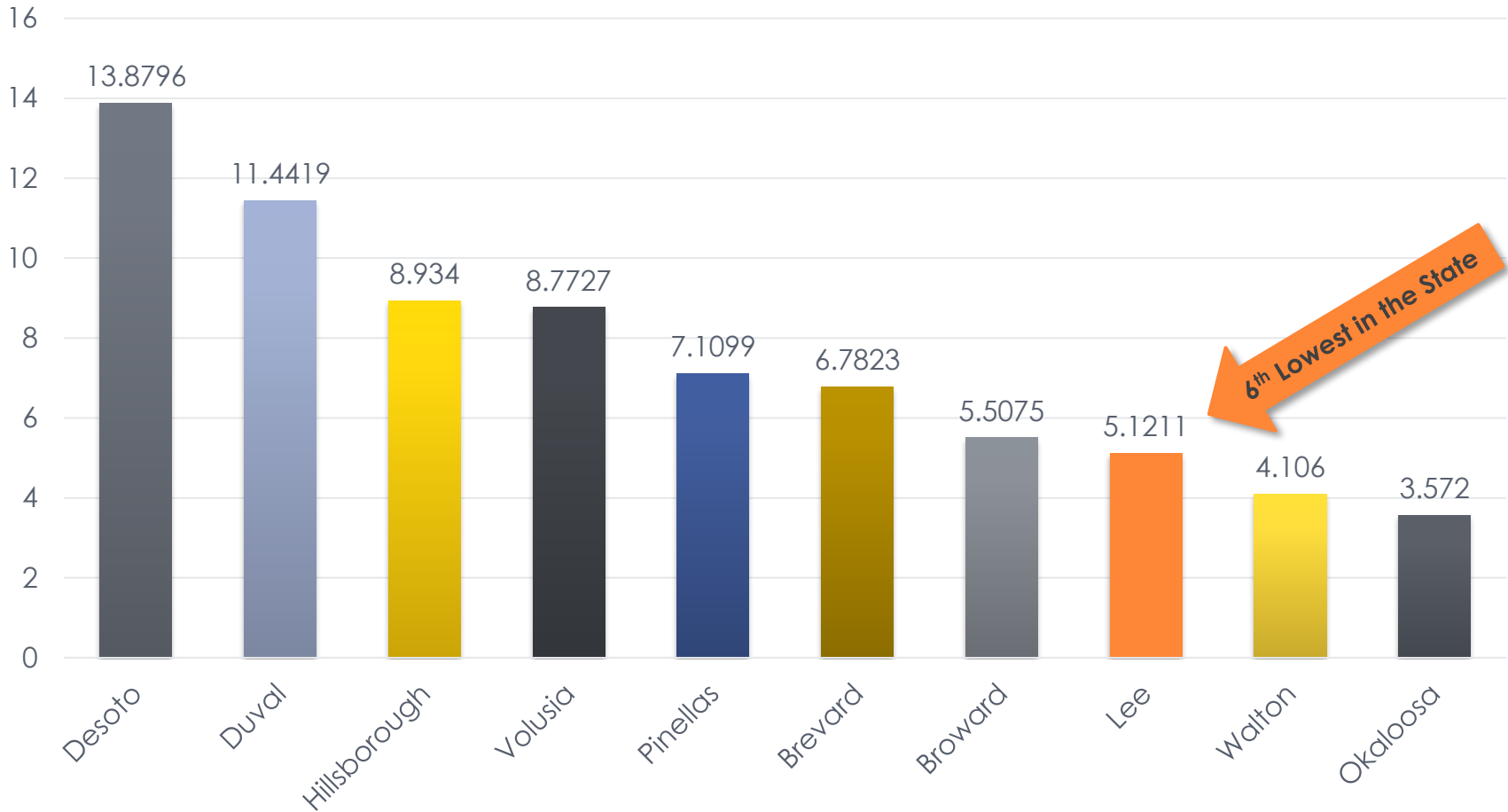
Other Projects

- Bike-Ped Projects 5-YR Allocation Increased from \$3.9 Million (FY14-15) To \$12.9 Million (FY17-18)
- Comprehensive Water Quality Plan Underway
- Conservation 20/20 Program Includes Funding Mechanisms & Strong Water Quality Element
- North Fort Myers & Bonita Springs Libraries On Schedule For 2019 Completion
- Long Range Planning For Solid Waste & Utilities
- Sports Facilities Assessment
- Economic Development Focus on Existing Businesses & Community Investment
- Joint Projects with Other Entities

Project Accomplishments



Aggregate Millage Equivalent



Range: 3.5720 to 13.8796

Aggregate millage equivalent is the millage rate comparison that blends all property tax rates charged. It is an apples-to-apples comparison.

