

# **USER'S GUIDE**

This document is the final budget for FY 2011-2012 for the period beginning October 1, 2011 and ending September 30, 2012. The intent of this document is to provide the public with concise and readable information about St. Lucie County. It contains general information, analysis of revenues and expenditures, as well as a budget history.

## **SUMMARIES/ANALYSIS**

This section contains key information from subsequent sections in which the Office of Management and Budget (OMB) has extracted and then presented in an understandable format. Staff recommends this section as an excellent starting point for review of the budget because it includes a discussion of the revenue sources. Summaries of the total county budget, each constitutional officer, and of the court and legal system are available to provide ease in understanding the budget. This section contains charts, graphs and spreadsheets showing the history of property values, tax millage rates, and the resulting revenues. This section also includes a personnel history report that shows the percent (%) change in personnel for each year.

## **BUDGET BY FUND**

This section begins with a listing of the numerous funds that make up the county budget along with fund definitions. This section categorizes each fund by type and briefly describes the sources of revenue and types of expenditures found in each fund. This list is followed by a three-year history of each fund showing the budget versus actual amounts. The history also shows the amount budgeted in the new fiscal year and the percent change from the previous year's budget. A section showing the estimated changes in fund balance is also included. The remaining portion of this section is comprised of charts and graphs of selected funds that reveal the amount of budgeted revenue sources and budgeted expenditures.

## **DEPARTMENTAL SUMMARIES**

This section contains budgetary information as it applies to each department. Each department includes an organizational chart, a four-year budget summary of each division located within the department along with the division mission, function, and goals. The divisions also list key indicators, which are used to measure how well each goal is being accomplished.

## **CAPITAL BUDGET**

The heart of this section is the St. Lucie County Board of County Commissioners Five-Year Capital Improvement Plan. This plan is designed to address the foreseeable capital improvement

needs of St. Lucie County. This section also provides information on the planning and approval process involved in the development of the Five-Year Capital Improvement Plan.

The Five-Year Capital Improvement Plans are categorized by department and may include capital improvements affecting major infrastructure facilities such as roads, bridges, beach restoration / preservation, environmental lands, drainage and stormwater projects, port and airport facilities, parks and recreational facilities, libraries, general governmental buildings and correctional facilities, utilities and museums.

Each plan identifies the sources of funding and provides a detailed listing of projects and the estimated costs associated with each project.

### **DEBT SERVICE**

This section contains important information regarding outstanding debt issued by the county or, in the case of Community Development District Bonds and Industrial Revenue Bonds, in which the county has a vested interest. Some of the debt, such as the Port Interest & Sinking General Obligation Ad Valorem Bond, was issued as a result of a voter-approved referendum. Others were issued after the Board of County Commissioners approved the funding of improvements through debt financing. Still, the Board, on behalf of county utilities or a third party, issued other debts. The Office of Management and Budget carefully monitors the amount of debt the county issues in order to preserve its creditworthiness.

### **APPENDICES**

The Appendices Section includes a glossary for the definitions of terms and a section on acronyms.

For any additional information, contact our office:

**ST. LUCIE BOARD OF COUNTY COMMISSIONERS**  
OFFICE OF MANAGEMENT & BUDGET  
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Fort Pierce, FL 34982-5652  
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## BUDGET MESSAGE

*From the  
County Administrator  
FY 2011/2012*

Honorable Chairman  
Members of the Board of County Commissioners

Dear Commissioners:

I am honored to present the budget for fiscal year 2011-2012. The FY12 budget is significantly reduced from the FY11 budget. However, it is still being balanced on one-time funding as our recurring expenses are still out of line with our recurring revenues.

In 2009, we started our journey to fiscal sustainability with a daunting \$57 million operating gap. We have faced the challenge head on through the execution of a three prong strategy: the use of one-time dollars, generation of a modicum of revenue and methodically reducing our operating expenditures. Our first round shaved \$23 million off the operating gap.

The FY12 budget constitutes our second round on our sustainability journey. Due to a combination of changes imposed by the State and a continued realignment of our operating expenses, we were able to incorporate the following sustainable measures into the budget:

- A shift of \$700,000 in taxes from the Stormwater MSTU to the General Fund.
- A reduction in pension benefits due to 3% Florida Retirement System (FRS) employee contribution.
- Level and/or reduced funding for BOCC operations.
- A substantial reduction in inmate hospital medical costs due to negotiated rate with Lawnwood Regional Hospital. In the past, the County has paid as much as 400% of the Medicare rate for inmate medical care. The new agreement limits the County to 200% of the Medicare rate.
- A reduction in juvenile justice costs due to change in State cost share formula and usage.
- A shift of maintenance improvements projects from the operating budget.
- A shift of coastal parks and preserves maintenance costs from general fund to Erosion Control.
- A reduction in Economic Development Council funding and a shift from the operating budget to fund balance funding.
- A reduction in Research & Education Park operational funding.
- Changes to the Health Insurance Program.
- Across-the-board reduction in funding for the Supervisor of Elections, Sheriff, and Clerk of Court due to mandated 3% Florida Retirement System (FRS) employee contribution.

These measures shaved another \$13 million off the operating budget gap. This was achieved without increasing the property tax rates. However, the budget does include changes in three millage rates. The County shifted a portion of the Stormwater Taxes to the General Fund. The Stormwater Millage is reduced by 0.1234 mills and the General Fund Millage rate is increased by 0.0514 mills. The 0.0459 Environmentally Sensitive Land (ESL) Millage, which was the result of a referendum to issue bonds to acquire environmentally sensitive lands, is eliminated for FY12 due to the bonds being paid off at the end of FY11.

I look forward to continue to lead the County's efforts toward our goal of a sustainable operating budget; one where recurring expenses equal recurring revenues. To this end, we must continue working in cooperation and collaboration with our various funding partners.

Sincerely,



Faye W. Outlaw, MPA  
County Administrator

## **BUDGET OVERVIEW**

<b>Expense Type</b>	<b>Adopted Budget 2010-2011</b>	<b>Approved Budget 2011-2012</b>
Personnel Expenses	62,974,764	54,551,050
Operating Expenses	358,760,640	406,966,112
Capital Expenses	113,762,534	11,928,467
Transfers	24,548,939	13,090,429
Budget Stabilization Funding	32,305,720	37,443,711
<b>TOTAL</b>	<b>\$592,352,597</b>	<b>\$523,979,769</b>
<b>Percent Change:</b>		<b>-11.54%</b>

\* The current year budget is amended throughout the year. Currently, the fiscal year 2010-2011 amended budget is \$635,657,557, which includes \$48,870,412 in Budget Stabilization Funding.

The General Fund and Fine & Forfeiture Fund Budget for the BOCC's personnel and operating expenses are as follows:

	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Percent Change</b>
BOCC Personnel Expenses	\$26,085,954	\$23,665,214	-9.28%
BOCC Operating Expenses	\$19,491,783	\$16,715,796	-14.24%
<b>Total</b>	<b>\$45,577,737</b>	<b>\$40,381,010</b>	<b>-11.40%</b>

The County has continued to be proactive in its approach to balance future budgets. Using one-time monies to fund non-profit agencies and other non-county operations and budgeting a "stabilization fund" to fund future budgets has helped to improve the County's outlook.

**Property Values.** The County continued to face reductions in property tax revenue as a result of declining property values. Since FY 08, the County's property values have declined by \$11.1 billion or 43.5%.

<u>FY</u>	<u>Property Value</u>	<u>% Change</u>
2008	25,554,081,157	
2009	21,558,849,841	-15.63%
2010	17,031,103,295	-21.00%
2011	15,165,938,592	-10.95%
2012	14,445,123,153	-4.75%

The following table shows the countywide millage rate history for St. Lucie County:

<b>Countywide Millage Rate History</b>									
<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>Change</b>
7.9551	7.8183	7.6183	6.9712	6.4612	6.4612	6.4612	7.1367	7.1881	0.0514

- \* In fiscal year 2011-2012, the County shifted a portion of the Stormwater Taxes to the General Fund. The Stormwater Millage is reduced by 0.1234 mills and the General Fund Millage rate is increased by 0.0514 mills.
- \* Environmentally Sensitive Land (ESL) Millage, which was the result of a referendum to issue bonds to acquire environmentally sensitive lands, is eliminated for fiscal year 2011-2012 due to the bonds being paid off at the end of fiscal year 2010-2011.

The countywide ad valorem millage for fiscal year 2011-2012 is 7.1881. The millage consists of the following components:

General Fund	2.9221
Fine & Forfeiture	3.9699
Erosion Control – Zone E	0.0925
Mosquito Control	0.2036
<b>Total</b>	<b>7.1881</b>

**General Fund.** The general fund budget is the largest component of the operating budget with a fiscal year 2011-2012 budget of \$149,015,113, which represents a decrease of 5.73% compared to fiscal year 2010-2011’s adopted budget of \$158,064,402.

This decrease was mostly due to:

- A reduction in the cost of pension benefits. The State Legislature mandated that employees pay 3% of their salary into the Florida Retirement System. Prior to this time, the payments to fund the FRS were paid completely by the County. This change resulted in a reduction to the County’s contribution.
- A substantial reduction in inmate hospital medical costs due to negotiated rate with Lawnwood Regional Hospital. In the past, the County has paid as much as 400% of the Medicare rate for inmate medical care. The new agreement limits the County to 200% of the Medicare rate.
- A reduction in reserves – as the budget stabilization fund is utilized, the reserve balance is reduced.
- A reduction in grant funding – as existing grants are spent down, the budget is reduced. When the County gets additional grants during the year, resolutions will be adopted to reflect additional grant revenues.

**Special Revenue Funds.** The County’s special revenue funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes, and are budgeted for a total amount of \$214,697,640 which represents a 4.59% decrease over fiscal year 2010-2011’s adopted budget of \$225,026,717. The special revenue funds reflect reduction in juvenile justice costs due to change in State cost share formula and usage.

**Debt Service Funds.** The County’s debt funds account for the payment of annual principal and interest, fees, anticipated new debt, administrative fees, etc. as well as, when stipulated, accumulation of funds for balloon payments for the county’s debt obligations. The debt funds are budgeted at \$25,256,702 for fiscal year 2011-2012, which represents a 44.49% decrease over fiscal year 2010-2011’s adopted budget of

\$45,496,508. The debt service funds decrease is mostly due to refinancing of the Indian River Estate (IRE) Municipal Services Benefit Unit (MSBU).

The St. Lucie County debt summary for fiscal year 2011-2012 shows an estimated total outstanding principal debt of \$176,436,978. Some examples of the categories of the County's indebtedness are long-term bonds including \$1,225,000 in general obligation bonds, \$97,897,819 in bonds covered by governmental funds, \$19,365,000 in bonds covered by enterprise funds, \$30,145,067 in notes payable covered by governmental funds and \$439,289 notes payable in enterprise funds. The total debt funds include other bond expenses, which are not included on the debt schedule of principal and interest for the fiscal year.

**Capital Project Funds.** The County's capital project funds account for major capital construction and major capital maintenance projects. The capital project funds budget totals \$60,144,812 for fiscal year 2011-2012, representing a decrease of 24.85% in comparison to the FY2010-2011 budget of \$80,027,789. A large component of this decrease is due to limited funding for new projects. Since the County is not using General Fund money to fund any new capital projects, as existing projects progress the budget is reduced.

The five-year Capital Improvement Plan (CIP) includes the capital project funds as well as capital projects within various operational funds. It provides a systematic plan for infrastructure improvements within a prioritized framework. The County CIP serves as a planning tool and provides a guideline for growth and development. The five-year CIP, included in this budget for St. Lucie County, sets the general schedule within which public improvements are proposed to be undertaken. The first year reflects the capital budget for fiscal year 2011-2012. The remaining four years represent a schedule and estimate of future capital needs that may be funded given projected revenue estimates. The CIP is reviewed and revised annually, and an additional year is added to maintain the full five-year period for the program.

**Enterprise Funds.** The County's enterprise funds account for operations that are financed in a manner similar to private business in that the cost of providing the services is primarily recovered through user fees, not county tax dollars. The enterprise funds are budgeted for a total amount of \$43,691,281 for fiscal year 2011-2012, representing a decrease of 2.80% in comparison to the fiscal year 2011 budget of \$44,950,186.

**Internal Service Funds.** The 2011-2012 internal service funds total \$27,929,529. This is a 20.61% decrease under the 2010-2011 approved budget of \$35,182,360. Internal service funds are proprietary type funds that account for operations that provide services to other departments or agencies of the County on a cost-reimbursement basis. The decrease in the budget for internal service funds is due to changes in the Health Insurance Program and one-time reimbursement of unrestricted reserves to participating agencies in prior year.

**Trust and Agency Funds.** In 2010-2011, the trust and agency funds were budgeted at \$3,604,635. Trust and agency funds account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds (i.e. Law Enforcement Trust Fund). The amount for 2011-2012 is \$3,244,692, which represents a decrease of 9.99% from the adopted fiscal year 2010-2011 budget. This decrease is due to early payoff and closure of funds for some Municipal Services Benefit Unit (MSBU) debt services funds.

## **FINANCIAL ASSESSMENT**

An indicator of financial strength is the County's current financial reserves. In 2005, the Board established an emergency reserve policy and a fund balance policy. The Board revised this policy in 2010 to the following:

- **Emergency Reserves Fund.** The Board shall maintain a designated Emergency Reserve Fund equal to 5% of the total operating budget excluding funds that have a minimum of 10% or \$2,000,000 in reserves, whichever is greater. By majority vote, the Board may use all or a portion of this designated Emergency Reserve Fund. Such use shall normally be reserved, however, for natural or manmade disasters.
- **Fund Balance Policy.** The Board shall maintain a Fund Balance Reserve in the General Fund equal to 5% of the General Fund operating budget. By a majority vote, the Board may use all or a portion of this fund balance reserve to address unanticipated revenue shortfalls or any unforeseen expenditures not necessarily resulting from a natural or manmade disaster.

The following table is a breakdown of the funding as stated in these reserve policies.

	FY 2011/12 Operating Budget*	5%
All Funds (Emergency Reserve Policy)	197,385,880	9,869,294
General Fund (Fund Balance Policy)	68,140,720	3,407,036
<b>Total</b>		<b>13,276,330</b>

\*Includes operating budget for all agencies the County funds. Does not include Capital, Debt Service or Reserves.

In addition to these reserve policies, the County maintains a general contingency fund budget of \$1,723,856.

## MEETING THE CHALLENGES

**Economy.** The Board held a dual Budget and Strategic Planning review session to analyze the proposed 2012 budget and connect its impact to the discussion on the proposed general fund and fine and forfeiture sustainability plan.

**Community Redevelopment Agencies (CRAs).** The following are the County’s tax refund requirements to the CRAs to be used for various projects within the CRAs. The County’s funding obligation for the CRAs has decreased for the past several years due to declining property values. However, the CRAs continue to have a significant impact on the County’s budget.

