



Leon County

Board of County Commissioners

301 South Monroe Street, Tallahassee, Florida 32301
(850) 488-4710 www.leoncountyfl.gov

Commissioners

BILL PROCTOR
District 1

JANE G. SAULS
District 2

DAN WINCHESTER
District 3

TONY GRIPPA
District 4

BOB RACKLEFF
District 5

CLIFF THAELL
At-Large

ED DePUY
At-Large

PARWEZ ALAM
County Administrator

HERBERT W.A. THIELE
County Attorney

October 1, 2005

Members of the Board of County Commissioners
Leon County Courthouse
Tallahassee, Florida 32301

The Honorable Chairman and Commissioners:

I am pleased to present the Fiscal Year 2005/2006 Operating Budget and Five Year Capital Improvement Program (CIP). The total budget is \$210,082,210 reflecting an increase of 9.9%. The operating budget of \$181,616,173 reflects an increase of 8.3% and the capital budget of \$28,466,037 reflects an increase of 21.6%.

The FY2005/2006 Budget provides continued funding for a high level of service to the citizens of Leon County. Based on Board direction, the overall countywide property tax inclusive of Municipal Service Taxing Units, is being reduced from 9.26 mills to 9.16 mills. The 0.1 mill reduction is a direct result of the Primary Healthcare MSTU changing from 0.22 to 0.12 mills. This is the 14th consecutive year the countywide rate has either been reduced or held constant.

Property Values and Estimated Property Tax Collections

Leon County has seen extraordinary property value growth over the past several years. The countywide taxable property value as certified by the Property Appraiser is \$12.3 billion; an increase of 13% over last year's final taxable values. Historically, Leon County has seen between 6% and 7% growth rates. The budget has been developed acknowledging that this rate of growth will not continue for an indefinite period of time. As noted above, the budget places a strong emphasis on one-time capital outlay expenditures and constrains the growth in areas requiring recurring expenditures (i.e. new positions supported by property taxes).

Understanding that this growth rate can not continue indefinitely, the Board directed that \$489,487 of this increase be set aside in a reserve for allocation at a later date. Subsequent to this direction, the Board has also committed to support the Economic Development Council's (EDC) efforts to recruit a large manufacturing firm to our community. This effort will require a maximum of \$1.605 million over a five year period. I am recommending to the Commission that a portion of the unallocated reserve be set aside for this purpose.

Salary Recommendations

As directed by the Board at the June 14th workshop, included in the budget is the necessary funding to provide the maximum of a 5%, or \$1,000, raise for all full-time career service employees effective October 1, 2005. This adjustment is in addition to the potential merit awards (\$400 - \$600) career service employees are eligible for during this fiscal year. As directed by the Board at the June 28th meeting, the budget includes a \$200,000 reserve for one-time bonuses for senior management employees. The budget includes funding for annual merit raises for all senior management employees.

How We Compare

Leon County continues to provide services to the community in a highly efficient manner. As shown in the charts in the budget summary section, we rank lowest in net budget per capita and second lowest in staff per capita versus other counties of similar size. When compared to 57 counties responding to our survey, Leon County has the 4th lowest budget per capita and the 19th lowest staff per capita.

Policy Guidance and Process

The Board provided policy guidance and process approval at their December 13, 2004 retreat, the January 11th and February 22nd Board meetings, the June 14th workshop, the June 28th meeting and the August 30th workshop. The overall guidance for property taxes and assessments was as follows:

- No increase in the general countywide millage rate
- No increase in the Stormwater and Solid Waste Non-Ad Valorem Assessments
- Reduce the Primary Healthcare MSTU from 0.22 to 0.12 mills
- No increase in the Emergency Medical Services (EMS) MSTU

The budget is balanced given the estimated resources available. All of the funds are balanced over the five year financial plan, with the exception of Building Inspection. The projected out-year shortfall has been anticipated and will be addressed in subsequent years by evaluating the Building Inspection fee structure.

Budget Overview

The total budget of \$210,082,210 includes \$181,616,173 for operating expenses and \$28,466,037 for capital expenditures. Depicted organizationally, the budget reflects the following:

| Department/Agency | Total FY05/06 Funding | % of Total Budget |
|-------------------------------|------------------------------|--------------------------|
| Board of County Commissioners | \$75,808,260 | 36.0% |
| Constitutional Officers | \$66,498,479 | 31.7% |
| Non-Operating (grants, etc.) | \$29,739,506 | 14.2% |
| Capital Projects | \$28,466,037 | 13.5% |
| Debt Service | \$8,931,325 | 4.3% |
| Judicial | \$638,603 | 0.3% |
| Total | \$210,082,210 | 100% |

Board of County Commissioners

The Board of County Commissioners' portion of the budget is \$75,808,260, reflecting an increase of 9.4% over the adopted FY2004/2005 Adopted Budget. The total increase is 6.9% after netting out the Tourist Development Council (TDC) and EMS budgets, which have seen large increases not supported by general property tax revenues. There is an increase of 19.5 positions. Of the 19.5 positions, 7.5 will be supported by general revenues and 12 by dedicated revenues streams such as Building Fees.