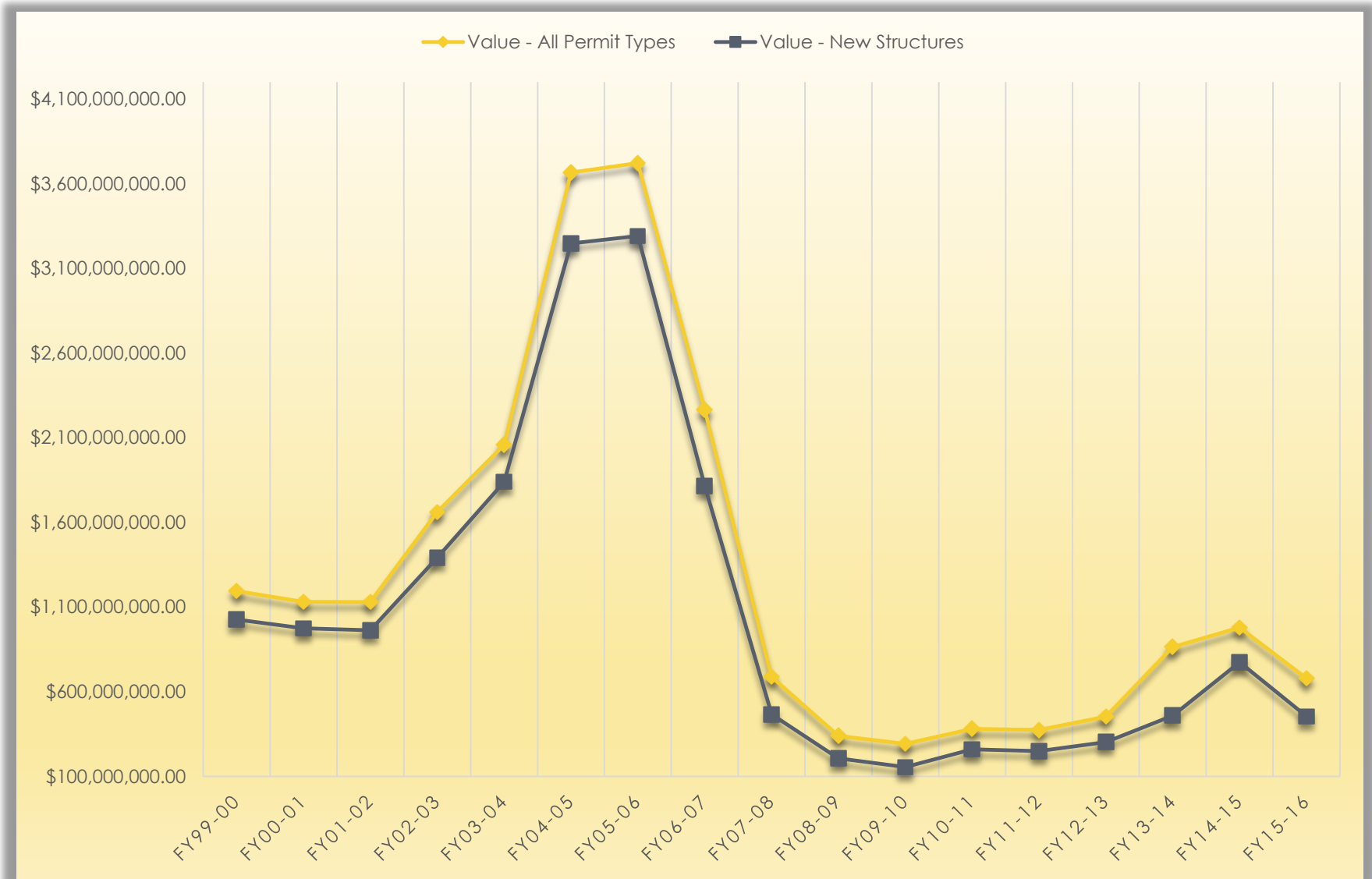


- ⚠ Value (\$) of Permits Pulled is Down
- ⚠ Debt Service Reduces, but Then Goes Back Up
- ⚠ Some Economists Predicting a 'Course Correction'
- ⚠ Additional Homestead Exemption is \$10M ↓ GF FY19-20

