

**Leon County Government
Fiscal Year 2012 Tentative Budget**

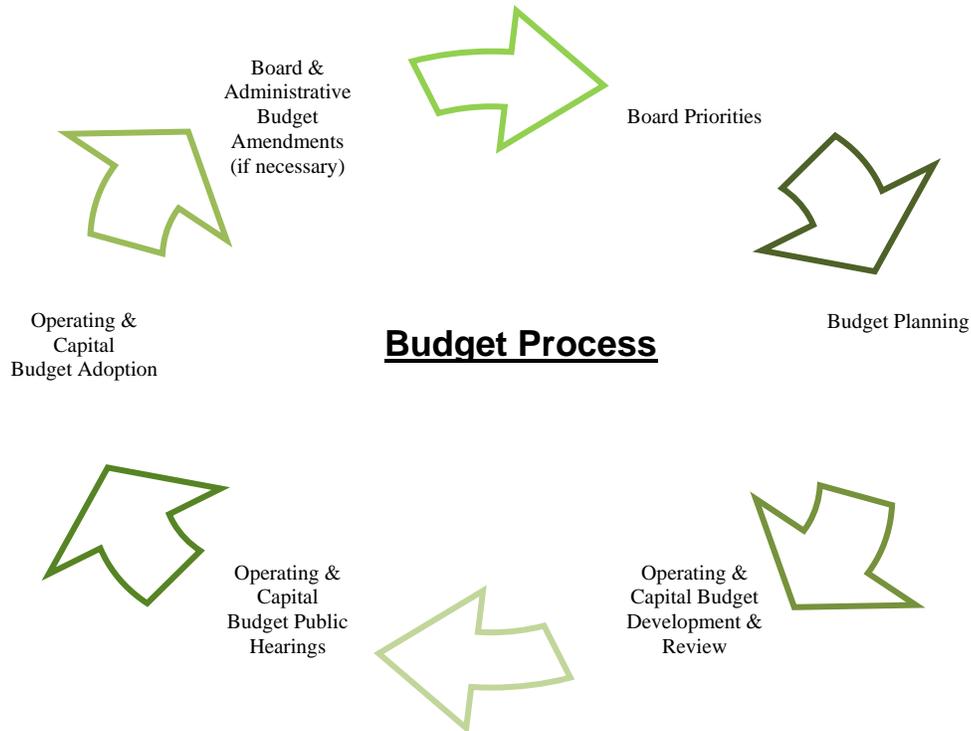


Figure 1: Budget Process: The budget process is a formalized effort that involves collaboration and coordination among the respective County departments, the Office of Management and Budget, the County Administrator, the Constitutional and Judicial Officers, and the Leon County Board of County Commissioners. The end result is an annual operating budget, a five-year financial plan, and a capital improvement program for Leon County.

OPERATING AND CAPITAL BUDGET PLANNING

Board Priorities

Annually, the Board conducts a retreat facilitated by the County Administrator to establish the County's priorities for the following year. The Board discusses and deliberates numerous issues as a forum during the retreat. In December 2010, the Board held its annual retreat. This year the focus was setting priorities given the current economic uncertainty and a decline in revenues. The Board established its prioritization list, which consisted of the following: (1) Economic Development, (2) Woodville Sewer Issue, (3) Apalachee Park/Sports Complex, (4) Acquisition of the Flea Market Tract, (5) Northeast Park, (6) Comprehensive Plan Reform, (7) Primary and Mental Health Care for the Uninsured, (8) Southern Strategy, (9) Comprehensive Program to Address Recidivism Reduction, County Re-entry Program for Inmates, and Diversion, Including Youth Programs.

Budget Planning

In early January, County departments/divisions assess program service level impacts and identify internal services needs for the budget year, through an Internal Services Request process. Similarly, the capital planning process provides for a capital needs assessment and project identification by department/division staff. Both processes allow OMB and County Administration to provide financial analysis, evaluation and planning for capital projects, and operating budget impacts.