### Tax Refunds to Port St. Lucie CRA

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Appd Budget</u>
General Fund	\$ 506,085	\$ 411,084	\$ 425,000
Fine & Forfeiture	<u>\$ 620,536</u>	<u>\$ 568,490</u>	<u>\$ 580,000</u>
<b>Subtotal</b>	<b>\$1,126,621</b>	<b>\$ 979,574</b>	<b>\$1,005,000</b>

### Tax Refunds to Fort Pierce CRA

	<u>2010 Actual</u>	<u>2011 Actual</u>	<u>2012 Appd Budget</u>
General Fund	\$1,234,431	\$ 980,656	\$1,000,000
Fine & Forfeiture	<u>\$1,513,597</u>	<u>\$1,356,153</u>	<u>\$1,400,000</u>
<b>Subtotal</b>	<b>\$2,748,028</b>	<b>\$2,336,809</b>	<b>\$2,400,000</b>
<b>Total</b>	<b>\$3,874,649</b>	<b>\$3,316,383</b>	<b>\$3,405,000</b>



**Funding for Constitutional Officers and Outside Agencies.** The following table shows the changes in funding for Constitutional Officers and outside agencies. The percent change represents the amount of increase or decrease of the fiscal year 2012 budget as compared to the fiscal year 2011 budget. The following table reflects expenses within the County’s Taxing Funds. The funding for these budgets is in the County’s General Fund and Fine & Forfeiture Fund for all of the agencies except the Tax Collector and Property Appraiser’s budgets, which are funded by each Taxing Fund. A more detailed description of these agencies can be found in the summaries/analysis section of this budget book.

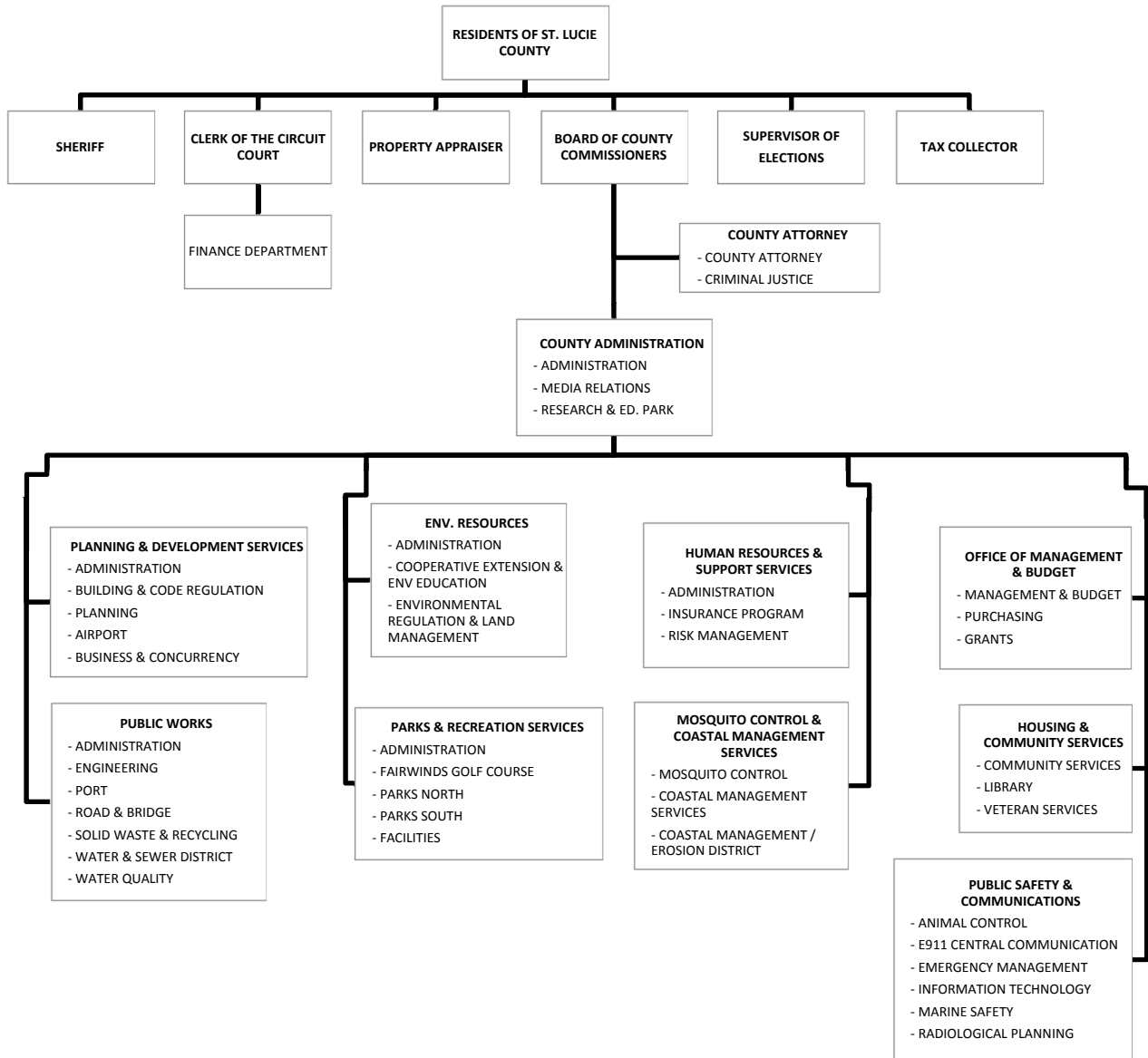
	<b>2011 Budget</b>	<b>2012 Approved Budget</b>	<b>Percent Change</b>
Clerk of Circuit Court	\$ 1,704,966	\$ 1,599,476	-6.19%
Supervisor of Elections (SOE)	\$ 2,359,408	\$ 2,263,029	-4.08%
SOE-One Time Funding Unfunded Mandates	\$ 0	\$198,958	N/A
Sheriff including SRD Funding	\$62,479,301	\$59,771,301	-4.33%
Tax Collector*	\$ 7,037,869	\$ 6,957,765	-1.14%
Property Appraiser	\$ 4,702,218	\$ 4,362,029	-7.23%
Judicial Agencies	\$ 2,316,555	\$ 2,329,189	0.55%
Non-County Agencies	\$ 1,942,158	\$ 1,942,158	0.00%
Other Agencies	\$ 293,790	\$ 266,288	-9.36%

\* The Tax Collector’s Budget is estimated based on commissions and fees collected, and not a request from the Tax Collector.

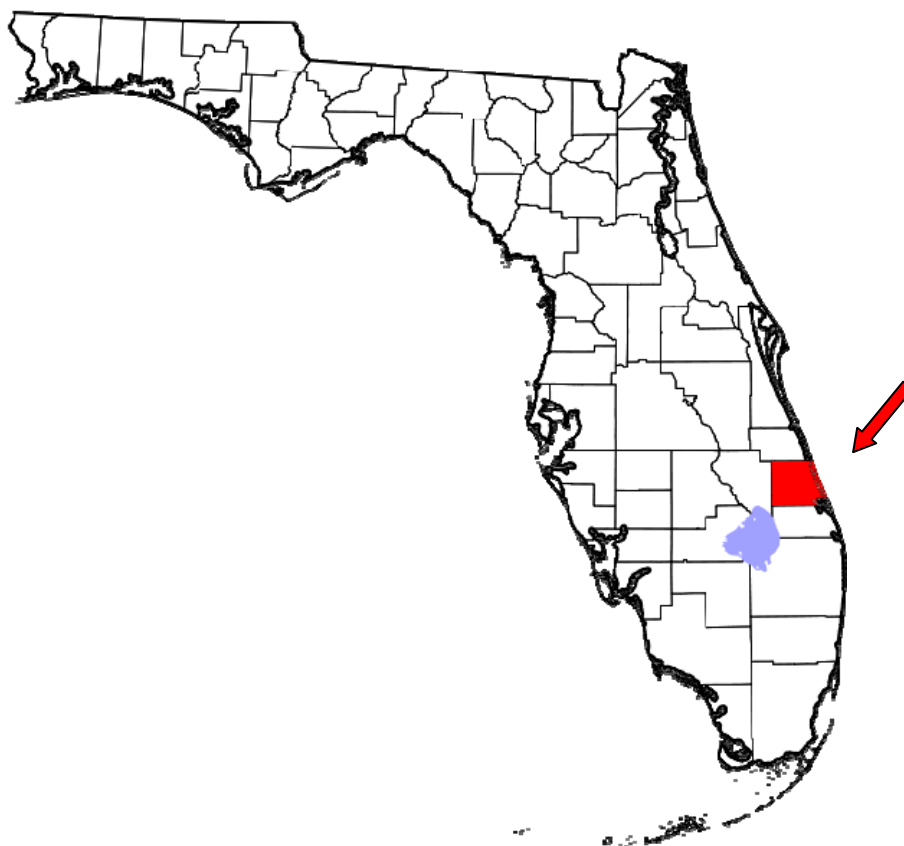
**PERSONNEL**

Ongoing since 2007, the County continues to take various steps to reduce expenses related to personnel. These steps have included enacting a hiring freeze, early retirement, voluntary layoffs, and involuntary layoffs. For fiscal year 2011-2012, the budget includes 650.72 funded full time equivalent positions, which is near the fiscal year 1992-1993 staffing levels. There are no new positions in the FY 2011-2012 budget.

# ST. LUCIE BOARD OF COUNTY COMMISSIONERS



# ST. LUCIE COUNTY PROFILE



## HISTORY OF ST. LUCIE COUNTY

Archaeological research indicates that Florida had been inhabited for thousands of years before any European settlements. Of the many indigenous peoples, the largest known were the Ais, the Apalachee, the Calusa, the Timucua, and the Tocobago tribes. Along the east coast of Florida, from Cape Canaveral in the north to as far south as Fort Pierce, was the area of the Ais Indian settlement. Their lands extended westward to the St. Johns River, and encompassed the Indian River. There was little recorded about the Ais by the early explorers and mission priests. From the early 1500's to the late 1800's, the area was settled by Spanish explorers, Seminoles (Creek Indians from Alabama and Georgia), runaway slaves, and shipwrecked sailors.

According to historians, it is believed that the name "St. Lucie" was first given to this area by the Spanish when they began construction of a fort at the Jupiter Inlet in 1565. The garrison (a permanent military installation post) was established on December 13<sup>th</sup>, in honor of the feast day of the Roman Catholic Saint Lucia. Lucy's Latin name *Lucia* shares a root (*luc-*) with the Latin word for light, *lux*. "In 'Lucy' is said, the way of light". Prior to her execution, her eyes were gouged out, and thus she became the patron saint of those who are blind. She was born in Syracuse, Sicily, Italy, and executed in 304 AD for being a Christian.

## HISTORY OF ST. LUCIE COUNTY – continued

The area now known as the Town of St. Lucie Village has been inhabited for centuries, in part, because of its proximity to the Indian River Inlet, a natural inlet that was eventually closed north of the current Fort Pierce Inlet. The sixteenth century Spanish explorer Pedro Menendez, who founded St. Augustine, came through the inlet in 1565 while sailing to Cuba, and established a garrison among the Ais, in the Indian River area. Old Spanish maps identify the area between what is now known as Vero Beach to Stuart as “Santa Lucia”, which is where a Spanish colony was established circa 1567. Shortly after their first contact with the Ais, a war broke out with the Spanish, but peace was concluded five years later by 1570.

‘In 1763, France, Britain, and Spain signed the Treaty of Paris at the end of the French and Indian War. As part of the treaty, France gave up almost all of its land in North America and Spain gave up Florida. During the French and Indian War, Britain had captured Havana, Spain's busiest port. In exchange for Havana, the Spanish traded Florida to Britain, which in turn, Britain then divided Florida into two territories: East Florida and West Florida.’ Also known as the Floridas, the area known as East Florida consisted of entire peninsula and were bordered on the west by the Apalachicola River. The area known as West Florida, consisted of the land between the Mississippi River to the Apalachicola River, which includes parts of modern day Alabama, Mississippi, and Louisiana.

The Spanish never had a firm hold on Florida, and maintained tenuous control over the region by converting the local tribes, briefly with Jesuits and later with Franciscan friars. The local leaders demonstrated their loyalty to the Spanish by converting to Roman Catholicism and welcoming the Franciscan priests into their villages. The area of Spanish Florida diminished over time with the establishment of English colonies to the north and French colonies to the west. Spain regained the Floridas after Britain's defeat by the American colonies and the subsequent Treaty of Versailles on September 3, 1783.

The modern day Saint Lucie County was known as East Florida in 1810, and then in 1819, the Spanish lost their settlements when the United States effectively took control of East Florida. During 1821, the area was combined with other lands and renamed St. Johns County. In 1832, the U.S. territory of Florida was created by Congress, and during the Second Seminole War (1835-1842), the U.S. Army began setting up military posts throughout the state. In 1837 Col. Benjamin K. Pierce (brother to the future 14th President of the United States) sailed down the Indian River from St. Augustine. A year later, he built a fort out of palmetto trees near an Ais Indian mound, on what is now known as Old Fort Park on Indian River Drive, in Fort Pierce.

In 1840, St. Johns County was split into several counties, causing the St. Lucie area to become part of the newly formed Mosquito County. The Armed Occupation Act of 1842 provided for the settlement of the unsettled part of east Florida. In 1844, segments of Mosquito County were split off. One area became St. Lucia County and the other became Brevard County. On March 3, 1845, the territory of Florida became the 27<sup>th</sup> state of the United States of America. And on January 6, 1855, St. Lucia County was renamed St. Lucie County.

