

## **USER'S GUIDE**

This document is the approved budget for FY 2002- 2003 for the period beginning October 1, 2002 and ending September 30, 2003. The intent of this document is to provide the public with concise and readable information about St. Lucie County. It contains general information and analysis of revenues and expenditures as well as a budget history and proposed budget amounts for FY 2002-2003.

### **SECTION A – SUMMARIES/ANALYSIS**

This section contains key information from subsequent sections in which the Office of Management and Budget (OMB) extracted and then presented in an easily understandable format. This section is recommended by staff as an excellent starting point for review of the budget. Summaries of the total county budget, of each constitutional officer, and of the court and legal system are available to provide ease in understanding the budget. Section A also contains charts, graphs and spreadsheets showing the history of property values, tax millage rates and the resulting revenues.

### **SECTION B – BUDGET BY FUND**

Section B begins with a listing of the numerous funds that make up the county budget. It categorizes them by fund type and briefly describes the sources of revenue and the types of expenditures of each fund. This list is followed by a three-year history of each fund showing the budget versus actual amounts. It also shows the amount budgeted in the new fiscal year and the percent change from the previous years budget. Most of this section is comprised of charts and graphs that reveal the amount of budgeted revenue and its sources and the amount of budgeted expenditures, by source, of selected funds.

### **SECTION C – DEPARTMENTAL SUMMARIES**

Section C contains budgetary information as it applies to each department. A table of contents specifically designed for this section provides a quick page reference to any department within the county. An organizational chart of each department, the four-year budget summary of each division, the division mission/functions/goals and the key indicators used to measure how well the division is accomplishing the stated mission.

## **SECTION D – 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. Capital improvements include infrastructure facilities such as roads, bridges, beach restoration/preservation, drainage, port and airport facilities, parks, libraries, and general governmental facilities.

This section also provides information on the planning and approval process, which led to the development of the Five-Year Capital Improvement Plan. The Five-Year Capital Plans are separated by department and identify the source of funding, a line-by-line listing of projects and the estimated costs. When provided by the division a project summary follows the Five-Year Capital Improvement Plan that goes into greater detail concerning the project.

## **SECTION E – DEBT SERVICE**

Although only a few pages, Section E 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 Environmental Land 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.

## **SECTION F - APPENDICES**

Section F, the Appendices Section includes a listing of grants that were awarded to the county and a glossary for definition of terms.

For any additional information, contact our office:

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**FISCAL YEAR 2002-2003**

**BUDGET MESSAGE**

*From the  
County Administrator*

Chairman, and Members of the Board of County Commissioners

Dear Commissioners:

As I submit this budget, I am very proud of all the hard work from our departments in trying to balance this year's budget while at the same time holding the countywide ad valorem tax rate at the same level for the sixth year in a row. The preparation of the last two years' budgets has been easier than in previous years because of the success of the "Investment for the Future" Program, increased property values, settlement with Florida Power and Light (FPL), an ambitious grant program, an aggressive economic development program, and with respect to spending, a 'hold the line' strategy. The "Investment for the Future" Program was developed by the St. Lucie County Strategic Management Team in 1997. This program was adopted by the Board to establish funding for infrastructure, stormwater management, fleet replacement and other capital improvements. The sources of revenues were Franchise Fees, Local Option Gas Tax, Stormwater Municipal Service Taxing Unit, and Tourist Development Tax. This program serves as a reinforcement of the County's vision on infrastructure and quality of life for all ages and cultures to live, learn, work, and play.

The growth of the county under the direction of the Board of County Commissioners has been carefully planned to accomplish the following objectives:

- A balanced budget with no increase in the countywide millage rates.
- Handle mandatory requirements placed upon St. Lucie County by state and federal law.
- Provide training for employees to better serve the public.
- Accurately disclose economic assumptions for the upcoming fiscal year.
- Continue cost containment efforts.
- Maintain the County's emergency reserves.
- Provide adequate contingency reserves.
- Address major issues facing the Board such as: employee raises, new positions, capital projects and other miscellaneous operating issues.
- Identify other issues that may be indirectly related to the budget process.

**Fiscal Health**

As I write this message, the overall fiscal health of the county is improving. Property values have increased as a result of new construction. St. Lucie County will end the fiscal year 2002 with a budget that is, from a fiscal or balance sheet standpoint, in good condition. I am optimistic that the actions taken by the Board over the past five years have significantly improved the immediate outlook for future county budgets. The long hours and difficult decisions are starting to pay off. The one area that we must continue to carefully monitor and improve upon is the Fine and Forfeiture Fund budget.

**Property Taxes**

The Countywide Ad Valorem millage is 7.6794 the same as fiscal year 2001/2002. The rate consists of three components:

<b>General Fund</b>	<b>2.9639</b>
<b>Fine &amp; Forfeiture</b>	<b>4.6155</b>
<b>Erosion Control - Zone E</b>	<b>.1000</b>
<b>Total</b>	<b>7.6794</b>

Ad Valorem tax collections are based on a combination of the tax (millage) rate and property valuation.

**Revenues**

Several major Non-Ad Valorem revenues have an effect on the budget. The adoption of the local option gas tax and utility and cable franchise fees enabled us to keep the County-wide millage at the same level.

Within the Transportation Trust Fund, gas taxes used for operations, maintenance and capital projects are budgeted to increase by \$265,900, or 3%. The budgeted increase in Franchise Fees is 1.47% or \$50,750, based on recent experience. Franchise Fees are collected in the unincorporated area of the County and are placed in road and park projects, fleet replacement, building capital projects, and a small amount is the unincorporated MSTU, which benefits the unincorporated area.