On February 8, 2011, the Board formally approved a budget calendar and preliminary policy guidance for the development of the Fiscal Year 2011/2012 budget.

OPERATING AND CAPITAL BUDGET DEVELOPMENT, REVIEW, ADOPTION AND ADMINISTRATION

Operating Budget Development and Review

Each department, including the constitutional and the judicial officers are responsible for the development of their respective operating budget requests. The departmental budget requests are submitted to OMB during the month of March. Constitutional officers submit their budgets in May and June as specified by Florida Statute. During the months of May and June, all budgetary requests are analyzed, revenue estimates are updated, and policy guidance workshops are held to enable staff to complete the tentative budget. While the capital improvement budget is also developed and reviewed during this time, it has a separate process.

Capital Improvement Program

The Capital Improvement Program (CIP) is a five-year plan for providing public physical improvements funds during a five-year planning period. The program delineates proposed capital projects to be undertaken, the year in which they will be started or acquired, the funding amount expected or required for the projects each year (including anticipated operating impacts), and the proposed method of financing each of these expenditures. Each year, OMB facilitates a process to formulate a capital improvement program and capital budget.

Budget Adoption

In the month of July, taxable property values are certified by the Property Appraiser and the County Administrator makes a formal presentation of the proposed budget to the Board. During the month of September, the Board tentatively adopts the budget at the first of two public hearings, which allows for citizen input as required by Florida Statutes (FS) 129 & 200. As a result of feedback from citizens and/or Board actions, it may be necessary to modify the tentative budget prior to final adoption. At the final public hearing, the Board adopts the millage rates and budget by resolution.

Budgetary Structure

Chapter 129, Florida Statute requires local county government to adopt balanced budgets. The FY 2011/2012 Tentative Budget for Leon County is balanced with the use of a variety of revenue sources, fund balances, and expenditure reductions.

Amendment Request (BAR)

Budgetary control is maintained at the department level, with OMB providing support to each department. Departmental budgets can be amended according to the County's amending the budget policy (Policy No. 97-11). The County Administrator may authorize personnel services and operating expenditures up to 10 percent of the total budget on an aggregate basis between programs with a \$250,000 cap and intrafund transfers up to \$250,000. All intrafund transfers greater than \$250,000, must be approved by a majority vote of the BOCC.

Reader's Guide to the Budget

The Leon County budget document is intended to provide information in such a manner that the lay reader can understand the operations of Leon County. The budget document is also intended to serve as a policy document, financial plan, and operating guide for county programs.

The Reader's Guide provides the basic budgeting information. This section is a layout of the budgeting process and what the budget document consists of as well as an explanation of forms that the reader will encounter while reading the budget document.

The following is a brief description of the information included in each section of this document.

BUDGET MESSAGE

This section includes the County Administrator's Message, which summarizes the recommendations made to the Board during the budget process and provides an overview for the implementation plan of Board policy. Additionally, the message provides an explanation of future budget considerations based on revenue sources, current fund balances, debt services and transfers.

BUDGET SUMMARY & ANALYSIS

This section includes a summary of the budget, analysis of trends, finances, and staffing. The analysis of trends evaluates the community's economic profile and compares Leon County to like-sized and surrounding counties. The financial analysis examines the financial indicators and major revenues. It also provides an illustration of revenue and expenditures, and it categorizes expenditures by function and revenues by source. Other analysis examines the County's estimated fund balance, long-term debt structure, and schedule of transfers.

BUDGET BY FUND

This section summarizes the County revenues and expenditures by discreet funds. Funds are presented in numeric order from Fund 001 (General Fund) to Fund 505 (Motor Pool).

BOARD OF COUNTY COMMISSIONERS

The Board of County Commissioners (BOCC) appointed the County Administrator to manage and supervise all County departments. The departments are as follows: Legislative/Administrative, Public Services, Growth & Environmental Management, Management Services, and Public Works.

The following information is included for each program/department area:

Goals, Objectives, Statutory Responsibilities, Advisory Board, Benchmarking, Performance Measures, and Notes.