Legislative/Administration

The Legislative/Administration portion of the budget totals \$8,576,896, reflecting an increase of 13.5% over the FY2004/2005 Adopted Budget. The significant increase is the direct result of the budget including the additional 4th cent tourist development tax. Net of the Tourist Development budget the increase is 1%. There is one new position contemplated.

County Attorney – Based on direction received at the June 28th meeting, the budget includes one new full-time receptionist position. The relocation of Human Resources to the first floor of the Courthouse created the need for this position; previously the County Attorney's Office relied upon the Human Resources position for support.

Human Resources – The budget includes \$30,000 to fund the Health Insurance Program Enhancement Study. The study will include a utilization review of the County's health insurance providers, make recommendations regarding plan design and aid in establishing disease management programs for County employees. The intention of the study is to mitigate annual rate increases while maintaining a competitive benefit package for our employees.

Tourist Development – The Tourist Development budget reflects the additional 4th cent tourist tax. The Board approved this tax to support a Performing Arts Center to be located in the Downtown Community Redevelopment Area (CRA). The levying of this tax is contemplated as part of the City and County's Interlocal Agreement relating to the Downtown CRA.

Department of Public Services

The Department of Public Services portion of the budget totals \$24,448,479, reflecting an increase of 10%. Net of EMS, the increase in Public Services is 5.7%. There are eight new positions associated with EMS.

Emergency Medical Services – As the County system begins to mature, staff is continuously striving to improve our service to the public. In an effort to further this goal, the budget includes \$432,256 to operate one additional ambulance 24 hours a day seven days a week. This anticipates the hiring of eight additional paramedics/emergency medical technicians (EMTs).

Library Services – As directed by the Board at the June 14th workshop, the budget includes an additional \$15,000 for the Small Business Development Center at the Main Library. The budget also includes \$50,000 in continued funding for the late night media program. The County's five year plan contemplates the opening of stand alone branch libraries in the Northwest and Southeast.

Uninsured Primary Healthcare – As directed by the Board, the budget contemplates a reduction in the Primary Healthcare MSTU from 0.22 to 0.12 mils.

Management Services Department

The Management Services Department portion of the budget totals \$14,139,735, reflecting an increase of 9.7.%. There is an increase of 1.5 positions in this area.

Minority/Women Business Enterprise (M/WBE) - \$25,000 is included to develop an M/WBE Vendor Database and Registry system recommended by the 2004 Disparity Study. The database will enable the County to track levels of M/WBE and non-M/WBE procurement participation at the prime and subcontractor levels in order to determine the effectiveness of the County's race and gender-neutral measures.

Probation/Pre-Trial Release - The budget includes \$15,000 to support approximately 50 additional indigent defendants participating in the Global Positioning Satellite (GPS) program. The overall GPS program is currently supported by three grant funded positions. The status of the grant funding is on a year-to-year basis. Pending the availability of grant funds, the County may need to consider utilizing local funds in FY2006/2007 to support this program.

Geographic Information Systems (GIS) – The budget includes one new Database Administrator position to support the continued growth of services offered by GIS. Pursuant to an interlocal agreement, GIS is jointly funded on an equal basis with the City of Tallahassee.

Growth and Environmental Management

The Growth and Environmental (GEM) portion of the budget totals \$4,695,778, reflecting an increase of 7.4% over the FY2004/2005 Adopted Budget. There is one new position included for Building Inspection.

At the June 14th workshop, the Board directed staff to agenda the GEM Fee Study after the Board considers the recommendations of the GEM Permitting Process Improvement Citizen's Focus Group.

Building Inspection – Funds are included to fund one new full time Plans Examiner position. The Building Inspection function is supported 100% by building fee revenues.

Development Services - \$50,000 is included to retain an outside legal consultant to complete a comprehensive review of the County's Land Development Regulations (LDR) with the goal of clarifying and streamlining the code to enhance the public's understanding and application. The

LDR review will not be completed until after the Board considers the recommendations of the GEM Permitting Process Improvement Citizen's Focus Group.