**Expenditures**

The Fiscal Year 2002-03 Budget totals \$315.9 million, an increase of 6.80% or \$120.1 million from the Fiscal Year 2001-02 amended budget amount of \$295.8 million. This overall increase comprises a combination of grants, property value increases, and increases or decreases among all the different funds included in the total budget.

<b>Fund Type</b>	<b>Budget 2001-2002</b>	<b>Budget 2002-2003</b>
Personnel Expense	40,525,028	43,948,873
Operating Expense	181,892,040	188,234,057
Capital Expenses	73,416,091	83,675,232
<b>TOTAL</b>	<b>295,833,168</b>	<b>315,858,162</b>
<b>Percent Change:</b>		<b>6.80%</b>

### COUNTY ADMINISTRATION

On September 11, 2001, startling events took place that, for many of us, changes our way of life. Since this tragic event, we have increased our security at the local airport, county buildings, and other areas. The FY03 budget has increased to provide for these additional expenses.

In order to continue to stimulate economic growth in St. Lucie County, the county has adopted a policy to attract new businesses to St. Lucie County and encourage the expansion of existing businesses within St. Lucie County. The creation of new employment opportunities for residents and the increased tax revenues resulting from such business expansion or relocation is beneficial to the local economy, therefore, the county offers a Job Growth Investment Grant Program and Property Tax Exemption Program to encourage businesses to locate here or expand operations and thereby create new employment opportunities for the residents of St. Lucie County.

During FY02, the Board authorized a new position for a Media Specialist. This individual is responsible for planning and preparing for "On Air" broadcast of the St. Lucie County's Board of County Commissioners meetings. Tentative broadcast date on the Government Access Channel is scheduled for January 2003 during the annual BOCC reorganization meeting. Television equipment purchases were essential for producing quality video production.

#### Significant New Expenses

Lobbyist Fees - Last year we included \$38,889 in the Administration's Departmental budget for lobbying efforts in Tallahassee. Other departments including Utility, Solid Waste, and Economic Development participated in the overall cost of \$87,500. The Strategic Management

Team and Staff recommends that we continue the lobbying efforts in Tallahassee for FY03. However, the Utility Department will not participate in next years expenses. Budget Impact for County Administration is a \$46,111 increase.

### **HUMAN RESOURCES/RISK**

#### **Significant New Expenses**

There were no significant new expenses for FY03 Human Resources budget.

#### **Efficiencies in FY02**

Efficiencies implemented in FY02 included completing conversion of all employee files to new folders with a new numerical filing code. All files were scanned and now can be viewed from any computer after obtaining a pass code from Human Resources. With the help of the Information Technology Department, across the board salary increases can now be run by the IT Department saving each department hundreds of hours of manual labor.

#### **Risk Management**

The focus of the Risk Management Department is to continue to reduce claims through training programs. This will be implemented through a comprehensive training program. The department also continues to strive to reduce the cost of the insurance programs. However, after the events of September 11, 2001, the insurance market have become very volatile and unpredictable.

#### **Significant New Expenses:**

The cost of Group Health Insurance for county employees increased by twelve percent (12%) for fiscal year 02-03. The Board of County Commissioners agreed to pay the employee share of the increase as part of the FY03 approved Benefits Program. Estimated Budget Impact is \$465,000.

General Liability and specialty (flood, quake, wind, etc.) insurance coverage=s increased dramatically during the policy renewal period. Other changes for Risk Management during FY03 is the task of administrating the immunization program of annual flu shots and hepatitis inoculations. This program was transferred from Human Resources to Risk Management. Budget Impact - \$10,000.

## **MANAGEMENT & BUDGET**

For the past decade, the County has been using a straight five percent General and Administrative charge back to other funds and allowable grants on operating costs. The County has a contract with Maximus, Inc. to produce a Cost Allocation Plan, which will be implemented in fiscal year 2002.

The department continues to improve the budget procedures, documents, reports, and enhancing communications with departments. (No significant budget impact). The most recent project is to work in concert with the departments and divisions to develop a 5-year budget, which will serve as a valuable planning tool for the Commissioners and county administration as we address the challenges facing St. Lucie County.

## **PURCHASING**

### **Significant New Expenses**

There are no significant new expenses or changes to next year's budget. However, minor changes are due to (1) Material Center Operating Supplies increased due to additional production of both Black & White and Color duplicating. This will be offset by the increase in the refunds that will be received. As a result, there is a 6% difference to the budget; (2) Equipment Rental decreased due to the transfer of cost of the Risograph equipment to the Materials Center Supplies Account which will provide for better accounting of Material Center costs; and (3) Advertising increased due to anticipated price increase from the Tribune and Port St. Lucie News for Legal Notices.

### **Efficiencies in FY03**

Cost saving measures that have been instituted: The Purchasing Department has formulated and awarded several new term contracts which has reduced the overall expense to the County for the purpose of goods and services. Additionally, this has reduced the time for the receipt of these goods and services.

Purchasing Card limit increased to provide for a more efficient method of procuring small dollars goods. This has resulted in a \$4,000 rebate from Bank of America and a reduction in the number of Purchase Orders issued.

The County contracted out for the destruction of public records, resulting in the savings of approximately \$10 per box of records destroyed.

## **INFORMATION TECHNOLOGY**

### **Significant New Expenses**

In FY02, Information Technology absorbed support position for the county telecommunications infrastructure, including voice communications. Also, in FY03, a second Systems Engineer II/Voice position will be added to handle the more than 1800 lines and associated equipment. The Public Safety department requested a full-time analyst to provide dedicated on-site CAD/CRIMES system support. The budget impact for both positions is \$100,480.