ELECTED OFFICIALS

All elected officials, including the Board of County Commissioners administer a specific function of County government and are directly accountable to the public for its proper operation. The Board funds all or, in some cases, a portion of the operating budget of the other elected officials. The elected officials are as follows: *Constitutional Officers* (Clerk of the Court, Property Appraiser, Sheriff, Supervisor of Elections, and Tax Collector). *Judicial Officers* (Court Administration, Public Defender, and State Attorney).

NON-OPERATING OR OTHER BUDGETS

This section summarizes the funding of county programs that are not unique to one department but generally benefit the entire community.

DEBT PROFILE

This section includes summary information on the County's debt status.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) represents a five-year plan designed to meet the capital improvement needs of Leon County. This section includes a summary and a five-year plan for capital projects by fund and functional type.

APPENDIX

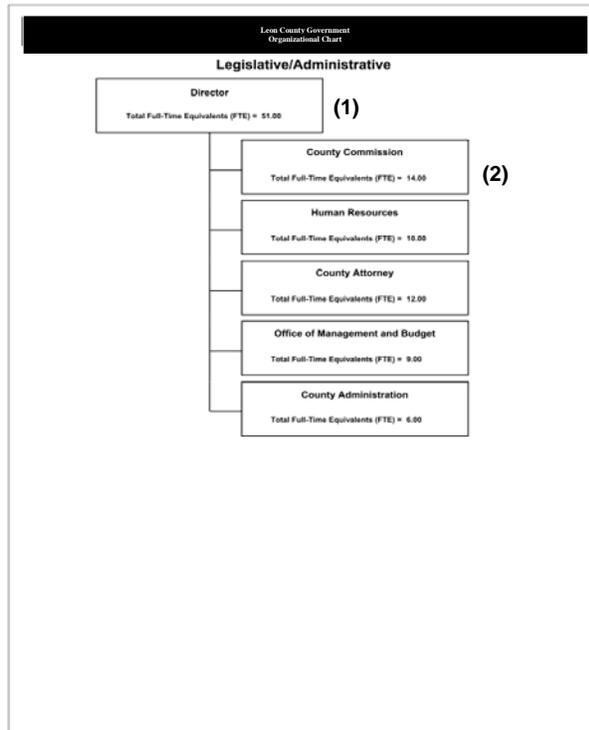
This section includes important County documents, such as the County Charter Ordinance, County Policies, and Guiding Principles that provide guidance and restrictions to the County's operation. It also provides an Acronym list that provides the reader with a collection of explanations of frequently-used budget terms and a Glossary that provides the reader with definitions of commonly used budget terms. A Statistical Summary of Leon County is featured along with a copy of the Budget Calendar. The budget cost summaries section is included, which provides line item budgetary information for all County departments and divisions.

Quick Reference Guide

If you have this question	Refer to Tab(s)	Page(s)
What is the total tentative budget?	Administrator's Budget Message Budget Summary & Analysis / Budget Overview	1 4 - 2
What is the County's millage rate?	Budget Summary & Analysis / Budget Overview Budget Summary & Analysis / Financial Indicators	4 - 2 4 - 31
What is the County's budget process timeline?	Reader's Guide	3 - 1
How to read budget forms?	Reader's Guide	3 - 5
Where can I find the breakdown of County services by function?	Budget Summary & Analysis/Budget Overview	4 - 3
Where the money comes from and where the money goes?	Budget Summary & Analysis / Revenues v. Expenditures	4 - 36
Where can I find Discretionary Line Item Funding Agencies?	Non-Operating	13 - 4
Where can I find Leon County population?	Budget Summary/Analysis: Community Economic Profile Appendix	4 - 25 16 - 58
Where are the County's financial policies?	Appendix	16 - 9
Where can I learn about the capital budget?	Budget Message Budget Summary/Analysis: Expenditures v. Revenues Capital Improvement Program	2 4 - 39 15 - 1
What are the priorities of Leon County?	Reader's Guide/Budget Process	3 - 1

HOW TO READ BUDGET FORMS

Figure 1.1 - Department Organizational Chart - Shows the organizational structure of each department at each of the reporting levels.