The Florida East Coast Railway's first steam locomotive came to Fort Pierce in 1894, and eventually Henry Flagler took his trains all the way down to Key West, before the onset of World War I. The railroad expansion helped create a population boom for the area, but it also brought in the importation of

## **HISTORY OF ST. LUCIE COUNTY – continued**

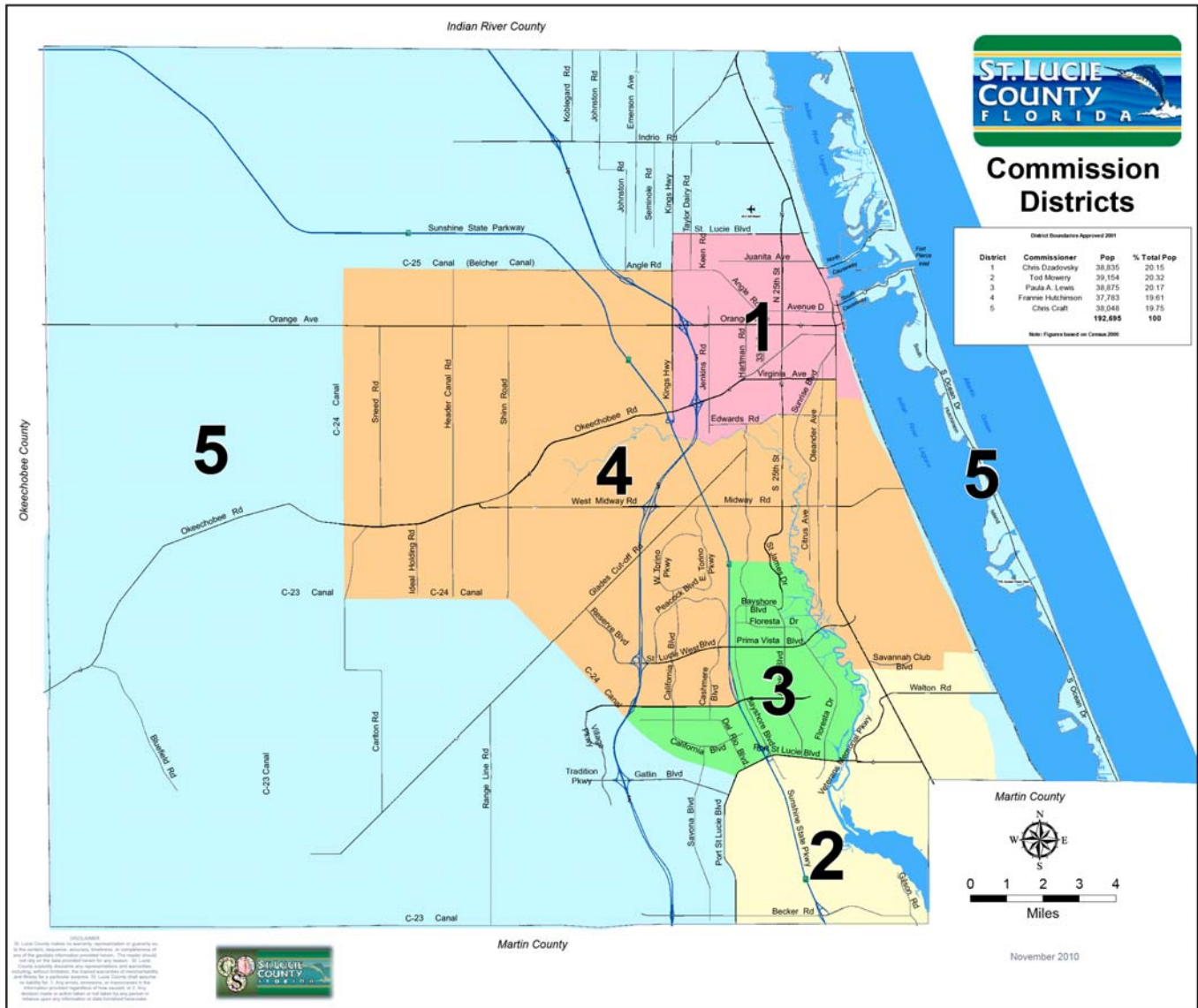
pineapples from Cuba. The pineapple imports, along with the frequent freezes and persistent disease to the area's existing pineapple groves, caused the collapse of the region's pineapple trade. Later, citrus and cattle would become the area's agricultural engine.

On July 1, 1905, the County's boundaries changed again, with St. Lucie County acquiring the southern part of Brevard County, which included the City of Fort Pierce. This newly created St. Lucie County included sections of modern day Indian River, Okeechobee, and northern Martin counties. However, there are some historians that believe the county was established on May 24, 1905, but the event was not celebrated until July 1<sup>st</sup>. Portions of land were stripped away over the years, first in 1917, when the western acres were taken away to become Okeechobee County. Then on May 30, 1925, a northern chunk of land was removed to become Indian River County, and Martin County was formed with land from the southern part of St. Lucie and a portion of northern Palm Beach County.

Now, 100 years later, St. Lucie County is approximately 600 square miles with a diverse population that includes two cities and one village: Fort Pierce, Port St. Lucie and St. Lucie Village. With 21 miles of unspoiled beaches, charming neighborhoods, progressive businesses and friendly people; St. Lucie County is truly the crown jewel of the Treasure Coast.

Sources: St. Lucie County website (<http://www.stlucieco.gov/media/history.htm>)  
St. Lucie County Historical Society (<http://www.stluciehistoricalsociety.org/>)  
St. Lucie County Historical Society (<http://www.rootsweb.ancestry.com/~flstluci/slchistory.htm>)  
Florida Counties Map ([http://www.floridacountiesmap.com/st\\_lucie\\_county.shtml](http://www.floridacountiesmap.com/st_lucie_county.shtml))  
Ancient Native Heritage of The Ancient Ones (<http://www.ancientnative.org/ais.php>)  
Spanish Contacts with the Ais (Indian River) Country (<http://www.treasurelore.com/florida/ais.htm>)  
Orlando: A Visual History: Mosquito County 1842 (<http://www.cfhf.net/maps/1839.htm>)  
Wikipedia website ([http://en.wikipedia.org/wiki/State\\_of\\_Florida](http://en.wikipedia.org/wiki/State_of_Florida))  
Wikipedia website ([http://en.wikipedia.org/wiki/Saint\\_Lucy](http://en.wikipedia.org/wiki/Saint_Lucy))  
Wikipedia website ([http://en.wikipedia.org/wiki/Indian\\_River\\_County,\\_Florida](http://en.wikipedia.org/wiki/Indian_River_County,_Florida))  
Exploring Florida: Social Studies Resources for Students and Teachers (<http://fcit.usf.edu/florida/lessons/trnsfer/trnsfer1.htm>)  
Maps Etc: Brevard County Maps (<http://fcit.usf.edu/florida/maps/galleries/County/stlucia/index.php>)

# MAP OF ST. LUCIE COUNTY



## GENERAL INFORMATION

St. Lucie County is located on the eastern edge of the south-central coast of Florida in the heart of the Treasure Coast region. It is bounded on the north by Indian River County, the west by Okeechobee County, the south by Martin County and the east by the beautiful Atlantic Ocean. According to the U.S. Census Bureau, the County has a total area of 688 square miles (1,782 km<sup>2</sup>), of which, 572 square miles (1,483 km<sup>2</sup>) of it is land and 116 square miles (299 km<sup>2</sup>) of water that merges with the Atlantic Ocean. The total area is 16.80% water. Between two cities and their major tourist attractions, the City of Fort Pierce is located approximately 60 miles north of West Palm Beach, and 100 miles southeast of the City of Orlando.

Source: Wikipedia ([http://en.wikipedia.org/wiki/St.\\_Lucie\\_County](http://en.wikipedia.org/wiki/St._Lucie_County))

## **INCORPORATED MUNICIPALITIES**

### **Fort Pierce**

The City of Fort Pierce was named after Lt. Col. Benjamin K. Pierce, who established a U.S. Army fort there during the second Seminole War in 1838. But it would take more than 60 years for the area to officially become the City of Fort Pierce.

On Dec. 29, 1900, a notice was posted calling all registered voters to assemble at Davis Hall, Fort Pierce, Brevard County, Florida, on February 2, A.D. 1901, for the purpose of organizing a municipal government. On that date, 54 of the 66 voters who resided in the proposed village voted to incorporate. They elected A.C. Dittmar as mayor, appointed D.L. Alderman, A.Y.W. Hogg, P.P. Cobb, L.L. Carlton and F.M. Tyler as the City's five aldermen. H.I. Klopp was elected as city clerk and D.S. Carlton as marshal. Those 66 residents have now grown to more than 40,000.

Fort Pierce covers 21 square miles and serves as the county seat. The city's early economies were water transportation and fishing, along with the production of pineapple (a crop that was eventually replaced with citrus). Fort Pierce remains the commercial center of St. Lucie County, although it is smaller in population and land area than Port St. Lucie. The City of Fort Pierce is governed by a five-member city commission and employs a professional manager for the management of daily activities.

### **Port St. Lucie**

Its history may not be as old as Fort Pierce's, but the story behind Port St. Lucie is just as interesting.

In 1958, General Development Corporation purchased the River Park property as well as an adjoining 40,000 acres. A subsidiary of Mackle Co., General Development Corporation (GDC) had a budget of \$50 million to develop a new community on the North Fork of the St. Lucie River.

The population boom was on. Full-page ads drew the interest of retirees from the Northeast, offering them 80 x 125-foot lots for \$10 down and \$10 a month. Homes sold for as little as \$9,000. Soon ranchers began selling pasture land that they had purchased for just \$6 an acre for as much as \$225 per acre. At its sales office on U.S. 1 and Prima Vista, GDC sold as many as 300 lots a day.

The City of Port St. Lucie is the largest city both geographically and in terms of population in St. Lucie County. It covers 80 square miles. It was incorporated in 1961 as a residential community and was originally developed in large measure as a retirement community by the GDC. The City of Port St. Lucie is governed by a five-member city council and also employs a professional manager for the management of daily activities.

## **INCORPORATED MUNICIPALITIES - continued**

### **Town of St. Lucie Village**

The community's founding dates back to 1849, when a Seminole attack prompted the U.S. Government to build Fort Capron to protect skittish settlers. The homestead of Major James Paine, who settled there after completing his tour of duty at Fort Capron, his forty acres were along the west bank of the Indian River about one mile south of the fort. Major Paine's family joined him in 1857 and became neighbors with the Bell family around 1872, when Alexander Bell brought his family to the Village and homesteaded from Taylor Creek south. Over the next 20 years the area became known "Sportsman's Paradise", attracted visiting northerners and tourists, and enabled Paine to rent rooms to visitors for \$3.00 per day.

In the 1890's, Mathew Quay, a Republican Senator from Pennsylvania, built a large winter retreat near the Paine home, to which he added a private railroad siding to accommodate his friends' personal railroad cars. Ten of his political allies enjoyed the area so much they formed the St. Lucie Club and built a clubhouse in 1902. This became a center for national Republican politics.

The Village has 36 historic structures listed on the National Register of Historic Places and is a place where generations of some families have resided for a century or more. The roads remain narrow from the days when horse-and-buggy was the mode of transportation. Some of the Village's early economies were the production of pineapples and fishing the Indian River Lagoon for green turtles, oysters, large snook, goliath grouper, redfish, sawfish, mullet, and other various types of native fish.

The Town of St. Lucie Village is a small enclave covering 1.5 square miles of territory in North St. Lucie County located on the west side of the Indian River Lagoon. The village is about 4 miles north of Fort Pierce and 11 miles south of Vero Beach, and was incorporated in 1961. The village is governed by a five-member Board of Aldermen, and the mayor serves as the chief executive officer of the Town.

#### Sources:

- St. Lucie County website (<http://www.stlucieco.gov/media/history.htm>)
- Florida Counties Map ([http://www.floridacountiesmap.com/st\\_lucie\\_county.shtml](http://www.floridacountiesmap.com/st_lucie_county.shtml))
- St. Lucie County Historical Society (<http://www.stluciehistoricalsociety.org/>)
- St. Lucie County Historical Society (<http://www.rootsweb.ancestry.com/~flstluci/slchistory.htm>)
- Wikipedia ([http://en.wikipedia.org/wiki/St.\\_Lucie,\\_Florida](http://en.wikipedia.org/wiki/St._Lucie,_Florida))
- Florida Commission on Ethics (<http://www.ethics.state.fl.us/opinions/94/CEO%2094-008.htm>)
- Indian River Magazine ([http://indianrivermag.com/LIVE/index.php?module=pagemaster&PAGE\\_user\\_op=view\\_page&PAGE\\_id=174](http://indianrivermag.com/LIVE/index.php?module=pagemaster&PAGE_user_op=view_page&PAGE_id=174))
- St. Johns River Water Management District and the Indian River Lagoon National Estuary Program: Indian River Lagoon: An Introduction to a Natural Treasure ([http://sjr.state.fl.us/itsyourlagoon/pdfs/IRL\\_Natural\\_Treasure\\_book.pdf](http://sjr.state.fl.us/itsyourlagoon/pdfs/IRL_Natural_Treasure_book.pdf))

## **GOVERNMENT**

St. Lucie County is a non-charter county governed by a Board of County Commissioners consisting of five-members. The commissioners are elected at large to serve a period of four years. Elections are staggered to provide continuity between boards. A professional administrator, who is appointed by the Board of County Commissioners, manages the County on a daily basis.



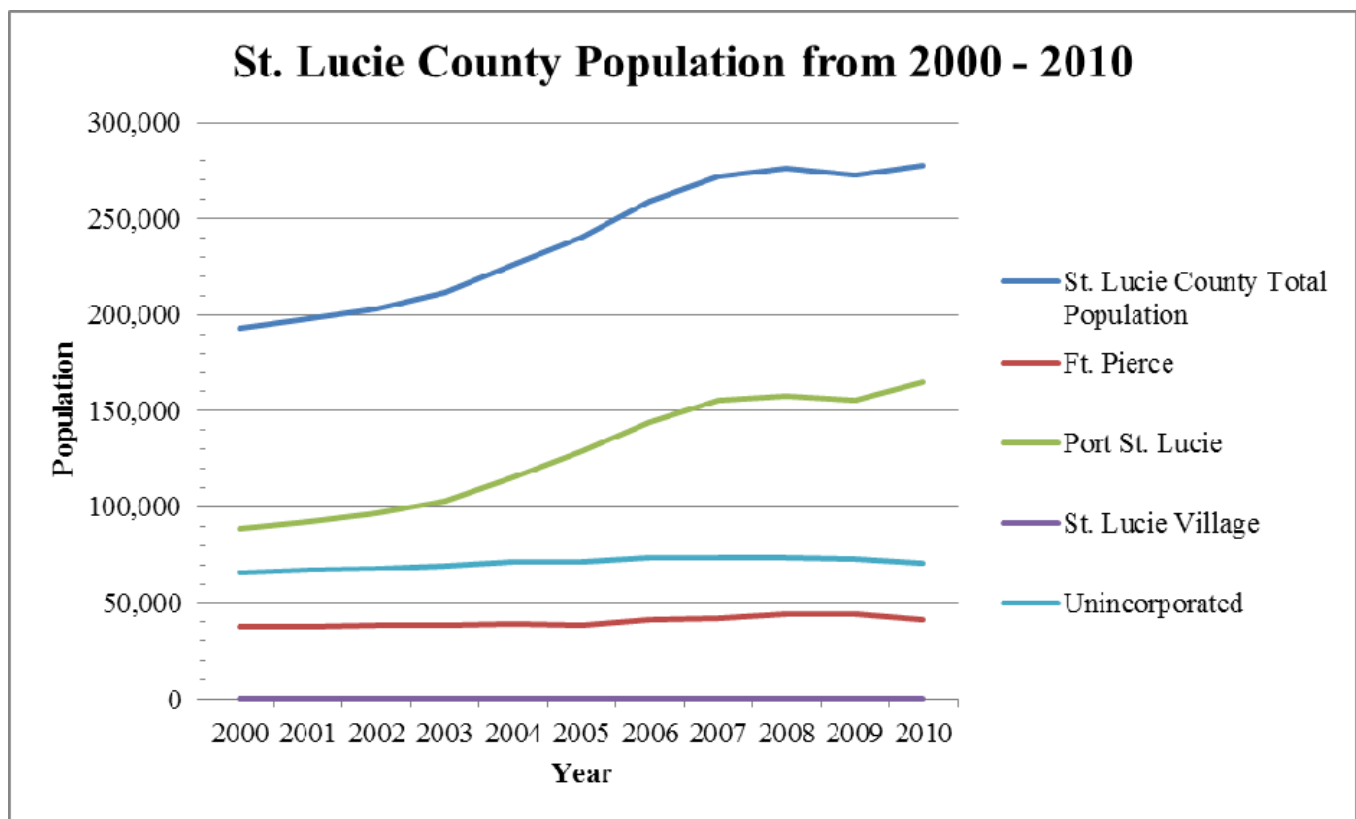
Some key facts about St. Lucie County are:

## **POPULATION**

St. Lucie County's population in 2010 is estimated by the census at 277,789, an increase of 4,925 (+1.8%) persons from 2009's population census estimate of 272,864. The population is largely concentrated in the eastern portion of the County within 5-10 miles of the Atlantic Coast. The current population has increased by 44.2% over the 2000 census population of 192,695 and a considerable 85.0% increase since 1990's census population of 150,171.