Currently, twenty field service staff share a pool of four vehicles. In FY03, the department has requested a cargo van to be used to deploy the more than 225 new PCs to more than 30 locations and provide an additional pool vehicle. Budget impact is \$16,823.

Increased national concern for improved network and physical security by government agencies supported by Information Technology has been addressed in the FY03 budget with the planned installation of several network security components. Budget impact is \$129,650.

The implementation of a three-year server replenishment program is included in the FY03 budget. These new servers will replace and consolidate the county's aging inventory on file and print servers resulting in lower maintenance, less downtime, and increased productivity. Budget impact is \$33,000.

The St. Lucie County Sheriff's Office has been added to the Information Technology support customer base and the department incurred additional support costs in FY02 which will carry over into FY03. Budget impact is \$306,263.

Department space expansion will take place in FY03. Budget impact is \$21,000.

### **Efficiencies In FY03**

- As a result of GASB Statement 34 compliance, Information Technology has reduced the Software Support Contracts budget by \$170,000.
- Entered into a Master Service Agreement with the county's voice and data supplier resulting in a reduction in Communications expenses of \$45,000.
- By entering into a lease agreement with Howard Computers, the Information Technology department has reduced the FY03 PC maintenance costs by approximately \$252,735.

The net result of the above changes is a 2% increase in the overall Information Technology Department FY03 budget.



## **COUNTY ATTORNEY**

### **Significant New Expenses**

FY03 changes included a reduction in budget for Legal Fees associated with the Allstate Litigation. The Allstate action originated out of a default in payment that occurred June 1, 1996, on the industrial revenue bonds (the "1991 Bonds") issued by the County. The Allstate Litigation was settled during the FY02 year after the court findings that the County does not have the right to fund the Operating Reserve out of Tourist Development Tax revenues prior to paying debt service on the Bonds, but can establish and fund the Operating Reserve only out of excess stadium revenues. The courts ruled that the County was liable in the estimated amount of \$743,529. The amount appropriated for FY02 Legal Fees was \$46,219 and for FY03, \$16,000. Budget Impact \$30,219 reduction.

The Department is currently advertising for an Acquisition Agent to fill current vacancy.

## **CENTRAL SERVICES**

1.5 additional employees were added to accommodate staff with preventative maintenance - cost is \$24,428.

## **SERVICE GARAGE**

Continues to ensure proper maintenance on all fleet vehicles, adherence to the approved fleet replacement program and establish a heavy equipment replacement program (no budget impact).

## **COMMUNITY DEVELOPMENT**

Significant changes for FY03 budget includes annual funding allocations to support operations of a St. Lucie County Transit System. This countywide Fixed Route Transit System will increase the budget by \$273,214. The overall estimated total of approximately \$819,642 will be shared by three counties. Budget Impact -\$273,214 increase. Office Renovations is \$5,000.

## **ECONOMIC DEVELOPMENT**

We have, once again, budgeted \$100,000 for the County's contribution towards the Economic Development Council (EDC). The EDC will

pick up the responsibility of the Foreign Trade Zone (FTZ) and business retention from the Economic Development Division beginning FY03. This has enabled us to recommend the deletion of one full-time equivalent, Business Retention Specialist, position. Budget impact is a net \$47,000 decrease.

### PLANNING

The county has embarked upon providing provisions of facilities for pedestrians and bicycles. At the present time, the only safe access to many of the recreational opportunities is by motor vehicle. Bicyclers and pedestrians are forced to share Highway A1A with motorists since the road has no significant road shoulders or bicycle lanes. Construction of an 8-foot wide pedestrian/bicycle pathway parallel to State Highway A1A in St. Lucie County is being planned.

The Statewide impact of this project is notable not only in increased safety, but also increased recreational opportunities, beautification, economic development, and jobs it provides. FDOT approved grant for FY02 Bicycle/Pedestrian Coordinator will assist in planning activities.

### MAPPING & TECH SERVICES

There were no significant changes for FY03 budget.

Integration of the County's building permitting system into the GIS system to provide for more effective management of the building permitting, inspection and records management process continues.

### TOURISM

FY02 changes included increase in grant from \$20,000 to \$25,000 to Treasure Coast Regional Sports Commission approved by the BOCC to help in the development of Sports promotions that attract a wide range of regional, national, and international sports competition to the Treasure Coast area. The overall expense is covered by the Tri-county areas. Budget Impact - \$5,000 increase.

Subsequent to the events of September 11, 2001, a slowdown in tourism was expected. The County entered into partnership with Florida USA to incorporate a Tourism Recovery Plan for promotional advertising for the area. The initial cost to the county was \$109,931 of which 40% reimbursement will be made by the State.

### COUNTY EXTENSION OFFICE

During the Fiscal Year 2002-2003, County Extension Office plans to significantly expand its education outreach efforts to the students

involved in the Agri-Science Education program. Through a close partnership with the St. Lucie County School Board, the County Extension Office was able to hire in July of 2002 an Agri-Science Instructor/Leader and a Vocational Agricultural Technician to work with the students and maintain the Agri-Science Education Center, a 640-acre classroom that includes stables, barns, pasture land, a citrus grove and the Zoological Education Program geared at farm animal curriculum for elementary grades. This partnership will also provide for a closer working relationship between 4-H and the Future Farmers of America (FFA) program.