(1) Department Level - County staff is divided between four major service areas: Public Services, Growth & Environmental Management, Management Services, and Public Works.

(2) Division Level - Division shows FTE (Full-Time Equivalent) number of positions within the respected program area.

Figure 1.2 - Department Introduction- Introduces the department and division, in addition to providing division highlights.

**Leon County Government
Executive Summary**

Legislative/Administrative

Executive Summary (3)

FY2010 Annual Budget is comprised of the Board of County Commissioners, County Administration, the County Attorney's Office, the Office of Management & Budget, Human Resources, and the Tourist Development Council.

The Board of County Commissioners provides leadership and direction to County departments and programs. County Administration facilitates the delivery of services consistent with priorities and policies established by the Board. The County Attorney provides legal services for the Board and all departments under the Board. The Office of Management & Budget provides financial management and guidance to the Board, County Administrator, and other departments. Human Resources provide services in the areas of recruitment, employment, benefits, compensation, workplace safety, and regulatory compliance. The Tourist Development Council, whose members are appointed by the Board, serves to promote Leon County as a tourist destination.

HIGHLIGHTS (4)

The Board of County Commissioners approved the Leon County's Guiding Principles for budgetary planning and fiscal responsibility. The Principles are listed in the Introduction Section of the budget book. Additionally, the Board reduced the tentative budget by more than \$10 million from \$284 million in FY09 to \$274 million in FY 2010.

County Administration will continue to provide leadership and direction to County employees, to facilitate the implementation of Board priorities and policies and to manage the operation of County functions to ensure the delivery of cost-effective, customer responsive public services within the bounds of available resources. The County Administration function was reorganized to reduce personal service costs.

The County Attorney's Office (CAO) provides legal counsel and drafting on ordinances, resolutions, contracts, and policies. The eminent domain function of the CAO was frozen for FY09 due to budget reductions associated with corresponding revenue reductions as a result of Amendment 1.

The Office of Management & Budget (OMB) developed a balanced Operating and Capital Improvement Program (CIP) budget. On behalf of the County Administrator, as adopted by the Board, OMB provided the County's Operating Budget, Capital Improvement Program, and Budget in Brief on the Internet for better accessibility by the public, and received the Government Finance Officers Association of the US and Canada's Distinguished Budget Award for the 18th consecutive year.

Tourist Development Council (TDC) continues to enhance the local economy despite a decreasing visitors market impacted by inflation. Its tasks are to maximize the number, length of stay and economic impact of visitors to Leon County. In FY 2008, the TDC planned, funded, and produced the highly demanded Downtown Tallahassee Locator Map with the assistance of the Tallahassee/Leon County Planning Department. In addition, the TDC is developing a new strategic plan expected early next fiscal year.

Human Resources (HR) continues to provide recruitment, employment, benefits, compensation, and regulatory compliance services in order to attract and retain a highly talented, committed, and diverse Leon County workforce. The Board approved funding for the planning and implementation phase of a comprehensive wellness program to help employees develop healthy lifestyles.

(3) Executive Summary - This section introduces the department, noting each division, and describing the primary purpose of the division in its delivery of services.

(4) Highlights - This section details the specific functions and service areas the division performs, including specific budget strategies or actions that were provided prior to or during the development of the budget.

**Leon County Government
Fiscal Year 2012 Tentative Budget**

Figure 1.3 - Department Budget Summary- Serves as a summary of the entire Department Budgetary Costs, Staffing Summary and Funding Sources report, which contains a summary of past, present and future financial, staffing, and funding information.