For 2010, the County's median age was 42.4 and the County was ethnically comprised of 71.8% white, 19.10% black, 16.6% Hispanic, 1.6% Asian, 0.4% American Indian and Alaskan Natives, and 0.1% Native Hawaiian and Other Pacific Islanders.

For 2010, there was a slight change in the concentrations of population: Fort Pierce (-6.01%); Port St. Lucie (+6.02%); St. Lucie Village (-0.62%); and Unincorporated (-1.48%).



Sources:

Florida Legislative Office of Economic and Demographic Research ([http://edr.state.fl.us/Content/population-demographics/2010-census/data/2010Census\\_RedistrictingFile\\_Table1.pdf](http://edr.state.fl.us/Content/population-demographics/2010-census/data/2010Census_RedistrictingFile_Table1.pdf))

Florida Legislative Office of Economic and Demographic Research ([http://edr.state.fl.us/Content/area-profiles/2010-census-county/2010DP\\_111.pdf](http://edr.state.fl.us/Content/area-profiles/2010-census-county/2010DP_111.pdf))

## **EMPLOYMENT**

Services, tourism, agriculture, construction and light manufacturing are the principal industries within the County. While St. Lucie County is poised to take advantage of its location, climate and abundant workforce, the growth in employment opportunities has not kept pace with the growth in population between 2000 and 2004. From 2005 to the present, the County had been greatly affected by the economic downturn with rising unemployment rates.

In 2005 the County experienced an unemployment rate of 4.7%, as compared to the State's rate of 3.8%. The County's total population was 240,039, of which, the total labor force was 112,008 individuals (46.7% of the County's population) and 4,294 individuals were unemployed. To counter the County's declining, but still higher than the State's average unemployment rate, the County initiated an aggressive campaign to attract targeted businesses.

The overall unemployment rate trend began improving in 2006, when the County's rate declined by .60% to 4.1% and the State's rate declined by 0.50% to 3.3%. The County's total population increased to 259,315, and of which, the total labor force was 118,058 individuals (45.6% of the County's population) and 4,831 individuals were unemployed (1.9% of the County's population).

But, in 2007, with the overall economic conditions declining, the County's unemployment rate increased by 1.4% to 5.5%, while the State's rate increased by 0.70% to 4.0%. The County's total population was 271,961, of which, the total labor force was 122,869 individuals (45.2% of the County's population) and 6,791 individuals were unemployed (2.5% of the County's population).

As the economic conditions continued to decline in 2008, the County's unemployment rate increased by 3.0% to 8.5%, and the State's rate increased by 2.2% to 6.2%. The County total population for 2008 was 276,585, of which, the total labor force was 124,147 individuals (44.9% of the county population) and 10,593 individuals were unemployed (an increase of 56.0% from 2007).

For 2009, as St. Lucie County's unemployment rate increased by 4.5% to 13.0%, while the State's unemployment rate increased by 4.0% to 10.20%. The County's total population was 272,864, of which, the total labor force was 123,927 individuals (45.5% of the County population) and 16,126 individuals were unemployed.

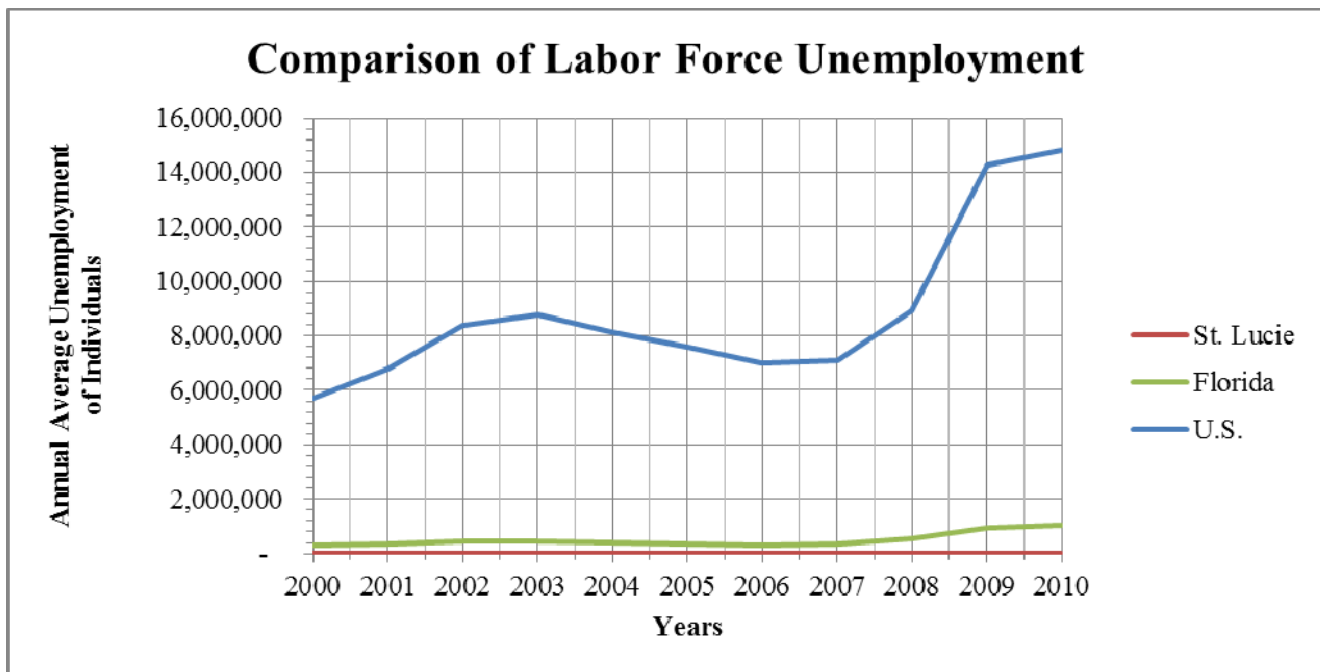
This trend continued into 2010, with St. Lucie County's unemployment rate increased by 0.60% to 14.1%, and the State's unemployment rate increase by 1.30% to 11.5%. The County total population for 2010 was 277,789, of which, the total labor force was 125,660 individuals (45.3% of the County's population) and 17,759 individuals were unemployed (an increase of 261.51% from 2007).

**Labor Force Summary: Number of unemployed individuals in St. Lucie County, the State of Florida, and the United States from 2000 through 2010:**

Year	St. Lucie	% Change	Unempl. Rate (%)	Florida	% Change	Unempl. Rate (%)	U.S.	% Change	Unempl. Rate (%)
2000	5,017	n/a	5.7%	300,000	n/a	3.8%	5,692,000	n/a	4.0%
2001	5,663	12.9%	6.2%	373,000	24.3%	4.7%	6,801,000	19.5%	4.7%
2002	6,632	17.1%	7.1%	460,000	23.3%	5.7%	8,378,000	23.2%	5.8%
2003	6,471	-2.4%	6.6%	433,000	-5.9%	5.3%	8,774,000	4.7%	6.0%
2004	6,427	-0.7%	6.2%	391,000	-9.7%	4.7%	8,149,000	-7.1%	5.5%
2005	5,294	-17.6%	4.7%	330,000	-15.6%	3.8%	7,591,000	-6.8%	5.1%
2006	4,831	-8.7%	4.1%	296,000	-10.3%	3.3%	7,001,000	-7.8%	4.6%
2007	6,791	40.6%	5.5%	365,000	23.3%	4.0%	7,078,000	1.1%	4.6%
2008	10,593	56.0%	8.5%	572,000	56.7%	6.2%	8,924,000	26.1%	5.8%
2009	16,126	52.2%	13.0%	930,000	62.6%	10.2%	14,265,000	59.8%	9.3%
2010	17,759	10.1%	14.1%	1,065,000	14.5%	11.5%	14,825,000	3.9%	9.6%

Source:

State of Florida Agency for Innovation (<http://www.labormarketinfo.com/library/laus.htm>)



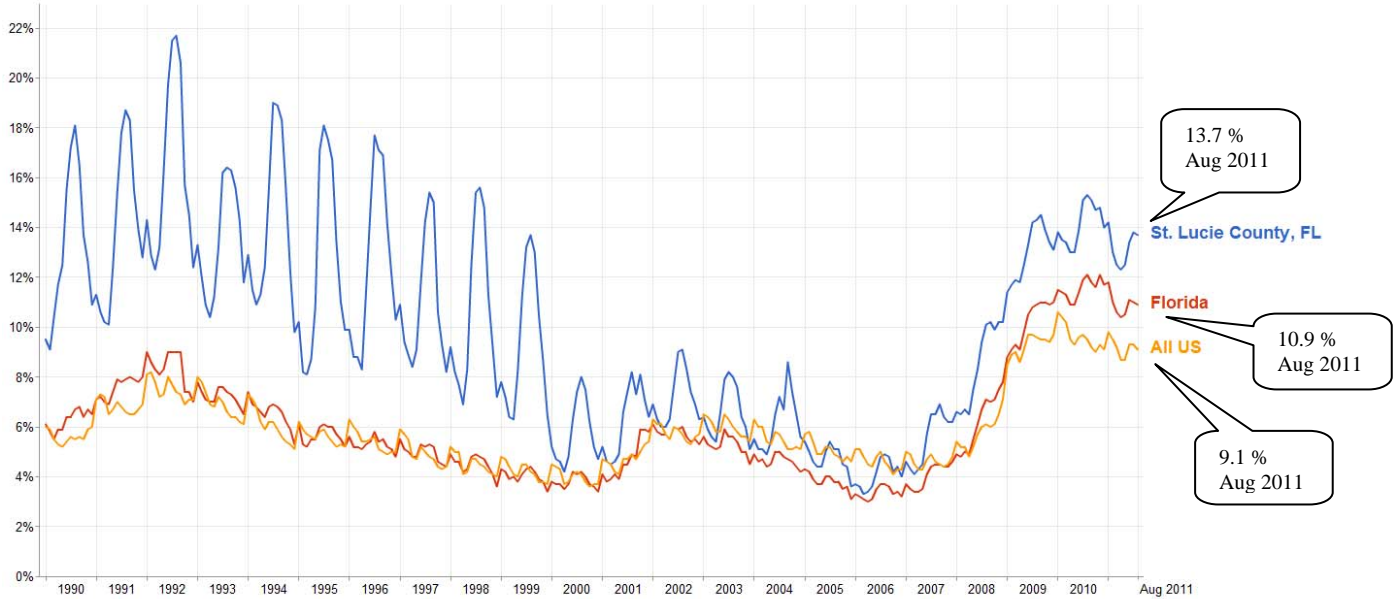
Sources:

FedStats (<http://www.fedstats.gov/qf/states/12/12111.html>)

State of Florida Agency for Innovation (<http://www.labormarketinfo.com/Library/LAUS.htm>)

## Unemployment rate

The percent of the labor force that is unemployed, not seasonally adjusted.



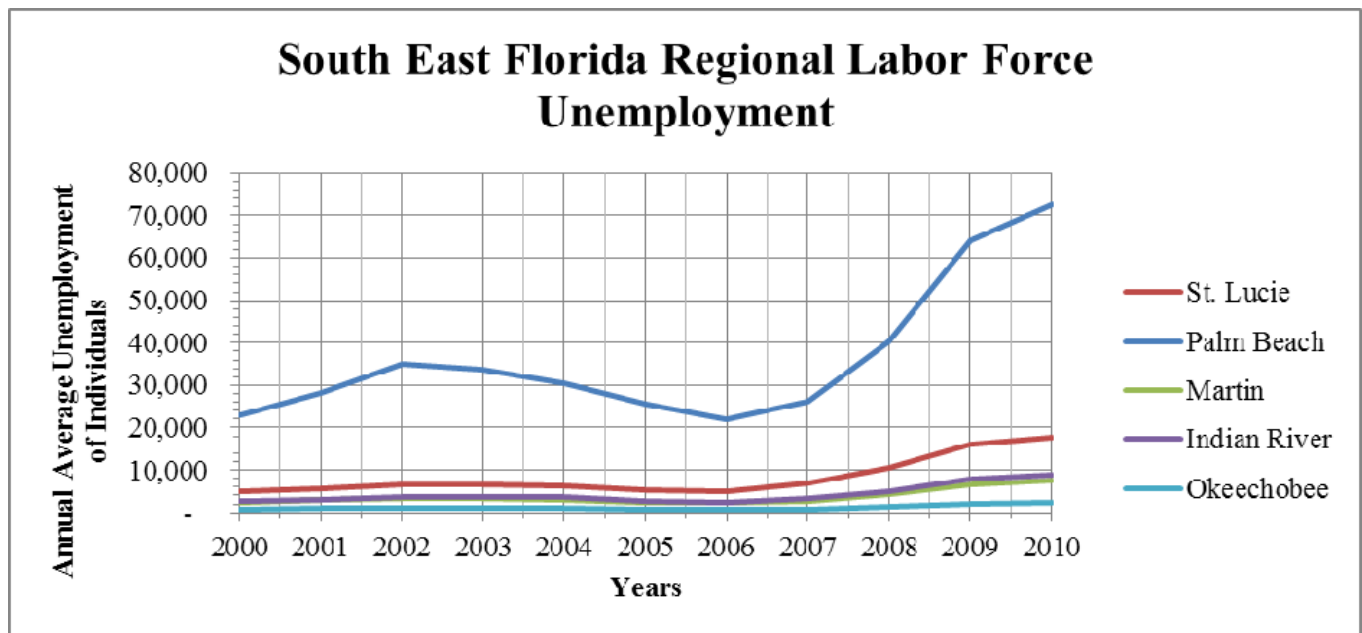
Show time settings

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Source:

Google Public Data

[http://www.google.com/publicdata?ds=usunemployment&met=unemployment\\_rate&tdim=true&q=unemployment+rate#ctype=l&strail=false&nselm=h&met\\_y=unemployment\\_rate&scale\\_y=lin&ind\\_y=false&rdim=state&idim=county:PA121350&idim=state:ST120000&ifdim=state&tdim=true&hl=en&dl=en](http://www.google.com/publicdata?ds=usunemployment&met=unemployment_rate&tdim=true&q=unemployment+rate#ctype=l&strail=false&nselm=h&met_y=unemployment_rate&scale_y=lin&ind_y=false&rdim=state&idim=county:PA121350&idim=state:ST120000&ifdim=state&tdim=true&hl=en&dl=en)



Source:

State of Florida Agency for Innovation (<http://www.labormarketinfo.com/Library/LAUS.htm>)