With only a slight increase in our overall operating budget and assistance from volunteers and donors, the County Extension office will be constructing a pole barn / storage shed on the Agriculture Complex grounds. This barn will include space for a covered outdoor classroom, covered storage for lawn maintenance equipment and other machinery, and bins for mulches potting soil used by the Junior Master Gardeners and the Master Gardeners.

The Florida Yards and Neighborhoods (FYN) Program will be continued without interruptions when the grant funding for its activities is discontinued in November of 2002. The existing grant-funded FYN Program Assistant will become a County employee at an annual cost of \$36,592. County Extension team will also include the FYN Extension Agent; however, the entire cost of this position will be covered by the South Florida Water Management District. This successful program provides educational opportunities to county residents to learn about methods of maintaining their landscapes using practices that reduce the negative impacts of urbanization on our water ways.

### **COMMUNITY SERVICES**

Our total FY03 operating and personnel budget will increase by only 1%. We are able to keep our operating budget at a low level through careful utilization of administrative allowances from grants. In the next fiscal year, the dollar volume of grants handled by our department will reach \$5,977,160, up from \$4,990,361 in FY02. With the same number of staff members, we plan to increase the number of phone and walk-in inquiries by 15%.

Home loan closings on our SHIP loans will allow for at least \$1,500,000 to be added to the County's tax base. The SHIP Program will be focused on the partnership with the Division of Community Development in the support of the MSBU project for sewer and water hookups in the Harmony Heights subdivision. \$250,000 of SHIP funds will be allocated the first year for this project. Also, we will be concentrating on the emergency rehabilitation of homes for the very low income residents of our community who are living on a fixed income, and whose homes are badly in need of emergency repairs.

FY03 Budget includes two significant increases in mandated community services expenditures: an additional \$200,000 for Medicaid Hospital account and an additional \$200,000 for in the Medicaid Nursing Home account. Both increases are due to the State of Florida initiated increases in counties= share of Medicaid expenses.

## **LIBRARY**

General Fund will show a \$13,000 increase for insurance and bonds, which have been paid out of State Aid funds for the last five years - State Aid funds are projected to be lower, so these funds were moved to General Funds. There will also be increases associated with the conversion of the Morningside Branch Library computer lab into a training center for Information Technology for BOCC and Constitutional Officers staff training. The Sunday hours approved in 2001/2002 actually began in May 2002 - we have seen a steady increase each week in the usage - the additional staff approved to allow for the extra hours has made a big difference in staffing of the Ft. Pierce Branch Library.

## **MOSQUITO CONTROL**

FY03 budget has been prepared with priorities targeted to implement Integrated Pest Management Program with emphasis on ground "adulticiding" for mosquitoes. Equally important budget consideration has been given to funding of aerial "larvaeciding" activities, as well as mosquito impoundment management for source reduction or permanent mosquito and sand fly control.

In comparison to FY02, our next year's budgetary allocation for chemicals has been increased by 16%. We plan to spend \$172,632 on upgrades and new additions to our equipment with the objective to improve aerial and ground techniques to control and monitor mosquitoes as a preventative measure against the West Nile Virus and Saint Louis Encephalitis.

One of the most essential goals in the next fiscal year will be the implementation of the Bear Point Mitigation Bank. The purpose of the bank is to sell salt water wetland mitigation credits within an area encompassing land impounded for mosquito control. Mosquito District's budget includes reserve funds in excess of \$200,000 for the initial cost of operation and maintenance of this mitigation bank.

## **PARKS AND RECREATION**

2001 proved to be a challenging year for us; though we operated on a very lean budget, we do have significant increases in the current budget. To assist the Director in the day-to-day operations of the Department, the Board approved our request for an Assistant Director.

## **PARKS**

Our newest Division within the Department is the Saint Lucie County Fairgrounds. We are planning on purchasing necessary equipment and hire

needed personnel for its operations.

In an effort to better accommodate the numerous youth sports leagues in Saint Lucie County, we are planning on adding new personnel and converting some to later shifts to ensure responsible coverage at ball fields during evening hours. Additionally, we will be replacing worn equipments in order to increase our performance levels in maintaining 78 Parks and Recreation facilities. This past year, implemented weekend cleanup of park and beach facilities, due to the success of this initiative, we will continue it during this fiscal year.

Parks staff is currently gathering information, conducting briefings, preparing pamphlets and developing an advertising campaign in preparation for the upcoming referendum on funding major Parks improvements. With the support of county residents, this department intends to elevate the quality of life within St. Lucie County by providing Parks and Recreational facilities that will be second to none on the Treasure Coast.

### RECREATION

In keeping with our mission, the Division will continue to increase the recreational programs to Saint Lucie County residents by purchasing games and additional sports equipment. Funding has been approved to support our youth summer camps from June to August. We are also planning to increase the aquatics programs by providing sufficient manpower to conduct swimming lessons and competitive swimming.

Our Environmental Learning Centers a fairly new venture. In order to continue its expansion, we plan to increase the exhibits through the use of State and Federal grants. Toward that end, we will contract for a master plan to guide future developments and expansion..

We plan to supplement the implementation of the Florida Recreation Assistance and Planning grant at the Savannas Recreation Area by funding improvements in the new registration and visitor center. We further plan to purchase campsite equipments for new sites.

### FAIRWINDS GOLF COURSE

The addition of 20 new greens and a new tournament pavilion in 2002, our goal to be the best golf course and value on the Treasure Coast was again realized. As a result, our budget for 2002-2003 is slightly increased. The following are some of the major projects we have planned: (a) In-house bunker renovations; (b) Landscape improvements on the entrance road and golf course; (c) New equipment purchases will be \$101,000. We plan to complete the Business Plan for an additional 9 holes.