Leon County Government Budget						
Legislative/Administrative						
(5)	FY 2008 Actual	FY 2009 Adopted	FY 2010 Continuation	FY 2010 Issues	FY 2010 Budget	FY 2011 Budget
Budgetary Costs						
Personal Services	4,296,139	4,670,147	4,938,273	-	4,938,273	5,089,469
Operating	871,933	1,087,974	1,064,493	18,000	1,102,493	1,102,493
Capital Outlay	2,274	-	-	-	-	-
Total Budgetary Costs	5,170,333	5,758,121	6,022,766	18,000	6,040,766	6,191,962
(6)	FY 2008 Actual	FY 2009 Adopted	FY 2010 Continuation	FY 2010 Issues	FY 2010 Budget	FY 2011 Budget
Appropriations						
County Commission	1,283,200	1,357,911	1,370,276	-	1,370,276	1,408,964
County Administration	543,428	877,210	817,832	-	817,832	842,438
County Attorney	1,560,783	1,548,437	1,760,877	-	1,760,877	1,738,547
Office of Management and Budget	893,043	930,877	990,778	-	990,778	1,015,427
Human Resources	889,889	1,045,888	1,085,003	18,000	1,103,003	1,136,886
Total Budget	5,170,333	5,758,121	6,022,766	18,000	6,040,766	6,191,962
(7)	FY 2008 Actual	FY 2009 Adopted	FY 2010 Continuation	FY 2010 Issues	FY 2010 Budget	FY 2011 Budget
Funding Sources						
001 General Fund	4,781,399	5,520,534	5,616,138	18,000	5,636,138	5,778,613
106 Transportation Trust	171,943	-	162,690	-	162,690	167,894
501 Insurance Service	216,894	237,587	241,938	-	241,938	245,455
Total Revenues	5,170,333	5,758,121	6,022,766	18,000	6,040,766	6,191,962
(8)	FY 2008 Actual	FY 2009 Adopted	FY 2010 Continuation	FY 2010 Issues	FY 2010 Budget	FY 2011 Budget
Staffing Summary						
County Administration	4.00	7.00	8.00	-	8.00	8.00
County Attorney	12.00	12.00	12.00	-	12.00	12.00
County Commission	14.00	14.00	14.00	-	14.00	14.00
Human Resources	10.00	10.00	10.00	-	10.00	10.00
Office of Management and Budget	9.00	9.00	9.00	-	9.00	9.00
Total Full-Time Equivalents (FTE)	49.00	52.00	51.00	-	51.00	51.00

(5) Budgetary Costs - This section contains a summary of past, present, and future financial information related to personal services, operating expenses, capital outlay, transportation and grants.

(6) Appropriations - This section represents a specific amount of funds that the Board has authorized.

(7) Funding Sources - This section contains a summary of the revenue sources that provide funding directly to the department.

(8) Staffing Summary - This section serves as a summary of past, present, and future information related to departments.

Figure 1.4 - Division Summary- Serves as a financial summary of the entire Division Budgetary Costs, Staffing Summary and Funding Sources report, which contains a summary of past, present and future financial, staffing, and funding information.