Public Works

The Public Works portion of the budget totals \$23,947,372, reflecting an increase of 7.5% over the FY2004/2005 Adopted Budget. There are eight new positions: three FTEs in Solid Waste, 4.5 FTEs in Parks and Recreation and 0.5 FTEs in Operations.

Parks and Recreation – At the June 14th workshop and July 12th meeting, the Board approved the inclusion of three FTEs and a total budget of \$255,993 to coordinate community center responsibilities and provide periodic maintenance to the facilities. The Parks and Recreation budget also includes one new Greenway Attendant position to support the County's increasing greenway acreage. The final 0.5 FTE is the conversion of an existing part time Administrative Associate IV to full time.

Operations – The Operations budget includes the conversion of a 0.5 FTE Administrative Associate IV to full time.

Solid Waste – At the June 14th workshop, the Board approved the five year pro-forma and corresponding tipping fee schedule. The tipping fee for the Landfill and the operating portion of the Transfer Station tipping fee will not increase for next fiscal year. However, based on the five year pro-forma it appears that fee increases will be needed in subsequent fiscal years to operate the Solid Waste Department and implement the necessary capital improvement program.

The 2005/2006 Budget includes three FTEs. Two of the positions, a Solid Waste Operator and a Landfill Spotter, will replace the current practice of utilizing excessive overtime and OPS positions. These positions will ensure the County continues to comply with all aspects of its operating permit. The final position, a Hazardous Waste Specialist, is required to support the increased demand for the Household Hazardous Waste (HHW) program. The HHW program includes events such as the neighborhood Hazardous Waste Roundups and the disposal of latex paint.

Fleet Management – An additional \$270,190 is included for increased fuel costs.

Mosquito Control – The budget contemplates the Board approved two free hand-fogging service calls per calendar year. After the two free calls, individuals will be required to pay \$25 per call.

Constitutional Officers

The overall Constitutional Officers' portion of the budget is \$66,498,479, reflecting an increase of 10.1% over the FY2004/2005 Adopted Budget. There is an increase of six positions.

Sheriff - The Sheriff's total budget is \$53,775,572 representing an 8.8% increase. \$759,341 is included to fund the first year of the three year salary study approved by the Board on February 22, 2005. The study contemplates that on average Sworn Law Enforcement Deputies will receive raises of at least 8.5% each year for the next three years. Funding is also included to address salary adjustments for upper rank employees. The budget also includes the following new positions: Two Bailiffs to provide security for two additional judges, one Information Technology Technician to support increased computer related activities, one Aviation Pilot to establish two complete crews and one DUI Enforcement Officer previously supported through grant funding.

Supervisor of Elections – The Supervisor of Elections budget totals \$2,667,451, an increase of \$830,502 or 45.2% over the FY2004/2005 Adopted Budget. Significant areas of increase address a number of issues: \$98,138 for OPS staffing due to the election cycle which is consistent with previous years; \$50,000 to address ADA issues at polling sites; \$109,600 for printing associated with address change to the Bank of America location; \$102,500 in additional maintenance and training associated with new ADA required equipment; \$55,000 for two early voting sites; and \$111,650 for issuance of new voter registration cards. There are no new positions requested for the Supervisor of Elections office.

Clerk of the Circuit Court – The Clerk of the Circuit Court's budget is \$1,568,872 representing a decrease of less than 1% from the FY2004/2005 Adopted Budget. Funding for the Clerk's Finance Department is consistent with the requirements of the interlocal agreement between the Clerk and the Board. The balance of the Board's support of the Clerk provides funding for statutory requirements consistent with Article V of the Florida Constitution. The funding provided by the County does not represent the Clerk's entire budget, but only those portions mentioned above.

Property Appraiser – The Property Appraiser's budget totals \$4,298,282, reflecting an increase of 9.2% over the FY2004/2005 Adopted budget. The Property Appraiser has requested one additional Tax Roll Technician position from the Department of Revenue.

Tax Collector – The budget reflected in this document for the Tax Collector represents the fees and commissions the County is obligated to pay for the collection of taxes and non-ad valorem assessments. These commissions are estimated at \$4,188,302 for FY2005/2006.

Judicial

The overall Judicial portion of the budget is \$638,603, reflecting a decrease of 13% from the FY2005/2006 Adopted Budget. This funding is the direct expenditure of Article V related costs of for the State Attorney, Public Defender, Court Administration and Guardian Ad Litem. The funding also supports three Board employees working in Court Administration associated with managing the jail population.