### SPORTS COMPLEX

The St. Lucie Mets have just finished their season with the third highest attendance in their history in St. Lucie County. After extensive coordination with the parent major league organization, we look forward to a new contract and a successful Spring Training next year. On the 23rd of July 2002, the Board of County Commissioners authorized a "term-loan" to finance numerous improvements at Thomas J. White

Stadium. Prior to spring training, we plan complete the below-listed projects:

- (1) Electronic Scoreboard Upgrades, including Maintenance Agreement
- (2) Repair of the Ticket Office
- (3) Repair leaks in County Offices
- (4) Renovation of four baseball fields
- (5) Replace the "warning track"
- (6) Continue the phase-in replacements of stadium seats and backs.

### **AIRPORT**

Fiscal Year 2002 started out with extreme melancholy as Saint Lucie County International Airport tried to overcome the lasting impact of the "*September 11*" terrorist attacks perpetrated against our country. These events have had lingering effects on our prosperity as the Airport experienced significant decline in business growth. In 2002, the number of businesses declined over 22 percent--from 40 to 31 businesses, while employment went from 599 in 2001 to 451 in 2002, a 25 percent reduction.

Our new Industrial Park project is a shining star in our future. The design is currently 60 percent completed. This 150 acre Industrial Park will provide additional space for commercial/industrial tenants to expand. This year, the Board of County Commissioners unanimously approved an update to the 1994 Airport Master Plan. The 2002 Master Plan, developed under the guidance of the Airport Master Plan Study Group provided a parallel runway and additional commercial/industrial development.

The recent terrorist attacks also opened up a significant amount of funding availability for security fencing projects. The airport recently completed phase I and has installed fencing along Curtis King Boulevard. We also have available funding to complete additional phases of the fencing project.

Due to the exceptional support of the Board for the "parallel runway project", the environmental assessment is more than half way completed. It is slated for approval in the spring of 2003. As we all know, the "Part 150 Noise Study" is a very sensitive issue to the neighborhood surrounding the airport; consequently, the Federal Aviation Administration has endorsed our plan to update the previous noise

study completed in 1993. This current study, scheduled for completion in 2003, will provide guidance on reducing the noise impacts to the surrounding areas.

### **PORT**

We are pursuing completion of the Port Master Plan Document. The final steps involve approval by DCA, formal adoption into the County Comprehensive Plan. The Port Development Request for Proposal, currently under consideration by the Board, may further define refinement of the Plan beyond goals and policies. An additional \$100,000 is budgeted for that effort.

The Port development proposals currently under consideration by the Board will ultimately require modifications to the existing Port berth permits. The extent of modification will depend upon which proposal is selected. An additional \$200,000 is budgeted in Port Operations to cover surveying; engineering design and permit costs associated with berth permit modifications.

Permitting of the Taylor Creek Dredging and Restoration Project is currently under way. Several spoil disposal sites are under consideration. Funds are budgeted in the amount of \$230,000 for land acquisition of a spoil disposal site. Any funds not needed for land purchase would be included in construction of the dredging operations.

Several grants are being pursued to help fund the construction costs. The remaining funds in a the SFWMD grant contract are being carried forward from fiscal year 2002, in the amount of \$631,203. Additional funds are being pursued through FSTED.

**New Port Entrance:** A Feasibility Study was completed to investigate the construction of an elevated “flyover” entrance road to the Port. Further progress on this project is pending resolution of the type of development that will eventually occur on the Port property. An FDOT grant in the amount of \$1,096,905 is available.

**Port Property Purchase:** Negotiations are ongoing for possible purchase of the Port property by the County. Grant funds are being pursued through FSTED.

### **PUBLIC SAFETY**

Our number one priority in the Budget Year 2002-2003 will be addressing the significant increase in emergency call volume in the recent past. We have requested \$154,704 in funding for four new positions, or one per shift, in our Emergency 911 Division. We plan to install a brand new E911 phone system that will streamline the handling of incoming 911 calls. The floor in the EOC operation room will be raised

to accommodate our phone and computer systems. Space needs for the E911 and Emergency Management divisions will be fulfilled with the planned completion of the Emergency Operations Center Annex building.

One of the most significant increases in our budget is related to the operations and maintenance of the 800 MHz Communications Systems. After the expiration of Motorola service agreement on October 1, 2002, the system will require a minimum of \$354,000 for equipment maintenance, \$121,000 for phone and T1 lines, \$21,500 for tower rental space, and \$24,000 for electrical service to four tower sites.

Rapid population growth in our area and corresponding increase in animal control complaints prompted us to analyze our resources in the Animal Control Division. At a cost of \$11,420, we plan to add to 0.4 FTE to the working hours of our part-time Animal Control Officers.

With a 6% anticipated growth in marine safety preventative actions and first medical aid, we plan to invest \$5,700 into replacement of an old all-terrain vehicle to patrol the beaches and assist in rescue operations.

## **PUBLIC WORKS**

### **OXBOW ECO CENTER AND ENVIRONMENTAL RESOURCES DIVISION**

The most significant changes in the Environmental Resources budgets (Oxbow and ERD) are in staffing: Environmental Resources (Environmental Lands) Scientific Tech II (budget impact \$40,464), and Environmental Resources (Oxbow) Program Coordinator/Naturalist (budget impact - \$41,775).