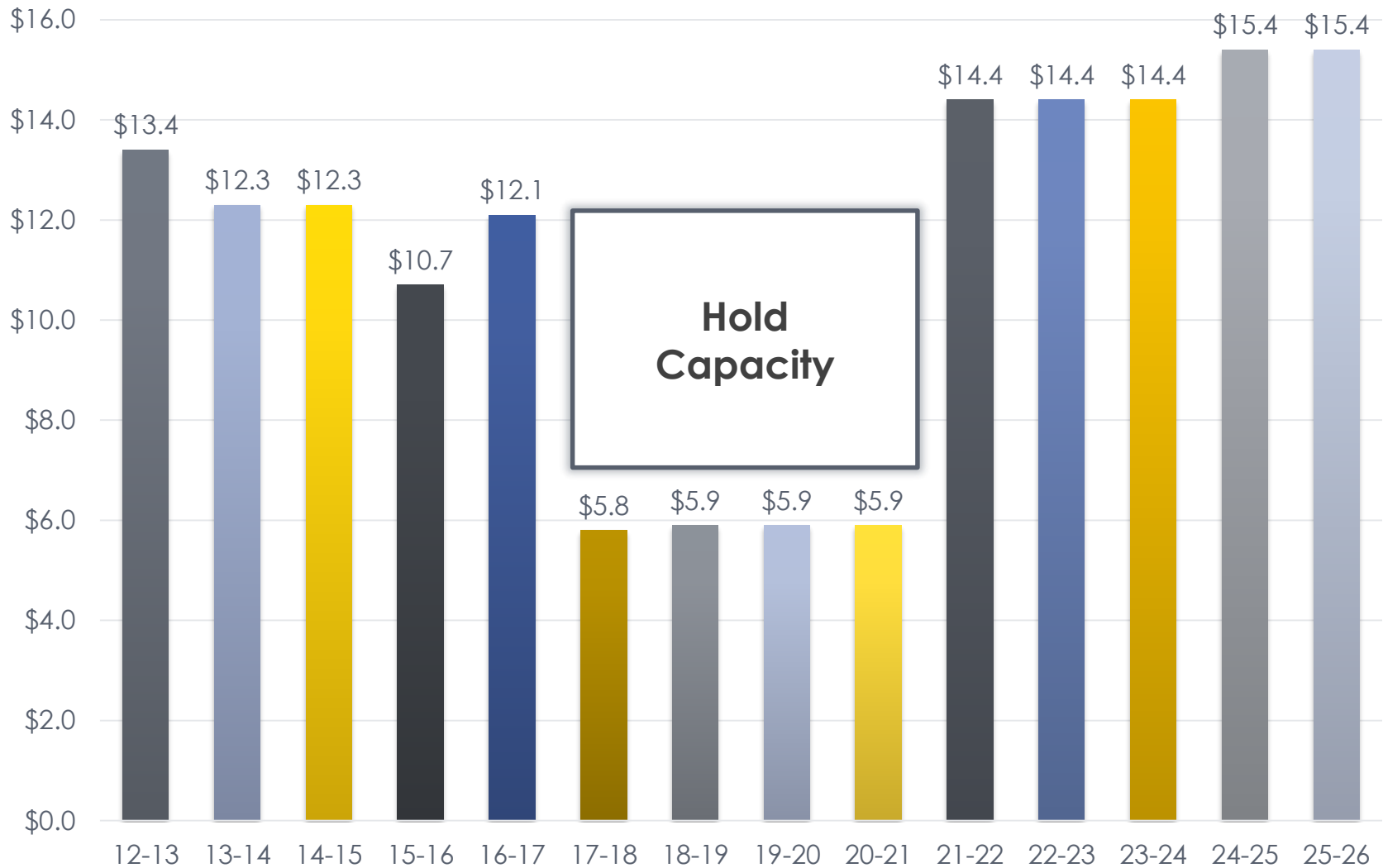
Cautions



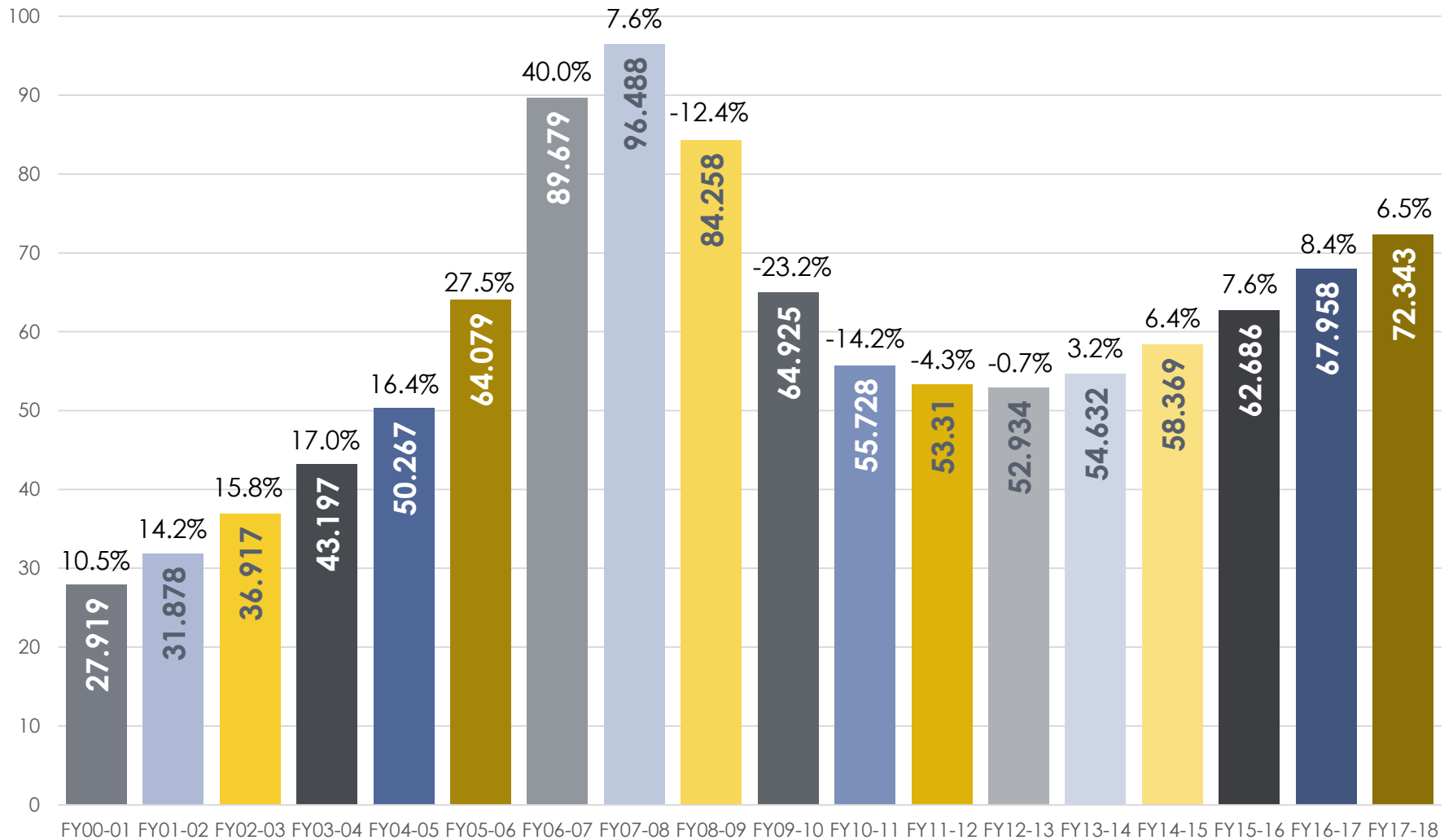
Building Permits Issued - Value



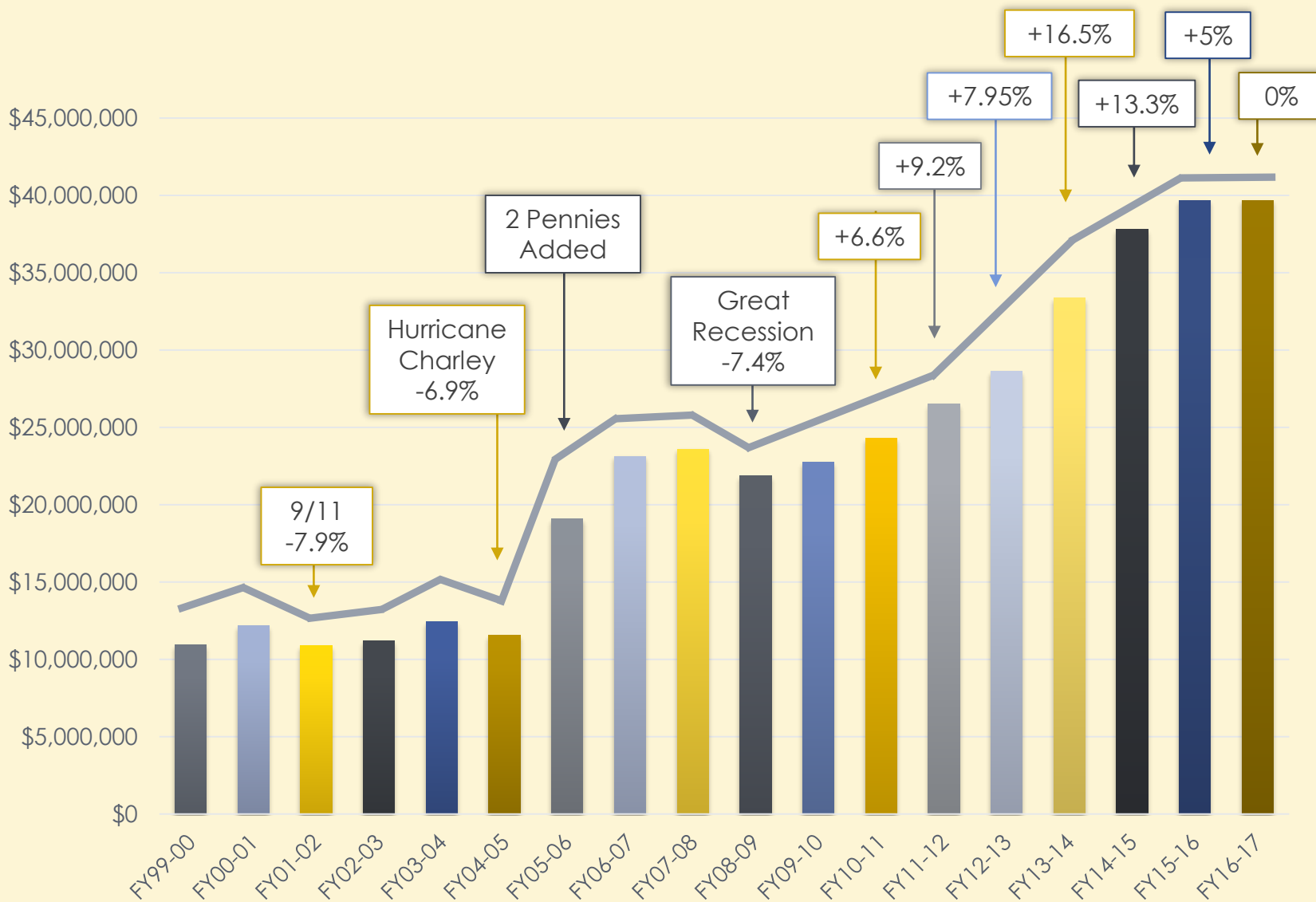
Debt Service – General Fund ONLY



Taxable Property Values

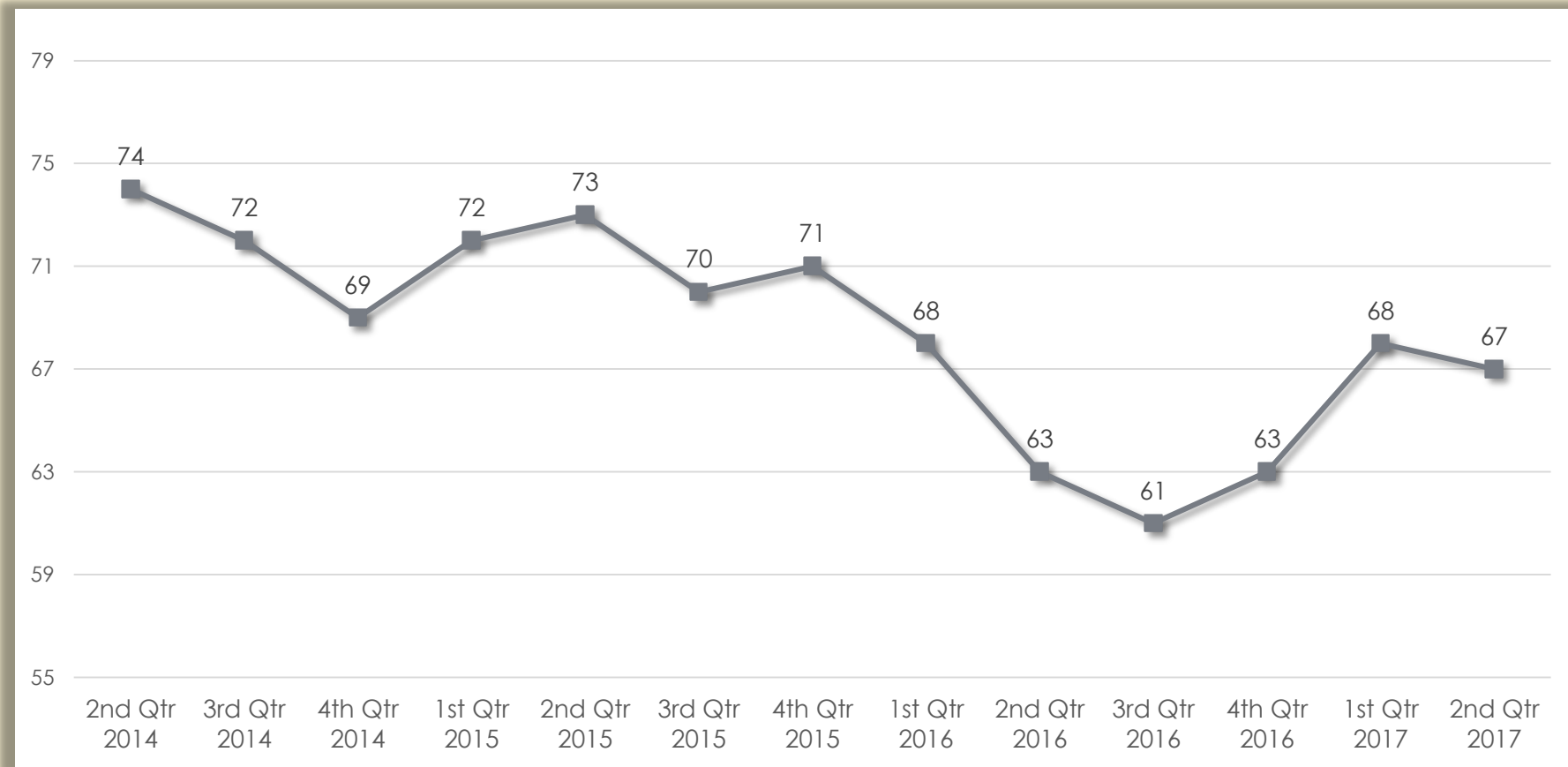


Tourist Development Tax Collections



Business Climate Index

Horizon Council FGCU



Index is an average of responses, with substantially better equal to 100, moderately better equal to 75, same equal to 50, moderately worse equal to 25 and substantially worse equal to zero. Index value can range from 0 to 100.



Overall

- Adherence to Continuation Budget
 - Budget – to – Actual Reviews
 - Budget Presentations to Senior Team
- Major Fix for Unincorporated MSTU
 - Assumption: Most Efficient Use of \$
 - Estero Impact: ↓ \$5.4 Million
 - Split Revenue Sharing = \$4 Million Added
- Short-Term Reduction in Debt Service Helps



Outstanding Issues