Though not reflected in the funding above, under Florida Statute the Board is also required to provide space, security and telecommunications (including computer support) to the various members of the Judiciary. The Board expends millions of dollars providing these services through the Sheriff's Office (Bailiff Unit), MIS and Facilities management.

Teen Court – The budget contemplates the recently imposed \$3 fine on certain court proceedings for the purpose of supporting a Teen Court program. This new revenue replaces a

portion of the previously imposed \$65 fine; under Florida Statute, the funds previously utilized from the \$65 fine supporting Teen Court will be redirected to the County's existing support of the Juvenile Assessment Center (JAC).

Non-Operating

Non-Operating funding is provided by the Board of County Commissioners for those activities for which costs do not apply solely to any specific County department's functions, but are either applicable to the operation of County government as a whole, or are provided for the good of the public. No County employees are associated with Non-Operating entities. The County employees responsible for the administration of these various programs are presented in the County Administrator departmental budgets. The overall Non-Operating portion of the budget is \$29,739,506, reflecting an increase of 2.3% over the FY2004/2005 Adopted budget.

Tax Increment Financing (TIF) Payments – \$1,852,671 in TIF payment funding to the City of Tallahassee is included consistent with requirements of the Frenchtown/Southside Community Redevelopment Area (CRA) and the Interlocal Agreement with the City regarding the Downtown CRA. This is an increase of \$1,123,931 over the FY2004/2005 budget.

State Department of Juvenile Justice (DJJ) - \$1,450,000 is included as the estimated payment the County will have to make to DJJ for the housing of Leon County juveniles.

Fire Services – \$1,000,000 of additional funding is included to support fire protection in the unincorporated area consistent with the recently executed interlocal agreements with the City of Tallahassee.

Parks and Recreation - \$200,000 of additional funding is included to support the unincorporated area residents' contributions to the City Parks and Recreation program consistent with the recently executed interlocal agreements with the City of Tallahassee. The agreement guarantees for the next fifteen years, unincorporated area residents will be charged the same fee as City residents for participation in all City leagues and programming, as well as, access to all City parks and recreation facilities.

Grant and Community Supported Programs:

- *Military Grant Program* – Based on historic trends, \$135,000 is included to support the property tax and rental rebate program for our Leon County military personnel.
- *Community Health Services Partnership (CHSP)* - \$671,000 in direct funding and \$61,000 established as an emergency reserve.
- *Mid-Year Funding* - \$15,000 for mid-year requests not eligible for other County grant funded supported programs.
- *Youth Athletic Scholarships* - \$5,000.
- *Summer Youth Employment Program* - \$75,000.
- *Line Item Funded Agencies* – Consistent with Board direction at the June 14th budget workshop the budget includes \$1,295,701; a detailed listing is contained in the Non-Operating section of the budget. As directed, the funding for the Apalachee Regional Planning Council is no longer considered a line-item funded agency, but will be treated as an annual membership.

Economic Development Council (EDC) – The budget includes a set aside of \$210,000 for the economic development council. Based on actions taken at the September 13th workshop, the Board directed staff to finalize a contract with the EDC for the Board to consider approving in early FY2005/2006.

Capital Improvement Program

The overall FY2005/2006 Capital Improvement Program (CIP) of the budget is \$28,466,037, reflecting an increase of 21.6% over the FY2004/2005 Adopted CIP. Included in the document is a summary of all capital projects for the next five years. Provided under separate cover is a CIP document with detail for all capital projects.

The highlights listed below reflect FY2005/2006 funding, unless otherwise noted:

Cultural and Recreation – total \$2,720,881, highlights include:

- Continued funding of the Lake Jackson Community Center \$650,000.
- Continued funding of the Woodville Community Center \$450,000.
- Athletic Field Lighting \$75,000; total CIP funding of \$375,000.
- As directed by the Board at the September 20th workshop, a \$400,000 reserve has been allocated to the following community center projects: upto \$175,000 for the purchase of the Ft. Braden Community Center, \$50,000 towards the expansion of the Chaires Community Center and \$175,000 towards the construction of a new Miccosukee Community Center.

•

Sewer Systems – total \$4,250,000, highlights include:

- Continued funding of the Killlearn Lakes Sewer project \$4,000,000.
- Preliminary funding for Target Areas pursuant to the Water/Sewer Interlocal Agreement with the City of Tallahassee:
 - Harbinwood Sewer Project \$100,000 to perform initial study.
 - Woodville Sewer Project \$100,000 to perform initial study.
 - Centerville Trace Sewer Project \$50,000 to perform initial study.