### **BUILDING AND ZONING**

Significant expenditures in the Westchester Project being built in St. Lucie West. Additional staffing required are: two (2) Building Inspectors, two (2) Building Technicians, and one (1) Plans Examiner. Included with these additions of personnel is the purchase of more vehicles, computers and an increase in some operating expenditures. Additionally, with the Westchester Project, it is anticipated that the opening of a South County Office will provide better service in the south part of the County.

Overall impact on the budget for the Westchester project is an increase of \$257,834; however; a corresponding increase in revenue by \$435,000 is also anticipated to offset these expenditures.



## ROAD AND BRIDGE

Maintenance Continue to improve Job/Work in-house cross training program and also improve the safety program (no budget impact).

Traffic Continue to improve the sign inventory program (no budget impact).

Drainage Cost effectively increase the linear footage of swale maintenance annually (no budget impact).

## ENGINEERING

Update "5 year" Capital Improvement Plan for Roadway Maintenance and Road Widening. Update the "5 year" plan to identify Stormwater Capital Improvement Projects. Continue to develop MSBU and Bridge Maintenance Repair and Replacement Program.( See Capital Improvements section for details)

## UTILITIES

The overall utilities budget have decreased by 11% due to prudent management of all systems and a decrease in operating expenses, while maintaining reasonable rates for their customers. An additional Customer Service Specialist I position was added because of the continued growth, but will only be hired if and when the Indian River Estates MSBU project proceeds and the increase of customer service duties requires it (cost is \$30,047). There are no other significant changes to the Utility Department budget for the FY03 year.

## VETERAN SERVICES

In preparation for Fiscal Year 2003 we have developed a responsible budget that balances the needs of the local veterans and their families and allows Veteran Services Dept. to enhance the level of services we will be providing. Our total operating budget includes an increase of only 3% in comparison with the current fiscal year.

No additional positions or major equipment purchases are budgeted for FY03; however, we are confident that an efficient use of our resources will allow us to increase the number of veterans and family members counseled to an estimated 10,825 in comparison to 8,193 in FY01. Of those counseled in FY01, 3,730 resulted in claims with an estimated increase to 4,754 in FY03.

Our statistics show that in FY01, veterans in our area were receiving over 12 million dollars annually in veteran-related benefits. We anticipate that in FY03, veterans benefits will contribute 13.95 million to local economy. In our continuing commitment to increase the

quality of life and to coordinate access to services for our veterans, we are planning to increase medical transportation assistance to 5,027 serviced, up from 4,093 in FY01.

### **CAPITAL IMPROVEMENTS**

A total capital improvement program of \$119.6 million is planned for the new fiscal year 2002-2003. This is an increase of approximately \$6 million from the previous fiscal year=s program. Some major highlights of the next fiscal year=s CIP budget include:

- **Airport:** Continued funding allocations for the development of a new airport industrial park (\$550,000). Other major capital projects for the airport include the Airfield Lighting Rehabilitation (\$540,000) and Drainage Improvements associated with the Master Plan (\$250,000).
- **Erosion:** Funding for the 2.3 mile Beach Restoration project (\$4.368 million) will consist of loan proceeds and state grants.
- **Solid Waste:** Funding for the construction of a new C&D (construction and demolition) Recycling Facility (\$3.5 million) will start in the new fiscal year.
- **Port:** Continued funding for the Taylor Creek improvement project (\$3.25 million). Several sources of funding are being sought; these sources include SJRWMD, FIND and FSTED grants. Initial funds of \$250,000 included in the fiscal year 2001-2002.
- **Stormwater Management:** Continued funding allocation for the Indian River Estates stormwater improvements (\$2.5 million). Funding source for this project will primarily come from a state revolving loan. Other major stormwater projects include Paradise Park (\$347,000) and Harmony Heights (\$346,000) drainage improvements.
- **Environmental Resources:** Funding for the creation of an Artificial Reef program (\$50,000).
- **Utilities:** Continued funding allocations to support projects necessary to maintain compliance with regulatory requirements (\$565,000).
- **Central Services:**
  - o Funding allocations to install a new Security System at the Rock Road Jail Facility. Initial funding from loan proceeds in the amount of \$2,190,000 during Fiscal Year 2001-2002; annual debt service payments of approximately \$264,000 to start during the Fiscal Year 2002-2003.
  - o Continued funding allocations for the Energy Efficiency Project; the project is funded through note proceeds and repayment of debt begins in the new fiscal year which will be derived from savings realized from upgrading existing fixtures and equipment to more energy efficient units in various County buildings.
  - o Continued funding allocations to support the Fairgrounds project; installation of new restroom facilities begins in the new fiscal year (\$150,000)
  - o Funding for the construction of the new Administration Building Addition and new Facade - \$1,700,000 from the FY03

County Capital Fund and \$300,000 from Public Building Impact Fees. (\$2.0 million )

- o Funding for the Walton Road Annex Building (\$4.1 million); funding sources include sales tax reserves, loan proceeds and franchise fees.

### **Public Works**

- o Continued funding allocations for the Lennard Road construction project Phases I, II and III (\$1.6 million)
- o Funding allocations for the South 25<sup>th</sup> Street Phase 1 project (\$2.4 million)
- o Additional funding allocation for the Glades Cutoff and Midway Intersection project (\$1.0 million)
- o Initial funding allocation for the Walton Road Phase 4 project (\$1.0 million)
- o Continued funding of Indian River Lagoon bikepath (\$350, 000) and Juanita Ave bike path and sidewalk (\$100,000).
- o Initial funding allocation for the River Branch road construction (\$450,000)
- o Funding allocation to support the US 1 and Indrio Road intersection project (\$374,126)

### **CONSTITUTIONAL OFFICERS**

The Sheriff's budget has increased 6.73% or 2.294 million . The Supervisor of Elections budget is up by 3.62% or \$59.3 thousand. The Property Appraiser's budget has increased by 5.91%, or \$168.2 thousand. The Clerk of Circuit Courts has increased by 6.04%, or \$224.9 thousand. The Tax Collector's budget decreased by 3.29%, or \$112.7 thousand. The Property Appraiser and Tax Collector budgets are approved by the Florida Department of Revenue and funded from a percentage of taxes collected.