Leon County Government Budget						
Public Services						
Library Services Summary						
(9)	FY 2008 Actual	FY 2009 Adopted	FY 2010 Continuation	FY 2010 Issues	FY 2010 Budget	FY 2011 Budget
Budgetary Costs						
Personal Services	4,628,628	5,034,354	5,361,072	-	5,361,072	5,533,268
Operating	680,001	789,878	779,566	9,583	789,548	806,932
Transportation	15,494	15,424	18,847	-	18,847	18,847
Capital Outlay	617,895	622,505	622,505	-	622,505	602,509
Total Budgetary Costs	5,942,048	6,462,159	6,782,390	9,583	6,791,972	7,011,552
(10)	FY 2008 Actual	FY 2009 Adopted	FY 2010 Continuation	FY 2010 Issues	FY 2010 Budget	FY 2011 Budget
Appropriations						
Lib - Policy, Planning, & Operations (001-240-571)	842,739	953,871	958,193	8,422	966,615	991,721
Library Collection Services (001-242-571)	730,783	854,378	882,496	-	882,496	906,056
Library Extension Services (001-243-571)	1,372,436	2,002,079	2,223,678	1,160	2,224,838	2,320,836
Library Public Services (001-241-571)	2,395,088	2,651,831	2,718,023	-	2,718,023	2,784,439
Total Budget	5,942,048	6,462,159	6,782,390	9,583	6,791,972	7,011,552
(10)	FY 2008 Actual	FY 2009 Adopted	FY 2010 Continuation	FY 2010 Issues	FY 2010 Budget	FY 2011 Budget
Funding Sources						
001 General Fund	5,942,048	6,462,159	6,782,390	9,583	6,791,972	7,011,552
Total Revenues	5,942,048	6,462,159	6,782,390	9,583	6,791,972	7,011,552
(11)	FY 2008 Actual	FY 2009 Adopted	FY 2010 Continuation	FY 2010 Issues	FY 2010 Budget	FY 2011 Budget
Staffing Summary						
Lib - Policy, Planning, & Operations (001-240-571)	7.50	7.50	7.50	-	7.50	7.50
Library Collection Services (001-242-571)	15.00	15.00	15.00	-	15.00	15.00
Library Extension Services (001-243-571)	50.50	45.00	45.00	-	45.00	45.00
Library Public Services (001-241-571)	42.70	42.20	42.20	-	42.20	42.20
Total Full-Time Equivalents (FTE)	115.70	109.70	109.70	-	109.70	109.70
(11)	FY 2008 Actual	FY 2009 Adopted	FY 2010 Continuation	FY 2010 Issues	FY 2010 Budget	FY 2011 Budget
OPS Staffing Summary						
Library Public Services (001-241-571)	1.00	1.00	1.00	-	1.00	1.00
Total OPS Full-Time Equivalents (FTE)	1.00	1.00	1.00	-	1.00	1.00

(9) Budgetary Costs - This section contains a summary of past, present, and future financial information related to personal services, operating expenses, capital outlay, and grants.

(10) Funding Sources - This section contains a summary of the revenue sources that provide funding to this Division/program.

(11) Staffing Summary - This section serves as a summary of past, present, and future information related to Division/program staffing.

Leon County Government Fiscal Year 2012 Tentative Budget

Figure 1.5 - Program Description- Describes the goals, objectives, statutory responsibilities, advisory boards, provides a list of benchmarks for the program, lists performance measures, and provides current year and out year notes. The data on this form illustrates the Division or program's performance which indicates how efficiently and effectively services are projected to be provided.

Leon County Government
Budget

Office of Management & Budget
Organizational Code: 001-130-513

(12) Goals
The goal of the Office of Management & Budget (OMB) is to continuously enhance the quality of County services by optimizing the use of County financial resources through the effective process of planning, policy analysis, budget development, budget implementation, and program evaluation services to benefit citizens, officials and staff.

(13) Objectives
1. Provide financial management assistance to the County Administrator and other departments.
2. Responsible for the development, monitoring, and control of the annual operating budget and capital improvement program.
3. Forecast and monitor County revenues.
4. Responsible for the County's annual Truth-in-Millage (TRIM) process.
5. Conduct research and fiscal analysis for special projects as requested by the County Administrator and Board.

(14) Statutory Requirements
Florida Statute, Chapter 120 "County Government", Florida Statute, Chapter 129 "County Annual Budget"; Florida Statute, Chapter 200 "Determination of Millage"

(15) Advisory Board
Financial Investment Advisory Committee, Investment Oversight Committee, Budget 2000 Finance Committee

(16) Benchmarking

Benchmark Data	Leon County	Benchmark
Employees per 1,000 residents	139,000	130,000
Benchmark source: Survey of comparable counties average size staff is 9.0; range of 4.0 to 14.0 FTEs; population ranges from 255,000 to 304,000		

(17) Performance Measures

Performance Measures	FY2007 Actual	FY2008 Actual	FY2009 Estimate	FY2010 Estimate
Meet all requirements of FL Statutes 129 and 200 Truth-in-Millage (TRIM)	Yes	Yes	Yes	Yes
Forecast actual major revenue source within 5% of the budget (actual collections as a % of budget)	107.6%	99%	96%	96%
Process budget amendment requests within 2 business days or the next scheduled Board meeting (3 is an estimate)	100%	99.5%	100%	99%
Develop and print 2 semi-annual performance reports by May 30 and November 30	2	2	2	2
Reveal all agenda items in less than 2 days 95% of the time	95%	96%	96%	97%

(12) Goals – This section states what is to be achieved as a result of the division/program's operation.