Stormwater – total \$6,491,440, highlights include:

- Continued funding of the County's flooded property acquisition program \$1,000,000.
- Continue funding in support of the Total Maximum Daily Load (TMDL) project \$241,000; total CIP funding of \$923,000.
- Deerlane Drainage outfall \$250,000.
- Projects to be funded through the County's share of \$50 million in Blueprint 2000 Water Quality/Flooding funds:
 - Continued funding of the Harbinwood Estates drainage project \$2,000,000.
 - Continued funding of Okeeheepkee/Woodmont Pond project \$1,560,000.

Transportation – total \$6,009,302, highlights include:

- Continued funding of the County's Open Coal Grade Mix (OCGM) project \$1,078,567; total CIP funding of \$3,400,182.
- Tower Road Railroad Crossing \$125,000.
- Continued funding of the Community Safety & Mobility (i.e. Sidewalk) project \$500,000; total CIP funding of \$2,500,000.
- Continued funding of the Black Creek restoration project \$750,000.

- Continued funding of the Kerry Forest Extension \$500,000. This will be a joint project with the City of Tallahassee.
- Arterial/Collector Resurfacing \$750,000.
- Intersection and Safety Improvements \$600,000.

Solid Waste – total \$2,017,890, highlights include:

- Rural Waste Attendant facilities \$135,000.
- Landfill Gas Treatment system \$500,000.

Health and Public Safety - \$2,482,827, highlights include:

- Initial funding towards a Sheriff Work Camp \$600,000; total CIP funding of \$3,000,000.
- Replacement of the Health Department Roof \$300,000.
- Continued funding towards the Jail Roof replacement \$550,000; total CIP funding of \$2,750,000.

General Government - \$4,477,047, highlights include:

- Funding to establish disaster recovery systems for the County's Justice Information Systems and other critical systems \$327,500.
- Continued funding for Americans with Disabilities Act (ADA) improvements at various County facilities \$275,000; total CIP funding \$2,040,374.
- First year funding to upgrade the elevators at the Leon County Courthouse \$200,000; total CIP funding of \$1,000,000.
- Aerial footbridge to connect the Courthouse and the Bank of America Building \$250,000; total CIP funding of \$1,000,000.
- Continued funding of the Geographic Information Systems technology requirements \$316,564 and continue support of the updating of the base map information \$235,000.
- Supervisor of Elections:
 - Continued funding to provide ADA voting system equipment at each polling location \$347,578.
 - Electronic poll books \$750,000.

Board Retreat Priorities

The Tentative FY2005/2006 Budget provides fiscal support to a number of the Board Retreat Priorities discussed in December 2004.

Enhance Economic Development – At the June 28th meeting, the Board supported the Economic Development Council's (EDC) request for direct subsidies of \$1.605 million over five years for the recruitment of a manufacturing firm. Through the existing unallocated reserve, funding is available for the first year payment to support this effort.

Address Leon County Jail Issues – The budget includes \$600,000 in first year funding for a Sheriff Work Camp.

Develop Total Maximum Daily Load (TMDL) Standards (Water Quality) – The budget includes \$241,000 in support of this process.

Enhance Community and Teen Center/Programs – The budget includes additional funding for the Woodville (\$450,000), Lake Jackson (\$650,000), Ft. Braden (\$175,000), Miccosukee

(\$175,000), and Chaires (\$50,000) community centers. In addition, the budget includes \$400,000 in funding to be allocated for other community center needs. The budget includes first year funding for the Big Brothers and Big Sisters of \$25,000.

Address Funding for Highway 90 East (Mahan Drive) to I-10 - The budget includes out-year funding of \$16,560,000 for this phase of Mahan Drive. The funds are clearly identified as advanced funding for a State Road. The County would only commit these resources with an executed joint participation agreement with the State ensuring repayment of the funds.

Conclusion

In closing, I believe the FY2005/2006 Budget provides a continuation of the County's long tradition in practicing fiscal discipline while maintaining the highest level of service possible. The budget continues to place a strong emphasis on areas of importance to the Board and the Community: public safety, public health, parks and recreation, library services and transportation.

I would like to express my personal thanks to the Board in providing the necessary guidance in preparing this document. I would also like to extend my appreciation to the Constitutional Officers and Judicial Officers for their cooperation during the budget process and to the Office of Management and Budget, Group Directors and department staff for their considerable number of hours spent assisting me in formulating this budget.

I look forward to a successful year in implementing our financial plan.

Respectfully submitted,



Parwez Alam, County Administrator