Grants to Outside Agencies - The Board basically awarded grants only to mandated agencies. In fiscal year 2001-2002, the Board awarded \$1,732,094. This year the Board awarded \$2,178,554, which is an increase of \$446,460 or 25%.

### **DEBT SERVICE**

St. Lucie County will start Fiscal Year 2002-2003 with the total outstanding debt of \$130,536,015. In the early stages of planning are new debt issues that may noticeably increase the County's indebtedness.

Financing options are now being considered for the construction of a new Clerk of the Courts building. A recommended \$2,421,735 loan will be amortized over a 15-year repayment period.

Another 15-year bank note is in early stages of planning to finance the construction of the new Walton Road County Annex Building. This loan is estimated at \$2,500,000.

### **RESERVES**

A reserve of \$1M was established last year for salary adjustments in the taxing funds. The same amount is budgeted this year for a 3% increase across the board, effective October 1. The balance of the \$1M will be the final implementation of the salary adjustments. Contingency reserve is budgeted at \$1M, the same level as last year. The emergency reserves remain at \$8.4 million.

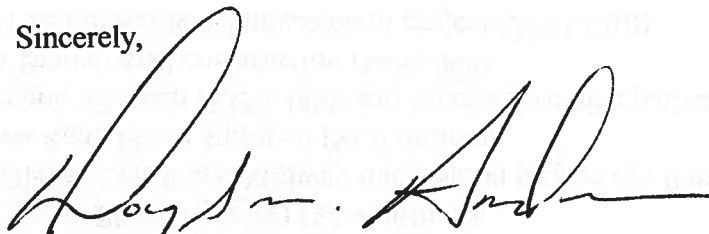
### **CONCLUSION**

This budget reflects the efforts to keep low tax rates, while at the same time, making the effort to increase the quality of life in St. Lucie County. We have made progress toward the diversification and enhancement of the county's economic base which is the obvious long term solution. This is beginning to affect county revenue streams. However, continued growth may generate costs in excess of revenues unless demographics and the economic characteristics of growth patterns continue to change.

Now that we have stabilized the County's operating Budget, we have begun to address the County's long-term capital needs.

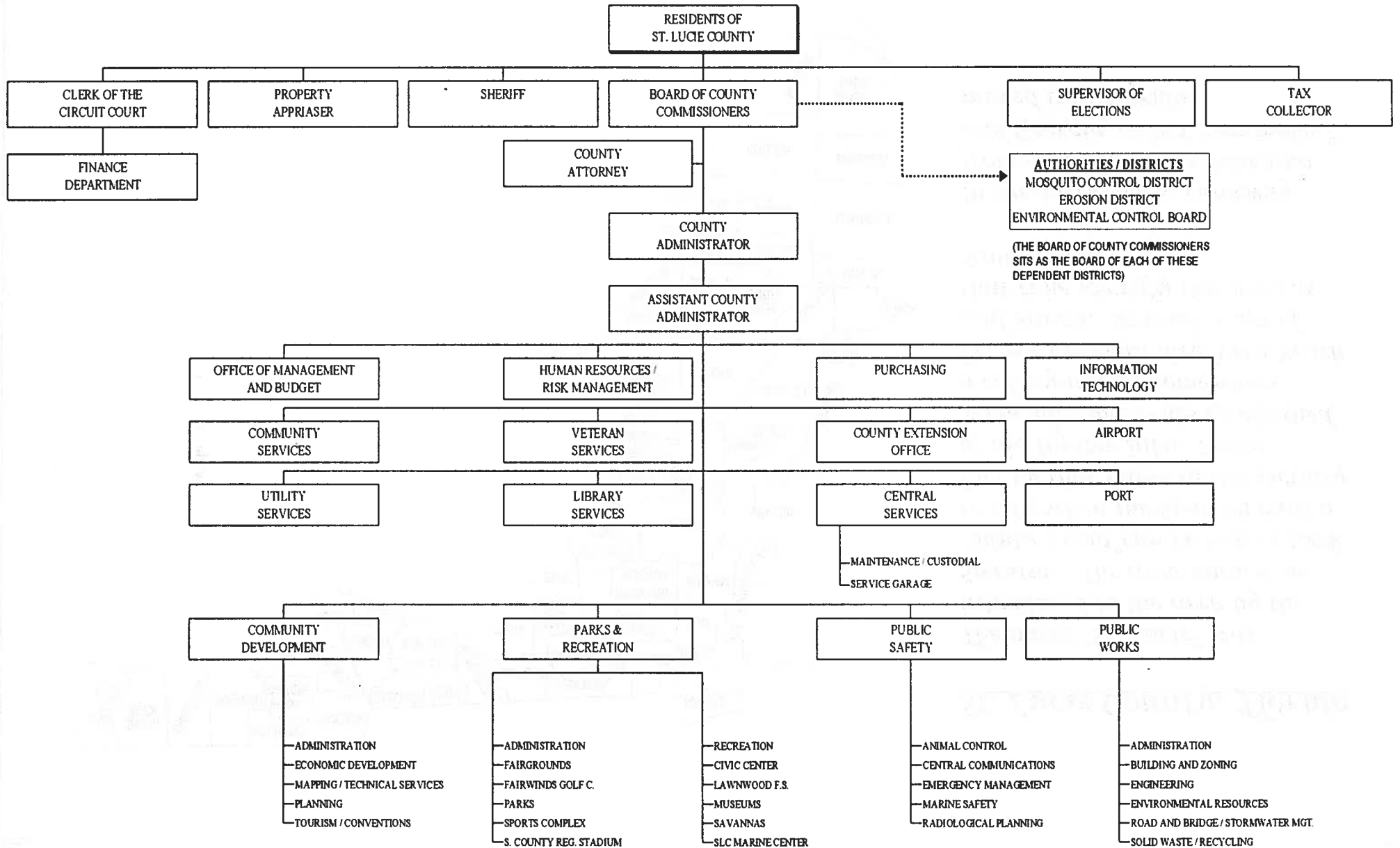
We need to (a) continue to control expenditures and (b) take action necessary to increase revenues, while simultaneously (c) pursue an aggressive and carefully planned economic development strategy to (d) create an economic base adequate to fund desired public service levels on a continuing basis.