(13) Objectives – This section describes the activities that will attain the division/program's established goals.

(14) Statutory Responsibilities – This section details the statutory and code references that the division/programs are charged to perform.

(15) Advisory Boards – This section lists the advisory boards the division/programs are charged to staff or support.

(16) Benchmarks – Where applicable this section compares division/program benchmarks against established tracked industry or institutional standards.

(17) Performance Measures – This section compares the division/program's actual performance with target levels to determine if the division/program is accomplishing its desired outcomes.

Figure 1.6 - Program Summary- Serves as a financial summary of the Division's Programs. It presents the budgetary costs, staffing summary and funding sources report, which contains summary of past, present and future financial, staffing, and funding information.

Leon County Government
Budget

Legislative/Administrative
Office of Management and Budget - Office of Management & Budget (001-130-513)

(18) Budgetary Costs

	FY 2008 Actual	FY 2009 Adopted	FY 2010 Continuation	FY 2010 Issues	FY 2010 Budget	FY 2011 Budget
Personal Services	635,501	622,400	678,245	-	678,245	699,377
Operating	40,648	70,890	70,595	-	70,595	70,596
Total Budgetary Costs	676,149	693,290	748,840	-	748,840	769,972

(19) Funding Sources

	FY 2008 Actual	FY 2009 Adopted	FY 2010 Continuation	FY 2010 Issues	FY 2010 Budget	FY 2011 Budget
001 General Fund	676,149	693,290	748,840	-	748,840	769,972
Total Revenues	676,149	693,290	748,840	-	748,840	769,972

(20) Staffing Summary

	FY 2008 Actual	FY 2009 Adopted	FY 2010 Continuation	FY 2010 Issues	FY 2010 Budget	FY 2011 Budget
Management & Budget Analyst	4.00	2.00	2.00	-	2.00	2.00
Assistant County Administrator	0.90	0.90	0.90	-	0.90	0.90
Management & Budget Technician	1.00	1.00	1.00	-	1.00	1.00
Budget Manager	1.00	1.00	1.00	-	1.00	1.00
Sr. Management & Budget Analyst	1.00	3.00	3.00	-	3.00	3.00
Total Full-Time Equivalents (FTE)	7.90	7.90	7.90	-	7.90	7.90

(21) Notes
This program is recommended at an overall increase funding level due to personnel and service level enhancements. However, there are decreased costs associated with this program. The funding level adjustments for FY09 are as follows:
Increases to Program Funding Levels:
1. An increase of \$15,000 in operating costs associated with a rise in the "GovMax" software licensing contract cost.
Decreases to Program Funding Levels:
1. A decrease in retirement, workers compensation, and a reduction in employer contribution to health care costs of 2.5%, off-set by a 3.9% cost of living adjustment.

(18) Budgetary Costs - This section contains a summary of past, present, and future expenditure information related to personal services, operating expenses, capital outlay, grants and transportation.