**The Major Industry Areas of Employment in St. Lucie County Are:**

Industry Descriptions	St. Lucie County				
	2009		2010		% Growth
	Labor Force	% Labor Force	Labor Force	% Labor Force	
Agriculture, natural resources, and mining	5,855	6.1%	5,525	5.8%	-45%
Construction	2,935	3.1%	2,847	3.0%	-12%
Education and health services	3,835	4.0%	3,817	4.0%	-2%
Financial activities	9,464	9.9%	9,359	9.9%	-14%
Government	561	0.6%	558	0.6%	0%
Information	14,418	15.1%	14,377	15.2%	-6%
Leisure and hospitality	2,593	2.7%	2,557	2.7%	-5%
Manufacturing	16,500	17.3%	16,611	17.5%	15%
Other services	14,145	14.8%	14,031	14.8%	-16%
Professional and business services	20,287	21.3%	20,203	21.3%	-12%
Trade, transportation, and utilities	4,831	5.1%	4,809	5.1%	-3%

**The Major Industry Areas of Employment in the State of Florida Are:**

Industry Descriptions	State of Florida				
	2009		2010		% Growth
	Labor Force	% Labor Force	Labor Force	% Labor Force	
Agriculture, natural resources, and mining	163,459	1.7%	164,506	1.7%	1%
Construction	609,241	6.2%	562,119	5.8%	-51%
Education and health services	1,252,412	12.7%	1,276,724	13.1%	26%
Financial activities	1,122,566	11.4%	1,096,243	11.2%	-28%
Government	1,151,168	11.7%	1,148,840	11.8%	-3%
Information	177,537	1.8%	166,322	1.7%	-12%
Leisure and hospitality	1,050,110	10.7%	1,027,609	10.5%	-24%
Manufacturing	364,641	3.7%	349,854	3.6%	-16%
Other services	588,067	6.0%	597,609	6.1%	10%
Professional and business services	1,538,046	15.6%	1,540,382	15.8%	3%
Trade, transportation, and utilities	1,829,155	18.6%	1,823,706	18.7%	-6%

Source:

Economic Development Council of St. Lucie County ([http://www.youredc.com/html/labor\\_market.asp](http://www.youredc.com/html/labor_market.asp))

**2010-2011 Major Employers Within the County Are:**

<b><u>Public Sector Employers:</u></b>	<b><u>Number of Employees</u></b>
St. Lucie County School District .....	5,350
City of Port St. Lucie .....	942
St. Lucie County BOCC .....	659.76
St. Lucie County Sheriff Department .....	605.5
St. Lucie County Fire District.....	424
City of Fort Pierce.....	365
Fort Pierce Utilities Authority .....	286
St. Lucie County Clerk of Courts .....	182
St. Lucie County Tax Collector .....	71
St. Lucie County Property Appraisers .....	66
St. Lucie County Supervisor of Elections.....	17

<b><u>Private Sector Employers:</u></b>	<b><u>Number of Employees</u></b>
HCA Healthcare.....	2,710
Liberty Healthcare Group, Inc. & Liberty Home Pharmacy .....	2,700
Wal-Mart Stores (3 stores).....	1,882
Indian River State College.....	1752
QVC St. Lucie, Inc.....	1,076
Florida Power and Light Co.....	1,038
McDonald's .....	638
Wal-Mart Distribution Center.....	600
Home Depot .....	518
Publix Super Markets, Inc. ....	515

Source:

Economic Development Council of St. Lucie County ([http://www.youredc.com/html/major\\_employers.asp](http://www.youredc.com/html/major_employers.asp))  
 TC Palm news article, "Port St. Lucie's Digital Domain positioning itself to rival Disney, Pixar", dated May 27,2011  
<http://www.tcpalm.com/news/2011/may/27/digital-domain-positioning-itself-to-rival-pixar/>  
 Fort Pierce Utilities Authority, 2010 – 2011 Annual Budget ([http://www.fpu.com/files/AnnualReports/Annual\\_Budget\\_FY\\_2011.pdf](http://www.fpu.com/files/AnnualReports/Annual_Budget_FY_2011.pdf))

## Average Annual Employment

	2008		2009		2010	
	St. Lucie County	State of Florida	St. Lucie County	State of Florida	St. Lucie County	State of Florida
National Resource and Mining	5.0%	1.2%	4.3%	1.3%	4.0%	1.2%
Construction	8.2%	6.7%	6.4%	5.5%	5.3%	4.9%
Manufacturing	3.7%	4.8%	3.0%	4.5%	3.1%	4.3%
Trade, Transportation and Utilities	22.9%	20.5%	22.5%	20.4%	22.6%	20.5%
Information	0.9%	2.0%	0.9%	2.0%	0.9%	1.9%
Financial Activities	4.8%	6.8%	4.8%	6.7%	4.6%	6.6%
Professional and Business Services	9.3%	14.9%	9.3%	14.6%	9.2%	14.7%
Education and Health Services	13.5%	13.2%	15.1%	14.3%	15.9%	14.8%
Leisure and Hospitality	9.7%	12.3%	10.4%	12.7%	10.9%	12.9%
Other services	2.9%	3.3%	3.0%	3.2%	3.1%	3.2%
Government	19.2%	14.1%	20.4%	14.8%	20.4%	15.0%

Source:

Office of Economic & Demographic Research (<http://edr.state.fl.us/Content/area-profiles/county/stlucie.pdf>)

## Average Annual Wage

	2008		2009		2010	
	St. Lucie County	State of Florida	St. Lucie County	State of Florida	St. Lucie County	State of Florida
All Industries	\$ 34,833	\$ 40,569	\$ 34,072	\$ 40,973	\$ 34,035	\$ 41,570
National Resource and Mining	\$ 23,388	\$ 23,967	\$ 20,831	\$ 22,873	\$ 24,538	\$ 24,287
Construction	\$ 35,060	\$ 42,017	\$ 33,136	\$ 41,500	\$ 31,771	\$ 41,088
Manufacturing	\$ 38,068	\$ 48,603	\$ 37,716	\$ 50,094	\$ 38,116	\$ 51,847
Trade, Transportation and Utilities	\$ 35,214	\$ 36,219	\$ 31,402	\$ 36,468	\$ 31,334	\$ 37,111
Information	\$ 50,119	\$ 58,202	\$ 47,948	\$ 59,026	\$ 52,620	\$ 61,487
Financial Activities	\$ 38,409	\$ 55,754	\$ 37,253	\$ 54,910	\$ 35,154	\$ 57,043
Professional and Business Services	\$ 32,503	\$ 46,952	\$ 31,177	\$ 48,200	\$ 31,439	\$ 49,155
Education and Health Services	\$ 38,501	\$ 42,243	\$ 38,992	\$ 43,253	\$ 40,485	\$ 43,685
Leisure and Hospitality	\$ 18,413	\$ 21,204	\$ 21,981	\$ 20,994	\$ 18,888	\$ 21,448
Other services	\$ 25,358	\$ 28,563	\$ 25,572	\$ 29,372	\$ 24,738	\$ 29,608
Government	\$ 43,288	\$ 46,416	\$ 43,282	\$ 47,365	\$ 43,414	\$ 47,360

Source:

Office of Economic & Demographic Research (<http://edr.state.fl.us/Content/area-profiles/county/stlucie.pdf>)

## COST OF LIVING

August 2010 Cost of Living	St. Lucie County		Palm Beach County	Broward County	Miami-Dade County	U.S. Average
	Port St. Lucie	Fort Pierce	West Palm Beach	Fort Lauderdale	Miami	
Overall	85	75	85	114	97	100.0
Housing	54	27	56	134	84	100.0
Transportation	104	104	111	107	108	100.0
Utilities	98	98	88	94	91	100.0
Food	101	101	101	108	109	100.0
<b>Housing</b>						
Median Home Costs	\$ 111,200	\$ 48,810	\$ 103,550	\$ 184,700	\$ 159,200	\$ 183,450
Property Tax Rates	\$ 13.61	\$ 13.61	\$ 13.37	\$ 14.38	\$ 14.71	\$ 11.20

Source:

Economic Development Council of St. Lucie County ([http://www.youredc.com/html/cost\\_of\\_living.asp](http://www.youredc.com/html/cost_of_living.asp))

## FINANCIAL HEALTH

The Per Capita Personal Income from 2000 to 2009:

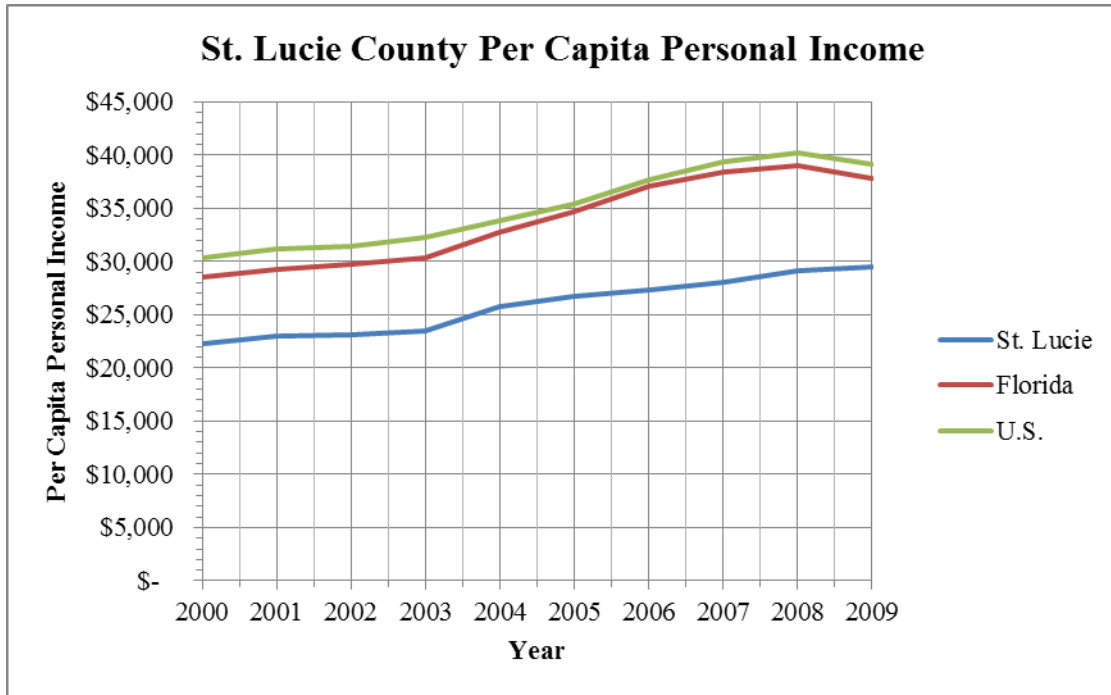
Year	St. Lucie	% Change	Florida	% Change	U.S.	% Change
2000	\$ 22,245		\$ 28,512		\$ 30,318	
2001	\$ 22,950	3.2%	\$ 29,291	2.7%	\$ 31,145	2.7%
2002	\$ 23,063	0.5%	\$ 29,745	1.5%	\$ 31,462	1.0%
2003	\$ 23,430	1.6%	\$ 30,369	2.1%	\$ 32,271	2.6%
2004	\$ 25,780	10.0%	\$ 32,762	7.9%	\$ 33,881	5.0%
2005	\$ 26,704	3.6%	\$ 34,709	5.9%	\$ 35,424	4.6%
2006	\$ 27,380	2.5%	\$ 37,099	6.9%	\$ 37,698	6.4%
2007	\$ 28,056	2.5%	\$ 38,417	3.6%	\$ 39,392	4.5%
2008	\$ 29,115	3.8%	\$ 39,064	1.7%	\$ 40,166	2.0%
2009	\$ 29,526	1.4%	\$ 37,780	-3.3%	\$ 39,138	-2.6%

Source:

Bureau of Economic Analysis (<http://www.bea.gov/iTable/iTable.cfm?reqid=70&step=1&isuri=1&acrdn=5>)

State of New Jersey Department of Labor and Workforce Development (<http://lwd.dol.state.nj.us/labor/lpa/industry/incpov/pci.htm>)





Source:

Bureau of Economic Analysis (<http://www.bea.gov/iTable/iTable.cfm?reqid=70&step=1&isuri=1&acrdn=5>)

State of New Jersey Department of Labor and Workforce Development (<http://lwd.dol.state.nj.us/labor/lpa/industry/incpov/pci.htm>)

## **HOUSING**

### **Residential Housing Trends in St. Lucie County:**

	<b>2003 Q1</b>	<b>2004 Q1</b>	<b>2005 Q1</b>	<b>2006 Q1</b>	<b>2007 Q1</b>	<b>2008 Q1</b>	<b>2009 Q1</b>	<b>2010 Q1</b>
Average Price	\$142,500	\$176,600	\$221,600	\$265,100	\$224,000	\$172,800	\$118,300	\$103,600
# Homes on the Market	1,060	1,663	3,466	6,382	9,014	8,072	4,399	3,145
# Homes Sold	834	1,206	767	1,071	728	651	1,037	1,334
# New Homes Built	557	1,113	2,040	,778	282	103	41	46
Average # Days on Market	75	70	59	88	139	135	112	108

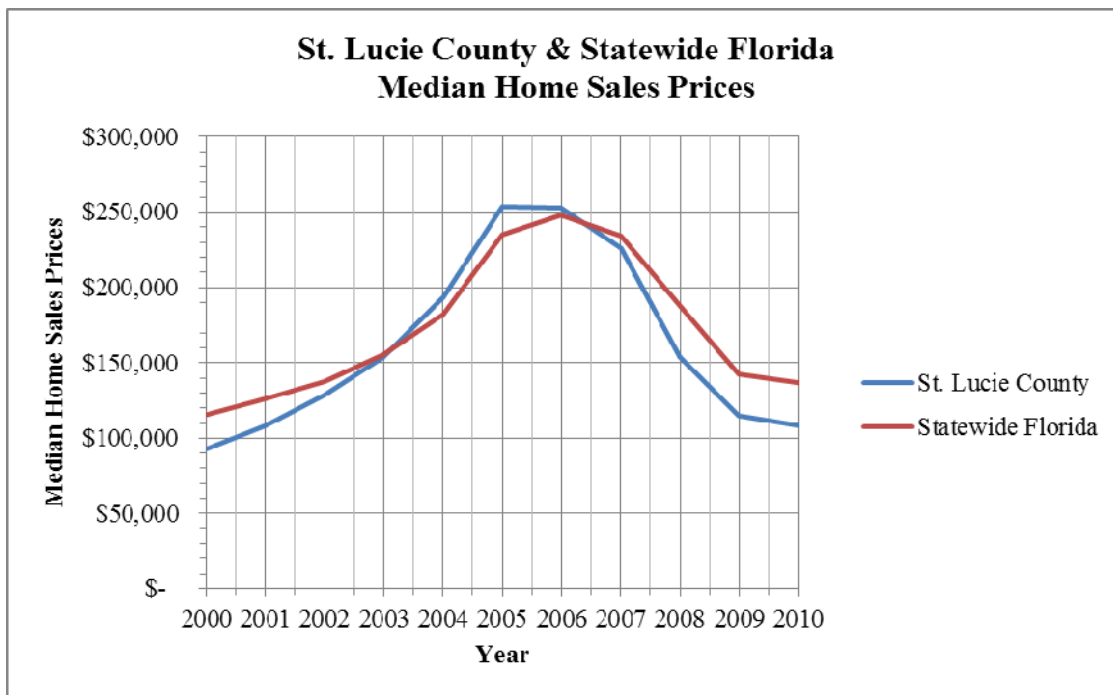
Note: Q1 is for first quarter of each year.