- Pay Adjustments have been submitted by Constitutionals
- Veterans Court and State Funding
- Water Quality TMDL Funding
- Conservation 20/20 Acquisition Fund Replenishment
- Government Communications Network Upgrade
- Human Services CDBG Funding



Taxable Value Projection 17-18

	2016 Post VAB	2017 June 1 Estimate	\$ Increase	\$ Increase	Millage	Taxes at 95%
General Fund	67,887,408,636	72,343,716,000	4,456,307,364	6.56%	4.0506	278,383,683
Unincorporated MSTU	27,229,221,285	29,038,894,000	1,809,672,715	6.65%	0.8398	23,167,520
All Hazards	39,270,734,982	42,028,170,000	2,757,435,018	7.02%	0.0693	2,766,925
Library	59,541,397,398	63,542,064,000	4,000,666,602	6.72%	0.5956	35,953,371



General Fund Projection FY17-18

Continuation	Millage	3.7506	ROLL BACK 3.8050	3.8506	3.9506	4.0506
	Revenue	396,675,683	400,416,883	403,548,336	410,420,989	417,293,642
	Expense	408,953,430	408,953,430	408,953,430	408,953,430	408,953,430
	Continuation Surplus / (Deficit)	(12,277,747)	(8,536,547)	(5,405,094)	1,467,559	8,340,212

Outstanding Recurring	Outstanding Issues (Recurring):					
	Pay Increases (Constitutionals/Courts)	5,872,919	5,872,919	5,872,919	5,872,919	5,872,919
	3% Pay Increase (BoCC)	2,120,000	2,120,000	2,120,000	2,120,000	2,120,000
	Veterans Court	75,000	75,000	75,000	75,000	75,000
	Total	8,067,919	8,067,919	8,067,919	8,067,919	8,067,919
	Expenses including Outstanding Issues	417,021,349	417,021,349	417,021,349	417,021,349	417,021,349
Surplus / (Deficit)	(20,345,666)	(16,604,466)	(13,473,013)	(6,500,360)	272,293	

Projects from Excess Reserves	Current Reserves	99,063,464	99,063,464	99,063,464	99,063,464	99,063,464
	Total	0	0	0	0	0
	Adjusted Reserves	78,717,798	82,458,998	85,590,451	92,463,104	99,335,757
	Reserves at 20%	80,000,000	80,000,000	80,000,000	80,000,000	80,000,000
	Remaining Excess	(1,282,202)	2,458,998	5,590,451	12,463,104	19,335,757