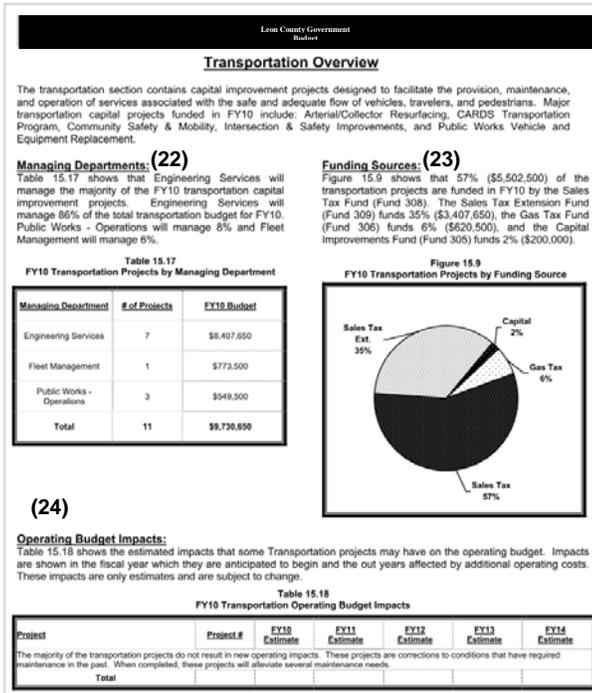
(19) Funding Sources – This section contains a summary of the revenue sources that provide funding to the program.

(20) Staffing Summary – This section serves as a summary of past, present, and future information related to program staffing.

(21) Notes - This section describes increases and/or decreases in funding pertaining to the fiscal year budget.

Leon County Government Fiscal Year 2012 Tentative Budget

Figure 1.7 - Capital Project Service Type- Provides a brief overview of all projects within the service type. The overview includes the following: managing departments, summary of the funding sources that support these services, and all major FY12 projects.

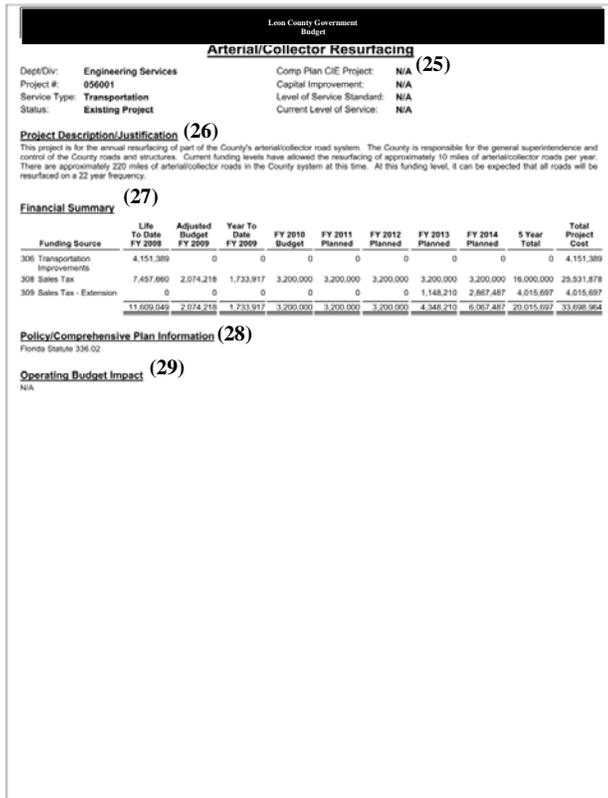


(22) Managing Departments - This section highlights the departments that manage the capital projects within the service type. It describes the number of projects managed, the overall dollar amount of the managing department, and the percentage of the total budget managed for that service type.

(23) Funding Sources - This section contains a summary of the funding sources that support this service type.

(24) Operating Impacts - This section describes the operating impacts of the capital project.

Figure 1.8 - Capital Project Detail- Provides project identification, description and justification, financial summary, all policy and comprehensive plan information, and any operating budget impacts.



(25) Project Identification - This section provides the project's managing department/division, project number, service type, project status, comprehensive plan elements, service standard, and current level of service.

(26) Project Description/Justification - This section describes the project as well as provides a brief justification for the overall purpose of the project.

(27) Financial Summary - This section contains a summary of the funding sources for the project. In addition, this section summarizes the past, present, and future expenditure information for the project.

(28) Policy/Comprehensive Plan Information - This section outlines all major policies, Interlocal Agreements, Florida Statutes, and comprehensive plan amendments that pertain to the project.

(29) Operating Budget Impact - This section contains all the financial impacts on the operating budget. The impacts are listed by fiscal year.