Source:

Regional MLS (<http://www.rmlsfl.com/downloads/Stats.php>)

**The Median Home Sales for St. Lucie County and the State of Florida:**

Year	St. Lucie County	% Change	Statewide Florida	% Change	Year	St. Lucie County	% Change	Statewide Florida	% Change
2000	\$ 93,100		\$ 115,900		2006	\$253,200	-0.3%	\$ 248,300	5.6%
2001	\$108,200	16.2%	\$ 126,600	9.2%	2007	\$226,100	-10.7%	\$ 234,300	-5.6%
2002	\$128,300	18.6%	\$ 137,800	8.8%	2008	\$153,600	-32.1%	\$ 187,800	-19.8%
2003	\$153,900	20.0%	\$ 155,800	13.1%	2009	\$114,500	-25.5%	\$ 142,600	-24.1%
2004	\$193,900	26.0%	\$ 182,400	17.1%	2010	\$108,500	-5.2%	\$ 136,500	-4.3%
2005	\$254,000	31.0%	\$ 235,200	28.9%					



Source:  
 Economic Development Council of St. Lucie County (<http://www.youredc.com/html/housing.asp>)

## EDUCATION

The public school system is countywide and is governed by the School Board consisting of five members each elected for a four-year term. The school system is comprised of 19 elementary schools (grades K-5), 12 schools that combine grades K-8, three middle schools (grades 6-8) and six high schools (grades 9-12). Of the total 40 schools in St. Lucie County, there are Charter Schools; and five Magnet Schools, that consist of: three elementary (K-5), one combined (K-8), and one high school.

Higher educational resources within the County include: Indian River State College (IRSC) (formally Indian River Community College), Keiser University, and extension campuses of Florida Atlantic University, University of Florida, Nova Southeastern University, and Barry University. These prestigious schools enable an individual to obtain two and four-year degrees without having to leave the area.



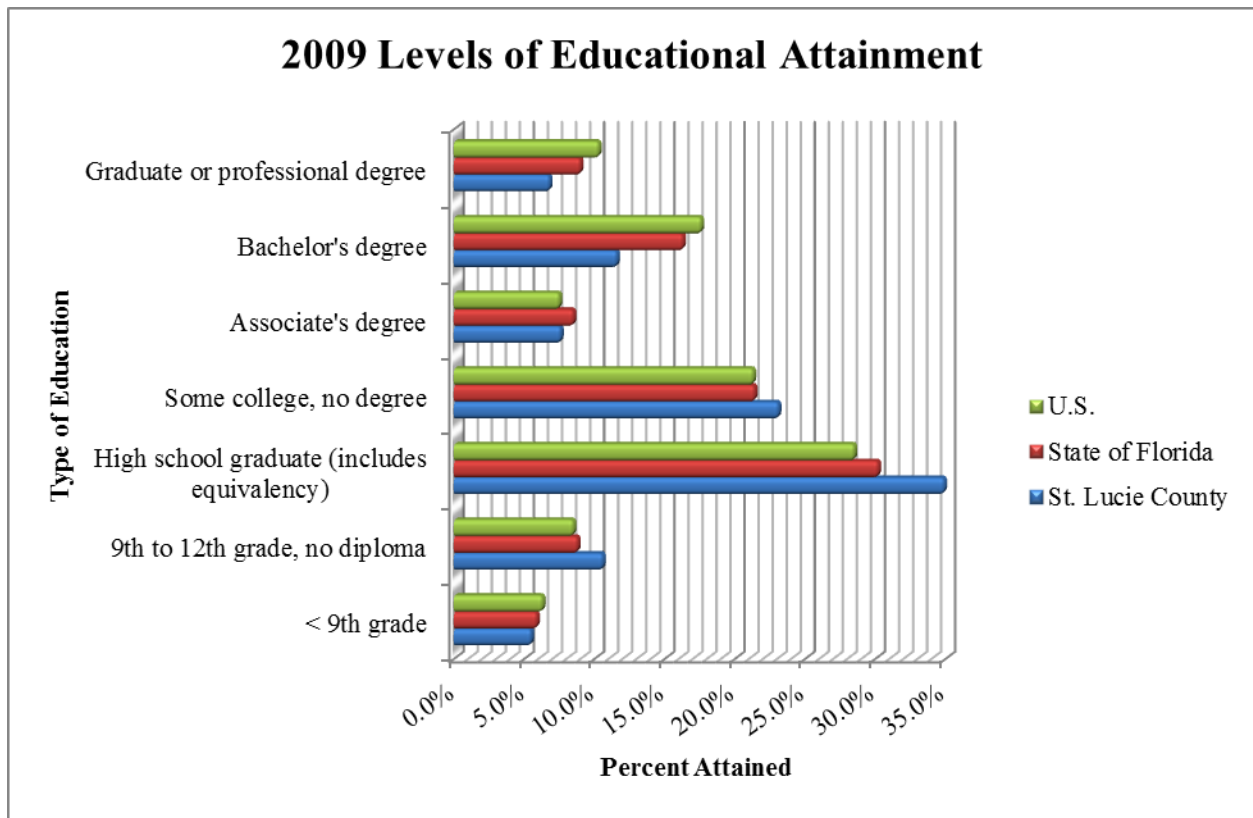
Source:

Economic Development Council of St. Lucie County (<http://www.youredc.com/html/education.asp>)

## Educational Attainment Rates in St. Lucie County, the State of Florida, and the United States

### 2009 Levels of Education:

	St. Lucie County	State of Florida	U.S.
<b>Population 25 years and over</b>	<b>186,049</b>	<b>12,800,944</b>	<b>201,952,383</b>
< 9th grade	5.5%	5.9%	6.3%
9th to 12th grade, no diploma	10.6%	8.8%	8.5%
High school graduate (includes equivalency)	34.9%	30.2%	28.5%
Some college, no degree	23.1%	21.4%	21.3%
Associate's degree	7.6%	8.5%	7.5%
Bachelor's degree	11.6%	16.3%	17.6%
Graduate or professional degree	6.8%	9.0%	10.3%



#### Sources:

U.S. Census Bureau for St. Lucie County ([http://factfinder.census.gov/servlet/STTable?\\_bm=y&-context=st&-qr\\_name=ACS\\_2009\\_1YR\\_G00\\_S1501&-ds\\_name=ACS\\_2009\\_1YR\\_G00\\_-CONTEXT=st&-tree\\_id=307&-redoLog=false&-geo\\_id=05000US12111&-format=&-lang=en](http://factfinder.census.gov/servlet/STTable?_bm=y&-context=st&-qr_name=ACS_2009_1YR_G00_S1501&-ds_name=ACS_2009_1YR_G00_-CONTEXT=st&-tree_id=307&-redoLog=false&-geo_id=05000US12111&-format=&-lang=en))

U.S. Census Bureau for the State of Florida ([http://factfinder.census.gov/servlet/STTable?\\_bm=y&-context=st&-qr\\_name=ACS\\_2009\\_1YR\\_G00\\_S1501&-ds\\_name=ACS\\_2009\\_1YR\\_G00\\_-CONTEXT=st&-tree\\_id=307&-redoLog=false&-geo\\_id=04000US12&-format=&-lang=en](http://factfinder.census.gov/servlet/STTable?_bm=y&-context=st&-qr_name=ACS_2009_1YR_G00_S1501&-ds_name=ACS_2009_1YR_G00_-CONTEXT=st&-tree_id=307&-redoLog=false&-geo_id=04000US12&-format=&-lang=en))

U.S. Census Bureau for the United States ([http://factfinder.census.gov/servlet/STTable?\\_bm=y&-context=st&-qr\\_name=ACS\\_2009\\_1YR\\_G00\\_S1501&-ds\\_name=ACS\\_2009\\_1YR\\_G00\\_-CONTEXT=st&-tree\\_id=307&-redoLog=false&-geo\\_id=01000US&-format=&-lang=en](http://factfinder.census.gov/servlet/STTable?_bm=y&-context=st&-qr_name=ACS_2009_1YR_G00_S1501&-ds_name=ACS_2009_1YR_G00_-CONTEXT=st&-tree_id=307&-redoLog=false&-geo_id=01000US&-format=&-lang=en))

## **QUALITY OF LIFE:**

### ***Points of Interest:***

- Dolphin Watch & Wildlife Eco Tours – Ft. Pierce
- FPL’s Energy Encounter – Hutchinson Island
- Fort Pierce City Marina – Ft. Pierce
- Ocean Discovery Center, Harbor Branch Oceanographic Institution – Ft. Pierce
- Heathcote Botanical Gardens – Ft. Pierce
- Hallstrom Planetarium – Ft. Pierce
- Navy UDT-SEAL Museum – Ft. Pierce
- PGA Historical Center – Port St. Lucie
- Manatee Observation & Education Center – Ft. Pierce
- Experimental Oculina Research Reserve – Ft. Pierce
- Smithsonian Marine Ecosystems Exhibit – Ft. Pierce
- St. Lucie County Regional History Center – Ft. Pierce
- Seven Gables House Visitor Information Center – Ft. Pierce



### ***Recreational Opportunities:***

- Beaches and Water Sports
- Diving at Artificial Reefs
- Fishing
- Horseback Riding at Frederick Douglass Beach
- 4 County Pools
- 38 Parks
- 23 Ballfields
- 19 Beach Access Sites
- 1 Skate Park



### ***Golf Courses:***

- Fairwinds – Ft. Pierce
- Ballantrae – Port St. Lucie
- Gator Trace – Ft. Pierce
- Club Med Resort – Port St. Lucie
- Edward G. Enns Indian Hills – Ft. Pierce
- The Saints – Port St. Lucie



### ***Cultural Events / Festivals:***

- Events at St. Lucie County Fairgrounds.....Year Round
- New York Mets Major League Baseball Game.....Majors in Feb-Apr / Minors Apr – Sep
- Art Walk in Historic Downtown Fort Pierce.....2nd Wednesday / month
- Zora Neale Hurston Dust Tracks Heritage Trail.....Year Round
- Zora Fest – various locations in Ft. Pierce.....April
- Friday Fest in Historic Downtown Fort Pierce.....1st Friday / month
- West Fest – Tradition Community..... 3rd Friday / month
- Seafood & Fishing Frenzy.....June

### ***Galleries:***

- A.E. “Bean” Backus Museum & Gallery – Ft. Pierce
- Brush Strokes Gallery – Ft. Pierce
- IRSC’s Arts Gallery – Ft. Pierce
- Lafferandre Gallery – Ft. Pierce
- The Littleton Collection – Ft. Pierce

### ***Theater Companies:***

- Club Med, Port St. Lucie
- McAlpin Fine Arts Center, IRSC – Ft. Pierce
- Pineapple Playhouse – Ft. Pierce
- Sunrise Theater – Ft. Pierce

### ***Symphony Orchestras:***

- Fort Pierce Jazz Society
- Treasure Coast Symphony at IRSC’s McAlpin Fine Arts Center – Ft. Pierce

### ***Medical Services:***

- Lawnwood Regional Medical Center & Heart Institute
- Martin Memorial Health Systems
- Savannas Hospital
- St. Lucie Medical Center

### **Sources:**

- St. Lucie County Tourism ([http://www.stlucieco.gov/tourism/galleries\\_museums.html](http://www.stlucieco.gov/tourism/galleries_museums.html))
- Economic Development Council of St. Lucie County (<http://www.eflorida.com/profiles/CountyReport.asp?CountyID=36&Display=all>)
- Economic Development Council of St. Lucie County (<http://www.youredc.com/html/attractions.asp>)
- Economic Development Council of St. Lucie County ([http://www.youredc.com/html/arts\\_and\\_culture.asp](http://www.youredc.com/html/arts_and_culture.asp))
- St. Lucie County website (<http://www.st-lucie.lib.fl.us/zora/index.htm>)
- St. Lucie County website (<http://www.co.st-lucie.fl.us/zorafest/index.htm>)
- St. Lucie County website (<http://www.stlucieco.gov/parks/index.htm>)
- Wikipedia ([http://en.wikipedia.org/wiki/St.\\_Lucie\\_County](http://en.wikipedia.org/wiki/St._Lucie_County))

## **OTHER RESOURCES**

St. Lucie County is situated in an area where the Florida Turnpike, Interstate 95, US Highway 1, the St. Lucie County International Airport, the Port of Fort Pierce, and the Florida East Coast Railway system are in close proximity to each other. This provides for easy access to County amenities as well as commercial opportunities.

The County is also the home of two prestigious research facilities -- Harbor Branch Oceanographic Institute and the Smithsonian Marine Station, Fort Pierce. Additionally, The University of Florida has established an agricultural research center in the County, and the United States Department of Agriculture has selected St. Lucie County as a location for a research facility.

The St. Lucie County Sports Complex is the site of many public events and includes a modern baseball stadium and practice fields that serve as the spring training home of the New York Mets baseball team. It is also home of the St. Lucie Mets, a local farm club that provides near major league quality baseball action for fans at a very affordable rate.

Three local law enforcement departments serve the County. The St. Lucie County Sheriff's Department services primarily the unincorporated area. The Fort Pierce Police Department and the Port St. Lucie Police Departments service their respective cities. The three departments work closely to ensure that St. Lucie County is a safe place to work and live.

# FINANCIAL POLICY

## FINANCIAL POLICY STATEMENT

St. Lucie County has an important responsibility to its citizens to correctly account for public funds, to manage county finances wisely and to plan for adequate funding of services desired by the public. With the rapid growth in the county, St. Lucie County needs to ensure that it is capable of adequately funding and providing local government services needed by the community.

Sound fiscal policies that are realistic and consistent provide useful guidance for the long-term programming of services and facilities. They also provide a set of assumptions under which budget and tax decisions should be made. While established for the best management of government resources, generally accepted fiscal policy also helps set the parameters for government's role in the broader economy of the community. The following fiscal policies set as a framework to guide the operations of the County.

## FINANCIAL STRUCTURE

All operations of St. Lucie County are accounted for by the use of fund accounting, in order to provide proper accountability for the different kinds of resources. Various funds have been established to track transactions. Funds with similar objectives, activities and legal restrictions are placed in one the following three groups:

**Governmental Funds** - These funds account for general governmental functions, such as the court system and law enforcement. They use a spending measurement focus; which means that only current assets and liabilities are generally included on the fund types' balance sheets, and the difference between these assets and liabilities is classified as fund balance. Governmental Funds types are classified into five generic fund types as follow:

- X **General Fund** is used to account for all financial resources except those required to be accounted for in a specific fund. Most countywide activities are accounted for in this fund.
- X **Special Revenue Funds** account for proceeds of specific revenue sources that legally restricted to expenditures for specified purposes.
- X **Debt Service Funds** are used to account for the accumulation of resources for and the payment of general long-term debt principal, interest and other costs associated with long-term debt.
- X **Capital Project Funds** are used to account for the purchase or construction of major capital facilities, such as buildings, infrastructure and lands.