General Fund FY17-18

(in millions)	Adopted FY 12-13	Adopted FY 13-14	Adopted FY 14-15	Adopted FY 15-16	Adopted FY 16-17	Continuation FY 17-18	\$ Change Since FY12-13	% Change Since FY12-13
Constitutionals & Courts								
Sheriff	\$ 137.0	\$ 140.9	\$ 149.2	\$ 160.2	\$ 166.5	171.7	\$ 34.7	25.3%
Tax Collector	13.0	12.8	13.1	13.3	13.4	13.1	0.1	0.8%
Property Appraiser	7.6	8.0	7.6	7.1	7.1	6.7	(0.9)	-11.8%
Courts	6.8	7.6	7.7	8.2	6.7	7.6	0.8	11.8%
Clerk	7.5	7.5	7.6	8.0	8.6	8.8	1.3	17.3%
Supervisor of Elections	6.2	6.4	6.8	8.9	8.0	8.2	2.0	32.3%
Medical Examiner	2.4	2.5	2.7	3.4	3.4	3.4	1.0	41.7%
State Attorney Support	0.9	0.9	1.0	1.2	1.2	1.2	0.3	33.3%
Public Defender Support	0.6	0.6	0.7	0.9	1.0	1.0	0.4	66.7%
Legal Aid	0.5	0.5	0.5	0.5	0.6	0.5	0.0	0.0%
Guardian Ad Litem Support	0.2	0.2	0.2	0.2	0.3	0.3	0.1	50.0%
Support All Others	11.2	11.4	10.1	10.4	11.6	11.3	0.1	0.9%
	\$ 193.9	\$ 199.3	\$ 207.2	\$ 222.3	\$ 228.4	\$ 233.8	\$39.9	20.6%
BoCC Operating Departments								
Public Safety	\$ 36.6	\$ 35.3	\$ 37.0	\$ 40.0	\$ 42.1	41.4	\$ 4.8	13.1%
Public Safety (Grants)	0.2	0.1	0.1	0.1	0.1	0.1	(0.1)	-50.0%
Human Services	15.9	15.5	15.7	16.1	16.8	17.2	1.3	8.2%
Human Services (Grants)	6.2	4.0	2.3	2.4	1.5	1.2	(5.0)	-80.6%
Parks (Regional)	12.6	12.8	13.5	16.0	16.3	16.2	3.6	28.6%
Facilities	11.6	12.2	12.5	14.6	15.2	15.4	3.8	32.8%
Other (13 depts.)	20.2	19.2	19.4	17.9	18.7	19.9	(0.3)	-1.5%
	\$ 103.3	\$ 99.1	\$ 100.5	\$ 107.1	\$ 110.7	\$ 111.4	\$ 8.1	7.8%
Debt Service	\$ 13.4	\$ 12.3	\$ 12.3	\$ 10.7	\$ 12.1	5.8	\$ (7.6)	-56.7%
Transit Transfer	10.4	10.3	10.6	11.7	11.7	11.7	1.3	12.5%
Growth Increment for Infrastructure	0.0	0.0	0.0	7.8	9.6	11.1	11.1	N/A
20/20 Management	0.0	0.0	5.6	6.3	3.5	2.5	2.5	N/A
Vehicle Replacement	0.0	0.0	0.0	2.0	2.0	4.0	4.0	N/A
Medicaid	8.2	7.0	7.1	7.7	8.2	8.4	0.2	2.4%
Major Maintenance	11.9	4.2	12.3	7.5	7.0	12.4	0.5	4.2%
Juvenile Justice	4.2	0.5	2.6	2.4	1.8	1.7	(2.5)	-59.5%
OPEB						1.3	1.3	N/A
Non-departmental/Transfers	3.6	3.8	4.4	5.0	5.0	4.9	1.3	36.1%
	\$ 51.7	\$ 38.1	\$ 54.9	\$ 61.1	\$ 60.9	\$ 63.8	\$ 12.1	23.4%
TOTAL GENERAL FUND	\$ 348.9	\$ 336.5	\$ 362.6	\$ 390.5	\$ 400.0	\$ 409.0	\$ 60.1	17.2%



General Fund

Proposed 17-18 Budget – BoCC Operating Departments

Department	Proposed Budget 17-18	Adopted Budget 16-17	Actual To-Date 16-17	Actual 15-16	Actual 14-15	Actual 13-14	Actual 12-13	Actual 11-12	Actual 10-11	Actual 09-10	Actual 08-09	Actual 07-08
Construction & Design	0	0	0	0	2,056,697	1,777,677	1,807,358	2,047,654	2,025,821	1,174,097	1,203,745	1,272,211
County Administration	3,778,338	3,316,186	2,121,144	3,046,180	2,188,141	1,818,335	2,383,771	2,388,848	2,465,909	2,721,294	3,284,348	3,376,708
County Attorney	3,173,499	3,114,456	1,918,931	2,961,519	2,814,743	2,625,194	2,859,756	2,963,570	3,168,895	3,391,163	3,562,263	3,752,576
County Commissioners	1,454,821	1,445,736	921,938	1,407,490	1,380,608	1,304,503	1,218,777	1,146,048	1,173,727	1,132,340	1,209,777	1,238,129
County Lands	1,068,572	1,027,651	586,624	980,138	926,038	830,505	933,090	955,806	958,644	1,057,202	1,115,319	1,163,567
Economic Development	1,213,736	1,189,729	632,658	1,163,909	915,728	995,745	1,219,361	1,810,482	2,870,903	2,241,503	1,671,040	1,770,568
Environmental Policy Mgmt	0	0	0	0	518,485	302,745	273,389	212,747	154,374	166,294	274,199	220,650
Facilities Services	15,442,022	15,203,465	9,699,283	14,442,710	11,869,246	12,006,986	11,931,752	11,705,012	11,473,916	12,982,158	14,587,627	15,577,235
Fleet Management	0	0	0	0	0	0	0	0	215,282	224,242	228,297	208,710
GIS Operations	991,690	754,605	540,912	684,130	605,186	565,811	674,010	681,034	757,683	0	0	0
Human Resources	1,676,455	1,761,874	861,340	1,370,592	1,176,808	1,063,813	1,211,137	1,183,834	1,131,601	1,266,731	1,268,584	1,300,243
Human Services	18,412,671	18,357,551	11,125,410	18,515,581	18,299,240	19,553,576	19,872,775	29,823,456	32,226,891	37,495,630	23,384,415	21,912,982
Internal Services	933,107	871,781	550,413	683,111	619,637	1,581,150	1,636,727	1,701,980	1,563,621	2,063,530	2,235,651	2,281,840
Natural Resources	3,232,137	3,269,807	1,955,754	2,984,901	2,932,168	2,809,406	2,714,742	2,502,904	2,592,266	2,974,577	3,121,135	3,491,503
Parks & Recreation	16,240,312	16,290,877	9,816,595	15,000,974	13,680,449	13,124,025	12,862,391	12,745,913	11,291,471	11,299,948	12,407,344	13,411,328
Procurement Management	1,830,409	1,535,440	927,391	1,129,934	744,254	732,324	787,838	887,271	1,015,690	688,181	714,083	787,663
Public Resources	0	0	0	0	943,065	952,960	1,083,547	1,102,325	1,243,042	1,397,884	1,499,161	1,883,891
Public Safety	41,424,173	42,163,981	26,311,132	40,605,537	38,261,057	36,286,592	37,285,594	36,377,028	40,851,754	38,972,819	41,223,097	43,985,408
Technology Services	503,157	425,419	272,820	435,104	0	0	0	0	0	0	0	0
Transportation	0	0	0	0	0	0	0	0	0	663,646	901,396	1,175,768
TOTAL	111,375,099	110,728,558	68,242,345	105,411,811	99,931,551	98,331,346	100,756,015	110,235,912	117,181,489	121,913,239	113,891,482	118,810,980



Unincorporated MSTU Fund FY17-18

(in millions)	Adopted FY 12-13	Adopted FY 13-14	Adopted FY 14-15	Adopted FY 15-16	Adopted FY 16-17	Continuation FY 17-18
Operating Budgets						
Parks (Community)	\$ 12.4	\$ 12.6	\$ 13.2	\$ 12.0	\$ 12.4	\$ 12.6
Community Development	10.1	8.2	8.5	8.8	8.8	8.4
Animal Services	4.1	4.4	4.8	5.1	5.3	5.3
Hearing Examiner	0.6	0.7	0.7	0.8	0.7	0.7
Other	1.8	1.1	0.1	0.1	0.1	0.1
	\$ 29.0	\$ 27.0	\$ 27.3	\$ 26.8	\$ 27.3	\$ 27.1
Transfers and Other						
School Resources Officers	\$ 0.7	\$ 0.7	\$ -	\$ -	\$ -	\$ -
Major Maintenance	2.5	1.6	1.2	1.6	1.2	1.5
Other Transfers	4.9	-	-	-	-	-
Transfer to DOT	16.0	16.5	15.5	16.0	13.6	15.5
Transfer to Nat. Res. / DOT	3.5	3.5	2.7	3.2	3.5	3.3
Transfer for Dispatch	1.6	1.6	1.6	-	-	-
OPEB						0.1
Other	-	-	0.8	0.7	0.8	0.8
	\$ 29.2	\$ 23.9	\$ 21.8	\$ 21.5	\$ 19.1	\$ 21.2
Total	\$ 58.2	\$ 50.9	\$ 49.1	\$ 48.3	\$ 46.4	\$ 48.3



Unincorporated MSTU

Revenues / Expenses					
	Revenues	Expenses	Deficit	Ending Reserves	
ACTUAL	2010-2011	\$41.8 M	\$54.7 M	\$(12.9) M	
	2011-2012	\$38.9 M	\$56.9 M	\$(18.0) M	
	2012-2013	\$39.8 M	\$55.6 M	\$(15.8) M	
	2013-2014	\$42.8 M	\$50.2 M	\$(7.4) M	
	2014-2015	\$42.5 M	\$45.9 M	\$(3.4) M	\$28.4 M
	2015-2016	\$43.8 M	\$47.6 M	\$(3.8) M	\$24.6 M
	2016-2017	\$42.3 M	\$46.6 M	\$(4.3) M	\$20.3 M
PROJECTED	2017-2018	\$45.2 M	\$48.3 M	\$(3.1) M	\$17.2 M
	2018-2019	\$46.8 M	\$49.2 M	\$(2.4) M	\$14.8 M
	2019-2020	\$48.7 M	\$50.0 M	\$(1.3) M	\$13.4 M
	2020-2021	\$50.7 M	\$50.9 M	\$(0.2) M	\$13.2 M

20% Reserves = \$10 M



All Funds

Proposed 17-18 Budget – BoCC Operating Departments (2.4% Increase before Pay Adjustments)