**Proprietary Funds** - These funds are used to account for governments' ongoing activities that are similar to those of private enterprise. They are accounted for on a cost of service. There are two types of Proprietary Funds:

- X **Enterprise Funds** are used to account for the provision of public services that are similar to services provided by business enterprises. Operating costs of such funds are paid from user charges or other non-governmental revenue.
  
- X **Internal Service Funds** is the financing of goods or services provided by one department to other departments within the same government on a cost reimbursement basis.

**Fiduciary Funds** - These funds account for assets belonging to others, held by a government in a trustee capacity or as an agent. Agency and expendable trust funds are accounted for like governmental funds. Non-expendable trusts are accounted for in the same manner as proprietary funds. Fiduciary Funds consists of two groups:

- X **Expendable Trust Funds** account for assets held by the County in trust for administration and disbursement for specific purposes.
  
- X **Agency Funds** account for assets belonging to others, which are held pending disposition.

## **BUDGETARY BASIS**

**Modified Accrual Basis for Governmental Funds** - All Governmental Funds (General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds), Expendable Trust Funds and Agency Funds are maintained on the modified accrual basis of accounting. Modified accrual is essentially accrual accounting, modified to recognize the governmental environment and unique accounting measurement objectives. Revenues are generally recognized during the fiscal year when they are quantifiable, measurable and there is a reasonable expectation that they will be collected during that period. In most cases, expenditures are recorded when the good or service is actually delivered, regardless of when the funds are disbursed. As a budgetary control measure, the funds will be encumbered or "reserved" when the good or service is ordered.

**Accrual Basis for Proprietary Funds**- Proprietary Funds include the Internal Service Funds and the Enterprise Funds. Under the Accrual basis revenues are budgeted based on the measurable amount expected to be "earned" during the fiscal year. Expenditure estimates are developed for all expenses anticipated to be "incurred" during the fiscal year. Revenue is recognized when earned and expenditures are recognized when incurred. Transactions are recorded when they occur - regardless of when cash is received or disbursed. This is essentially the same method used in the private sector; however there are a few differences:

1. Capital expenditures and debt principal are budgeted as appropriations
2. Compensated absence accruals are not budgeted

**Fund Balance** - Fund balance is the result of the previous fiscal year's beginning cash balance plus revenues received minus actual expenditures. It includes unallocated resources that may be used to fund new projects/programs as well as unspent allocated funds, which will be carried forward to fund those existing projects/programs. Fund balance is adjusted for inventory and other non-cash assets and liabilities.

**Depreciation** - For budget purposes, depreciation is recognized in a designated reserve only to the extent that it is funded.

### **GRANTS BUDGETING**

Grants are funds awarded to St. Lucie County by the federal government, state agencies, or other organizations to finance projects such as capital improvement, cultural and educational activities, environmental projects, economic development, planning and research, etc. Grant revenues are received into governmental or proprietary funds related to the project. Each grant is individually budgeted as a sub-fund subordinate to its hierarchy governmental or proprietary fund. Transfers of grant local matches, interest monies and residual cash between a grant and its hierarchy fund are permitted without Board approval.

### **CAPITAL BUDGETING**

St. Lucie County maintains a Capital Improvements Plan (CIP), which covers a five-year period and is updated annually. The Office of Management and Budget determines the amount of funds available for capital projects. Proposed projects are prioritized and the available funds are allocated accordingly. A separate section of this document is designated for the CIP projects detail. Projects in the CIP this fiscal year are funded; however out years are estimated needs and may exceed future available revenues.

The capitalization threshold is \$25,000 for buildings or infrastructure with a life span of more than one year. Budgets for buildings and infrastructure under \$25,000 are reflected in the County's operating budget instead of the Capital Improvement Program.

### **GENERAL BUDGET POLICY**

1. The operating budget authorizing expenditure of county money will be adopted annually by the Board at the fund level.
2. The budget shall reflect the estimated beginning balances of all funds and all planned revenues or receipts for each fund for which the county must maintain accounts. Once the annual audit is completed, staff may prepare a Budget Resolution to adjust the beginning balances from the estimated to the actual.

3. No monies shall be expended or disbursed from accounts of the Board of County Commissioners except pursuant to authorization reflected in the adopted budget. The Clerk of Courts shall advise the Board of any exceptions to this policy required by law or generally accepted accounting practice.
4. Florida law states that a county must have a balanced budget. Therefore, the budgeted expenditures and reserves of each fund (including reserves for contingencies, cash flow and all other purposes) will equal the sum of projected fund balance at the beginning of the fiscal year and all revenues and receipts which reasonably can be expected to be received during the fiscal year.
5. Reserves:
  - a. A reserve for contingency may be budgeted in each of the funds. At the Board's discretion, these funds may be allocated as needed during the year to fund unexpected operations or events.
  - b. The Board will also maintain a designated Emergency Reserve of 5% of the total operating budget excluding funds that have a minimum of 10% or \$2 million in reserves (whichever is greater). By majority vote, the Board may use all or a portion of this designated Emergency Reserve, however, the use is normally reserved for natural or manmade disasters.
  - c. The Board will also maintain a fund balance reserve in the general fund equal to 5% of the general fund operating budget. By a majority vote, the Board may use all or a portion of this fund balance reserve to address unanticipated revenue shortfalls or any unforeseen expenditures not necessarily resulting from a natural disaster.
6. Transfers:
  - a. Transfers to reserve accounts may be made during the fiscal year by the County Administrator or the Management & Budget Director as required for proper management of the budget.
  - b. Transfers among expenditure or revenue accounts may be made during the fiscal year by County Administration and/or the Office of Management & Budget, if re-allocations within a fund are determined to be needed. Additional procedures will be established by the County Administrator. No transfers having an impact on capital facility improvement will be made without Board authority.
  - c. No transfer affecting the total allocations to a Constitutional Officer may be made without Board approval.
  - d. No transfer may be made between funds if the result of such transfer will be to change the adopted total budget of a fund, except pursuant to a public hearing and Board action to amend the adopted budget.

- e. Transfers from reserves for contingency will require approval of the Board.
7. Changes in the adopted total budget of a fund will be made only with Board approval of a budget amendment resolution.
8. To provide information to the Board on budget and financial operations the Office of Management & Budget will prepare quarterly analyses of financial condition.
9. The operating budget will reflect programmatic expectations of the Board and County Administrator for each department. The budget will emphasize the relationship between financial and managerial (operations) planning.
10. For purposes of budget preparation, in the event policies or stated desires of the Board regarding appropriations or service levels prove to be incompatible with forecasted revenues or revenue policies, these conflicts will be resolved in favor of the revenue policy.
11. The Capital Improvement Budget showing estimated annualized costs of capital projects will be updated on an annual basis.

## **REVENUE POLICY**

1. The use of general ad valorem tax revenues will be limited to the General, Law Enforcement & Courts (Fine & Forfeiture), MSTU Funds, and dependent special districts, unless required in other funds by bond indenture agreements or by the terms of municipal service taxing units ordinance.
2. The use of ad valorem tax revenues based on millage levied for the Mosquito Control, and Erosion Control Special Districts will be limited to those districts.
3. The use of gas tax revenues will be limited to the Transportation Trust and Transportation Projects Funds, unless required in other funds by bond indenture agreements.
4. The use of sales tax revenues will be limited to the General and Law Enforcement & Courts (Fine & Forfeiture) funds except when allocated to debt service funds to meet non-ad valorem debt service requirements.
5. Pursuant to Ordinance, Tourist Development Tax proceeds will be appropriated as follows:
  - a. 20% for tourist advertising and promotion within St. Lucie County.
  - b. 40% for stadium expenses.
  - c. 33.40% debt service for stadium renovations.
  - d. 6.60% for capital facilities that promote tourism in the Fairgrounds and the area north of Midway Road.

6. The use of revenues pledged to bondholders will conform in every respect to the bond covenants committing those revenues.
7. Periodic cost studies of all County services for which user fees are imposed will be prepared, and proposed fee adjustments will be presented for Board consideration. Fee revenues will be anticipated for purposes of budget preparation using fee schedules, which have been adopted by the Board.
8. County staff will continue to aggressively pursue grant funds. For purposes of preparing the annual budget, revenues will be budgeted at actual award levels when known, and at anticipated grant award levels for continuing grants. Other grants will be budgeted upon notice of award.
9. Ad valorem taxes will be anticipated for purposes of operating budget preparation at 95% of the final assessed taxable value as determined by the Property Appraiser.
10. Millages for Debt Service will be established at the amounts, which will generate sufficient revenue, to make all required payments plus any reserve amount deemed prudent by the Office of Management and Budget or prescribed by covenant or ordinance.
11. All revenues, which are reasonably expected to be unexpended and unencumbered at the end of the fiscal year, will be anticipated as "fund balance" in the budget of the following fiscal year. Funds budgeted but unexpended in salary and benefit line items shall lapse to fund balance.

## **DEBT POLICY**

1. Neither the Florida Constitution, Florida Statutes, nor the Board of County Commissioners place a limit on the amount of debt the voters may approve by referendum. However, as a practical matter, debt is limited by the availability of revenue streams to pay debt service, by market factors, and by Board/voter discretion.
2. In concert with the County Administrator and the County Finance Team, and to facilitate better short-term decisions, the Office of Management and Budget creates an annual report to the Board, which lists current debt and projects debt requirements.
3. The County will not fund operations or normal maintenance from the proceeds of long-term financing and will confine long-term borrowing and capital leases to capital improvements, projects, or equipment that cannot be financed from current or projected financial resources. To conserve debt capacity as well as maintain a high bond rating the County will utilize pay-as-you-go financing to the maximum extent possible.
4. Notwithstanding extenuating circumstances, the County's debt capacity will be maintained within the following generally accepted benchmarks:
  - Direct debt per capita shall remain below four hundred dollars (\$400.00). Direct debt

includes general obligations and governmental fund bond debt.

- Direct debt per capita as a percentage of income per capita should not exceed 2%.
  - Direct debt as a percentage of the final assessment value of taxable property as provided by the Office of the Property Appraiser shall not exceed 1%.
  - The ratio of direct debt service expenditures as a percentage of general governmental expenditures will not exceed 10%. General governmental expenditures are considered General Fund expenditures, Fine and Forfeitures Fund expenditures plus transfers to the Constitutional Officers, the Airport, the Port and all transfers to Internal Service Funds.
5. The County strives to maintain a minimum underlying bond rating equivalent to ‘Upper Medium Grade’ (Moody Rating Service A or Standard & Poor’s A). The County shall request an evaluation of their underlying rating every five years or as deemed necessary by the Board.

Comment: Moody’s and S&P evaluated St. Lucie County’s underlying creditworthiness in June of 2005. Moody’s rated the county at A2. S&P gave the county a rating of A. Both ratings indicate the County is in the ‘Upper Medium Grade’ of investment quality.

On March 18, 2011, Standard and Poor’s confirmed the assigned “A+” rating and stable outlook for Issuer Credit Rating for St. Lucie County and the SLC Gas tax Revenue Bonds and confirmed the “A” Rating for SLC Sales Tax Revenue Bonds. S&P also upgraded the rating to “A+” from “A” while affirming the stable outlook for the SLC State Revenue Sharing Improvement Revenue Bonds.

Comment: Calculation of current debt ratios, as well as current debt balances are included in the Debt Service section of this book.

6. The County shall strive to keep the average maturity of general obligation bonds at or below fifteen (15) years.
7. When financing capital projects or equipment by issuing bonds, the County will amortize the debt over a term not to exceed the useful life of the project or piece of equipment.
8. Each year the County will review its outstanding debt for the purpose of determining the feasibility of refunding an issue. Candidates for refunding are those issues that may realize a present value savings of 3% over the life of the issue.
9. To the maximum extent possible, the County will use special assessment (i.e. Municipal Services Benefit Unit) or self-supporting bonds (i.e. Revenue Bonds) in lieu of general

obligation bonds so that those benefiting from the improvements will absorb all or part of the project costs.

### **APPROPRIATION POLICY**

1. Fund appropriations of the Board will be allocated to departments, divisions, programs, cost centers, projects, and line item object codes as deemed appropriate by the Management & Budget Director, with the approval of the County Administrator, to facilitate managerial control and reporting of financial operations.
2. Each year, before Department Directors and Division Managers begin to prepare operating budget requests, the Office of Management & Budget will issue budget preparation instructions. These instructions will take into consideration: 1) County financial policies; 2) The expressed desires of the Board and County Administrator for changes in service or service levels; 3) Projected costs of authorized services; 4) Forecasted revenues. County managers will prepare annual budget consistent with these instructions.
3. The County, in conjunction with an independent consultant, will prepare and maintain an indirect cost allocation plan, which conforms to federal guidelines for grant reimbursement of administrative costs. Managers will bill and collect indirect cost charges to eligible grant projects, enterprise funds, and other funds as appropriate.
4. The budget requests of County agencies will include itemized lists of all desired operating equipment, and of any equipment in inventory for which replacement is being requested. Purchase of equipment valued in excess of \$1,000 not on the approved budget list will require approval by the Board on a case-by-case basis.
5. Each year the County will prepare a comprehensive five-year capital improvement program identifying needed public facilities by service type and geographic area for approval by the Board.
6. The annual budget will contain appropriations to fund capital projects identified by Departments for the purpose of completing the first year of the five-year capital improvement program. Operating budget implications of these capital projects will be identified; such expenses for the first (budgeted) year of the capital plan shall be funded.

# THE BUDGET PROCESS

Budget preparation is a year round process. It begins in November of each year when key staff, acting on guidance received from the Strategic Planning Committee, begins formulating policy and addressing other important issues affecting the next fiscal year budget. The results of these planning efforts are then presented to the Board of County Commissioners at a strategic planning retreat held each year in January. Once the Board reaches a decision on whether to accept, reject or modify staff recommendations, the formal budget preparation process begins.

In January, the Office of Management and Budget (OMB) distributes the Budget Preparation Manual and tentative schedule to the departments. OMB then begins finalizing the schedule for the County Administrator's review, which takes place in April, and the Board's workshops in July.

Departments prepare their 'requested' budget during the months of January and February. The County Administrator reviews the budgets in April and the 'recommended' budget is reviewed by the Board during the month of July. Once the Board approves the budgets and adopts the proposed millage rates in July, OMB notifies the Property Appraiser and prepares the Tentative Budget. The Tentative Budget is presented to the citizens of St. Lucie County and the Board of County Commissioners at the first public hearing in September. The Board will then adopt the Tentative Budget and Tentative Millage as presented or as amended. At the second and final public hearing the Board adopts the final millage rate and final budget.

The budget is adopted at the fund level. During the course of the year, the administration may approve the transfer of funds among line items within the same department as may be necessary for proper budgetary and fiscal management. The budget may be amended (increased or decreased) and funds transferred from contingency reserves only by action of the Board of County Commissioners as set forth in Florida Statutes.

The Truth In Millage (TRIM) timetable and budget process schedule for fiscal year 2011 – 2012 follow.