Department	Proposed Budget 17-18	Adopted Budget 16-17	Actual To-Date 16-17	Actual 15-16	Actual 14-15	Actual 13-14	Actual 12-13	Actual 11-12	Actual 10-11	Actual 09-10	Actual 08-09	Actual 07-08
Animal Services	5,494,359	5,501,723	3,358,308	5,030,608	4,715,246	4,598,371	4,533,510	4,609,741	4,107,274	3,880,684	3,850,618	4,045,029
Community Development	17,840,041	18,904,089	10,323,265	15,115,261	14,255,791	13,481,421	14,317,442	14,672,198	16,227,902	19,692,982	23,297,085	29,450,018
Construction & Design	0	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
County Administration	4,478,160	3,728,397	2,366,892	3,442,646	2,480,422	2,114,768	2,608,978	2,724,586	3,649,191	3,049,436	3,632,294	3,716,284
County Attorney	3,175,949	3,116,906	1,918,931	2,963,935	2,815,458	2,625,215	2,861,074	2,964,451	3,169,629	3,392,124	3,574,342	3,752,576
County Commissioners	1,454,821	1,445,736	921,938	1,407,490	1,380,608	1,304,503	1,218,777	1,146,048	1,173,727	1,132,340	1,209,777	1,238,129
County Lands	1,171,667	1,088,641	2,153,286	1,042,172	926,038	830,505	933,090	955,806	958,644	1,057,202	1,115,319	1,163,567
Economic Development	1,213,736	1,189,729	632,658	1,163,909	915,728	995,745	1,219,361	1,810,482	2,870,903	2,241,503	1,671,040	1,770,568
Environmental Policy Mgmt	0	0	0	0	518,485	302,745	273,389	212,747	154,374	166,294	274,199	220,650
Facilities Services	15,442,022	15,621,539	9,899,001	14,649,958	11,869,246	12,006,986	11,931,752	11,705,012	11,473,916	12,982,158	14,587,627	15,577,235
Fleet Management	12,738,088	11,402,700	5,701,195	11,070,325	9,763,974	8,511,820	9,185,768	9,906,639	8,882,834	10,469,382	9,680,748	11,003,287
GIS Operations	991,690	754,605	540,912	684,130	605,186	565,811	674,010	681,034	757,683	0	0	0
Hearing Examiner	753,677	769,373	485,057	742,727	727,212	702,573	646,775	593,663	642,324	727,351	755,806	767,026
Human Resources	2,727,973	2,687,578	1,412,443	2,250,593	1,919,895	1,931,619	1,983,776	1,897,889	1,967,789	2,099,003	2,263,353	2,379,432
Human Services	22,899,491	22,589,701	13,225,445	23,111,528	22,552,830	25,165,362	25,517,838	35,144,431	37,646,030	44,179,553	28,758,589	29,107,232
Internal Services	933,107	871,781	550,413	683,111	619,637	1,581,150	1,636,727	1,701,980	1,563,621	2,063,530	2,235,651	2,281,840
Library	26,470,392	26,412,858	16,974,753	26,239,032	25,378,120	25,054,945	24,147,519	23,231,802	23,652,286	25,360,259	27,131,882	28,489,530
Natural Resources	5,497,107	5,520,991	3,378,380	5,097,816	4,916,057	4,773,638	4,755,734	4,808,230	4,724,054	5,356,866	5,863,806	6,002,288
Parks & Recreation	34,584,273	32,798,553	19,526,514	30,473,389	30,910,895	29,736,502	27,236,798	28,074,149	25,294,155	25,649,588	30,102,593	31,425,053
Procurement Management	1,830,409	1,535,440	927,391	1,129,934	744,254	732,324	787,838	887,271	1,015,690	688,181	714,083	787,663
Public Resources	0	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
Public Safety	48,418,722	49,577,340	30,694,603	49,450,806	45,241,809	43,625,543	45,440,132	44,080,164	46,599,992	44,293,322	48,873,516	50,638,597
Solid Waste	76,290,644	71,327,418	37,664,827	70,241,438	65,039,795	60,402,595	63,024,782	59,111,190	57,309,623	57,608,085	57,870,310	54,359,397
Sports Development	1,240,003	1,244,930	669,027	1,187,053	1,003,082	1,015,734	736,669	783,502	784,346	723,920	713,643	639,825
Technology Services	13,723,869	13,680,582	8,317,226	11,936,036	11,642,922	11,774,599	11,883,139	10,966,963	11,388,071	11,994,339	13,588,678	14,251,672
Transportation	41,863,685	39,800,929	24,011,483	37,667,053	36,720,348	37,077,094	37,513,546	37,313,785	37,753,783	44,207,777	47,190,596	50,238,221
Transit	27,105,706	28,405,714	15,664,363	30,041,916	22,686,282	21,876,677	35,852,783	20,515,833	24,629,899	24,866,185	23,334,724	22,678,444
Utilities	58,073,024	56,021,617	34,365,814	53,785,214	51,953,821	51,202,104	51,508,657	51,690,258	51,346,741	52,355,541	55,521,555	53,812,632
VCB	19,795,375	19,620,189	10,426,753	17,705,615	17,356,042	15,711,267	14,062,285	12,811,742	12,199,933	12,939,406	11,974,074	11,063,367
TOTAL	446,207,990	435,619,059	256,110,878	418,313,697	392,921,562	382,797,905	399,648,713	388,376,388	395,618,465	416,161,773	422,938,292	434,462,761



Questions

- We will Answer Questions Identified in This Work Session
- Any Additional Outstanding Issues?
- Bring Back Second Draft June 20?

Upcoming Schedule

●	July 1	Final Tax Base Numbers
●	August 1	Set Maximum Millage Rates
●	August 15	3 rd Draft of Continuation Budget
●	September 6	1 st Budget Public Hearing
●	September 19	Final Budget Public Hearing