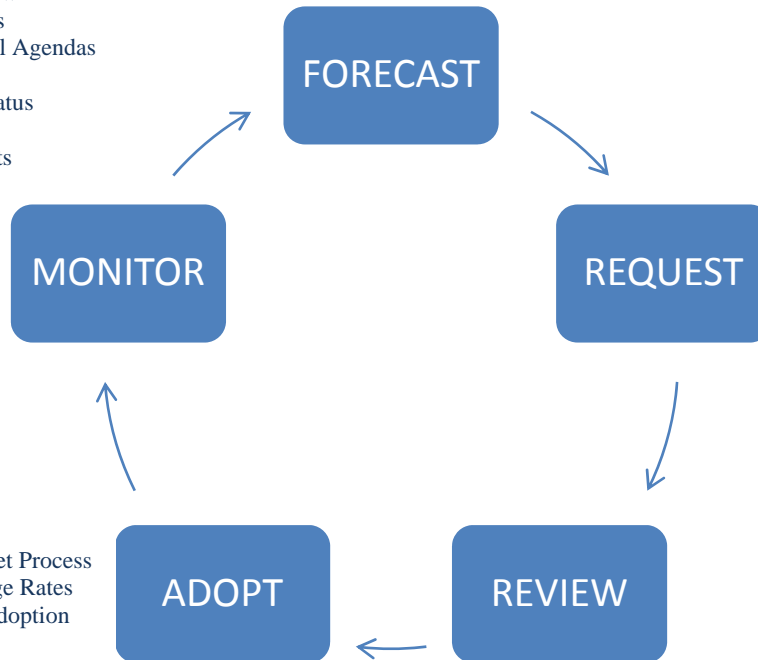
# ST. LUCIE COUNTY BUDGET PROCESS OVERVIEW

**October – September:**

- ✓ Occurs Year Round
- ✓ Budget is loaded into Banner Accounting System
- ✓ Transmit Adopted Millage
- ✓ Review Departmental Accounts
- ✓ Process Line To Lines, Budget Amendments, Budget Resolutions, and New Equipment Requests
- ✓ Verify Departmental Agendas
- ✓ Grant Monitoring
- ✓ Grants Quarterly Status Report
- ✓ Monitor CIP Projects

**November – March:**

- ✓ Beginning of the Budget Process
- ✓ Outline the Budget Process to the Departments
- ✓ Board Strategic Planning Session
- ✓ Begin the CIP Process
- ✓ Calculation of Fund Balance Forward
- ✓ Meet with Departments for Revenue and Expense Projections



**February – June:**

- ✓ Staff Training of Microsoft Office and Banner
- ✓ Department Requests
- ✓ Equipment Requests
- ✓ Position Changes and Requests
- ✓ CIP Requests
- ✓ Department Mission, Goals, Objectives, and Key Indicators
- ✓ Revenue Projections

**July – September:**

- ✓ Ending of the Budget Process
- ✓ Set Proposed Millage Rates
- ✓ Tentative Budget Adoption
- ✓ TRIM Notice
- ✓ Public Hearings
- ✓ TRIM Advertisement
- ✓ Final Adoption of the Budget

**March – September:**

- ✓ Review of Budget Packages Submitted
- ✓ County Administrator’s Budget Review
- ✓ Balancing of the Budget
- ✓ BOCC Budget Review Workshops

The budget formulation, adoption, and execution in St. Lucie County, involve the year-round interaction of the Board of County Commissioners, the County Administrator, and staff at various levels within the County. The purpose of the budget process is to identify departmental needs, develop strategies to meet those needs, and to develop detailed revenue and expenditure estimates to carry out the financial plan. The budget process for fiscal year 2011 - 2012 for St. Lucie County incorporates the scheduled activities listed on the Budget Preparation and Implementation Calendar, beginning in October 2010.

**BUDGET PREPARATION AND IMPLEMENTATION CALENDAR**

**FY 2011 / 2012 OPERATING BUDGET**

**Date: 2010**

**ACTIVITY**

***October***

- Prepare Truth In Millage (TRIM) compliance packet for Florida Department of Revenue.
- Comply with GFOA requirements for submission for the budget awards program.
- Monitor FY 2010/2011 beginning year activity.
- Prepare any needed budget amendments.
- Begin policy planning for FY 2011/2012.

***November***

- Close out FY 2009/2010.
- The FY 2010/2011 final budget book is printed.

***December***

- Adjust prior year estimates to unaudited actual.
- Publish final budget.

**Date: 2011**

**ACTIVITY**

***January***

- Citizens Budget Committee agenda and schedule adopted.

***February***

- Distribute budget preparation guidelines to departments.
- OMB meets with Departmental Budget Coordinators to distribute the budget preparation manual and packages.
- OMB opens Banner — enabling departments to input requested budget data.
- Banner & Microsoft Office training for Budget Coordinators.
- Work on payroll projections and Department's approved positions.

**Date: 2011**

**ACTIVITY**

***February***

- Departments prepare budget requests.
- Provide budget assistance to Departments.
- Department Directors review budgets.

***March***

- Departmental budget packages and Capital Improvement Plans due to OMB.
- Departmental Banner input completed.
- Analyze budget requests.
- Update audited carryover amounts.
- Balance Funds.
- Make preliminary revenue, expense, and Fund Balance Forward estimates.
- OMB conducts technical budget reviews with departments.

***April***

- Judges, Court Administrator, Public Defender, State Attorney, Guardian Ad Litem and Medical Examiner budgets due to OMB.
- County Administrator's budget review with Departments and OMB.
- Work with Departments and enter the County Administrator's budget changes into Banner's recommended phase of the FY 2011/2012 budget.

***May***

- Clerk of Court, Sheriff, and Supervisor of Elections budgets due to OMB.
- Complete recommended phase budget changes.
- If necessary, rebalance Funds from applied recommended budget changes.
- Update the preliminary revenue, expense, and Fund Balance Forward estimates.

**Date: 2011**

**ACTIVITY**

***June***

- Start compiling the tentative budget packets for the Board's review in July.
- Property Appraiser's budget and Property Value Estimates due to OMB.
- Complete compiling the tentative budget packets and convert the packets to PDF format.
- Distribute budget summaries to Departments for review.

***July***

- Property Appraiser certifies property values to the BOCC (DR420's).
- Distribute budget to the Commissioners.
- The County Administrator presents the proposed budget to the BOCC.
- Conduct the BOCC Budget Review Workshops.
- The BOCC sets the proposed millage rates to be advertised in the Truth In Millage (TRIM) notice.
- Enter the BOCC's budget changes into Banner's tentative phase of the FY 2011/2012 budget.
- Complete tentative phase budget changes.
- OMB returns completed DR420's to Property Appraiser.

***August***

- Tax Collector's budget due to OMB on August 1<sup>st</sup>.
- Prepare and print the tentative budget book.
- Departments turn in their purchase order roll-over requests for FY 2011/2012 to OMB and Finance.

**Date: 2011**

**ACTIVITY**

***August***

- Property Appraiser distributes TRIM notices to all property owners. The TRIM notice notifies property owners of the 1st public hearing for the tentative budget and millage.
- Prepare for public hearings.

***September***

- Prepare any budget amendments as needed.
- The BOCC holds the 1<sup>st</sup> public hearing of the FY 2011/2012 budget on September 8<sup>th</sup> and tentatively adopts the budget and millage rates.
- The County advertises in newspapers the 2<sup>nd</sup> public hearing for the adoption of the final budget and millage.
- The BOCC holds the 2<sup>nd</sup> public hearing of the FY2011/2012 budget on September 22<sup>nd</sup> and adopts the final budget and millage rates.
- Certify final millage with the Property Appraiser and State of Florida Department of Revenue within 3 days of final adoption.
- The 2010/2011 fiscal year ends on September 30<sup>th</sup>.

***October***

- The new 2011/2012 fiscal year begins on October 1<sup>st</sup>.
- Implementation of the FY 2011/2012 adopted budget.

# CATEGORIES OF REVENUES & EXPENDITURES

## REVENUES ARE DIVIDED INTO THE FOLLOWING CATEGORIES:

**A. Taxes** - The State of Florida does not have a state or local income tax. Specific types of taxes levied by local government include ad valorem (real and personal property), and sales and use taxes (imposed upon sale or consumption of goods and services levied locally). Sales and use taxes imposed by county government include the tourist development taxes, and local option gas taxes. Property tax revenue estimates are based on certified property valuations. Sales and use tax revenues are based on history and state provided estimates.

Franchise fees are also accounted for in this category. These fees may be levied on a corporation or individual by the local government in return for granting a privilege or permitting the use of public property subject to regulations. The State collects fees imposed under the Telecommunications Act and disperses them to participating counties. The County also collects electrical and solid waste franchise fees. Revenue estimates are based on history and customer base projections.

**B. Licenses and Permits** - These revenues are derived from the issuance of local licenses and permits. Within this category are professional and occupational licenses, building permits and any other licenses and permits (e.g., building, roofing, plumbing permits; occupational license fees). Revenue estimates are based on prior year collections.

**C. Intergovernmental Revenues** - Included are revenues received from federal, state and other local governmental sources in the form of grants, shared revenues and payments in lieu of taxes. The state shared revenues that are of most importance to county government are revenue sharing, mobile home licenses, alcoholic beverage licenses, racing tax, local government half-cent sales tax, constitutional gas tax, and county gas tax. The state provides revenue estimates, except for grants; grant revenues are estimated based on information provided by grantors.

**D. Charges for Services** - These revenues include all charges for current services such as recording of legal documents, zoning fees, county officer fees (fees remitted to county from officers whose operations are budgeted by the Board of County Commissioners), county court fees, circuit court fees, water utility, garbage/solid waste, sewer fees, park, library and recreation fees. Revenue estimates are based on revenue history and operating agency projections.

**E. Fines and Forfeitures** - This group of revenues includes moneys received from fines and penalties imposed for the commission of statutory offenses, violation of lawful administrative rules and regulations or for neglect of official duty. Some examples include court fines, library fines, and pollution control violations. Revenue estimates are based on revenue history.

**F. Miscellaneous Revenues** - Monies in this category are primarily interest earnings. Types of interest earnings include moneys on investments, contracts and notes, interest earnings of the Clerk of Court, Tax Collector, Sheriff, Property Appraiser and Supervisor of Elections. Also included would be rents and proceeds for use of public property. Revenue estimates are based on history and analysis of fund balances.

**G. Internal Service Charges** - The Risk Management program generates revenue to fund the program by billing the departments for services provided. Revenues are determined by agency requirements, which are determined in the budget review process. The expenditure to the department is an example of an Internal Service Charge. The use of an internal service fund enhances cost accounting and accountability for this in-house service; however, since expenditures are counted in both the originating department and in the internal service fund, this results in a double count of the expenditures.

**H. Non-Revenues** - Non-revenues are categories of monies that are not generated by traditional activities such as taxes, fees for services, or intergovernmental transfers from State to County. Included are such groupings as transfers, bond proceeds, insurance proceeds and unspent budgets and interest earned by Constitutional Officers which must, by State law, be returned to the County. Estimates are based on history or on anticipated transactions such as bond issuances.

**I. Less 5% Anticipated Revenues** - State law requires that budgeted collections for ad valorem (property tax) revenues be set at not less than 95% of estimates projected by the Tax Collector, and that receipts generally, except for fund balances brought forward, be budgeted at 95% of anticipated levels.

**EXPENDITURES ARE DIVIDED INTO THE FOLLOWING CATEGORIES:**

**A. General Government Services** - Includes the costs of providing representation of the citizenry by the governing body (Board of County Commissioners) as well as executive management and administration of the affairs of local government (County Administrator's Office). Also included in this category are the financial and administrative costs of government (budgeting, accounting, auditing, property appraisal, tax collecting, personnel, purchasing, communication, printing, stores, property control, grants development and any other support services).

In addition, General Government includes legal services (County Attorney), comprehensive planning (County Planning Department), costs of providing a court system (Court Administrator, County Court, State Attorney, Public Defender, Law Library), court reporting, and Information Technology.

**B. Public Safety** - Security of persons and property is the major focus of this category. Included are law enforcement (Sheriff, Public Safety), detention and/or correction (county jail),

protective inspections (building and zoning inspections), emergency and disaster relief services (emergency management, communications system), and medical examiner.

**C. Physical Environment** - Costs of services provided to achieve a satisfactory living environment are assigned to this group. Categories include utility services, garbage/solid waste control, sewer services, conservation and resource management, flood control and other physical environmental needs.

**D. Transportation** - Costs incurred for the safe and adequate flow of vehicles, travelers and pedestrians are included. Specific subcategories include road and street facilities, traffic engineering, street lighting (County Department of Public Works), airports (Port & Airport), water transportation systems (canals, terminals, dock and ports), and transit systems.

**E. Economic Environment** - Costs of providing services to develop and improve the economic conditions of the community, including tourist development, are allocated to this category. Not included are welfare functions, which are included in human services.

**F. Human Services** - Costs of providing services for care, treatment and control of human illness and injury are included. Expenditures in this function include mental health, physical health, welfare programs, special needs and interrelated programs such as the provision of health care for indigent persons. Specific health care activities related to the County included the Health Unit, New Horizons, Mosquito Control, Abbie Jean Russell Center, and the Council on Aging.

**G. Culture and Recreation** - Costs incurred in providing and maintaining cultural and recreational facilities and activities for citizens and visitors are included in this function. Separate categories include all library costs, recreational programs, golf courses, swimming pools, tennis courts, public parks, community centers, camping areas and bicycle paths. Any expenses for special events such as county fairs, civic events, historical celebrations etc. are assigned here.

**H. Internal Services** - Expenditures incurred by one County department for services requested by another County department. Risk Management (Insurance Fees) is an example of an internal service expenditure.

**I. Non-Expenditure Disbursements** - Included in this category are transfers, reserves and transfer to constitutional officers. Interfund transfers represent amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute additional revenues or expenditures of the governmental unit, but reflect the movement of cash from one fund to another. Transfers to constitutional officers are disbursements to the constitutional officers (Sheriff, Supervisor of Elections and Clerk of the Circuit Court).

**EXPENDITURES ARE ALSO DIVIDED INTO THE FOLLOWING ACCOUNT TYPES:**

**A. Personnel** - Expense for salaries, wages, and related employee benefits provided for all persons employed whether on full-time, part-time, temporary, or seasonal basis. Employee benefits include employer contributions to a retirement system, social security, insurance, sick leave, terminal pay, and similar direct benefits as well as other costs such as Other Post Employment Benefits (OPEB) expense accrual, Worker's Compensation and Unemployment Compensation Insurance.

**B. Operating** - Includes expenditures for goods and services, which are not defined as personal services or capital outlays.

**C. Capital Plan** - Outlays for the acquisition of or addition to land, buildings and infrastructure.

**D. Capital - Other** - Outlays for the acquisition of or addition to fixed assets other than land, building and infrastructure. This category includes machinery and equipment, library books and materials, and software.

**E. Debt Service** - Outlays for debt service purposes.

**F. Grants & Aids** - Grants and Aids include all grants, subsidies, and contributions to other government entities/reporting units and private organizations.

**G. Other Uses** - Expenses for intragovernmental transfers, reserves, emergency reserves, contingency, project reserves and transfers to Constitutional Officers.