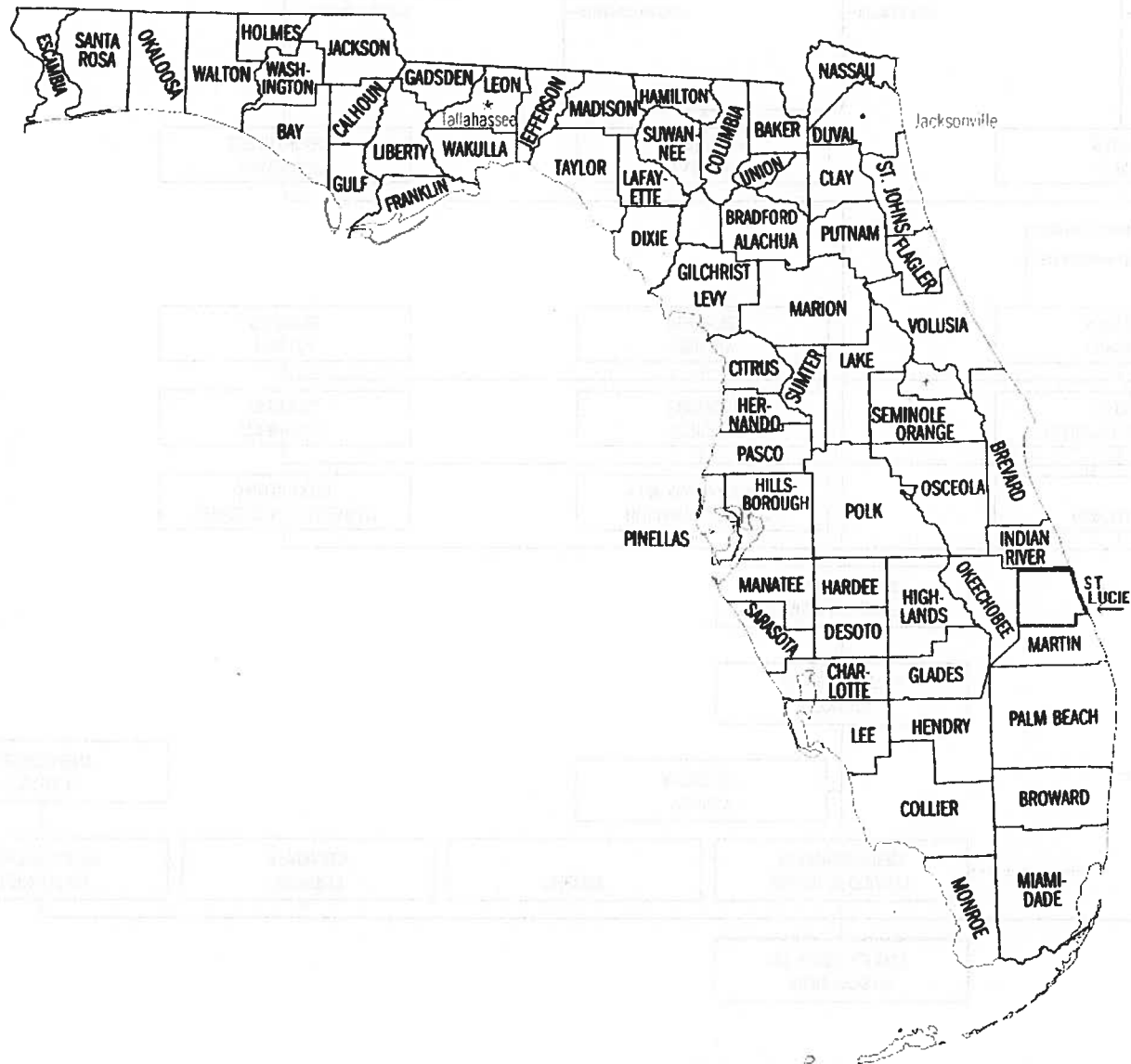
Sincerely,

A handwritten signature in black ink, appearing to read "Douglas M. Anderson". The signature is fluid and cursive, with a large initial "D" and "A".

Douglas M. Anderson  
County Administrator

# ST. LUCIE COUNTY ORGANIZATIONAL CHART





## St. Lucie County, Florida

*The name "St. Lucie" was introduced to the area by the Spanish. The area known as "Santa Lucia" can be traced back to 1565 when the Spanish built a fort by that name in the vicinity of the Jupiter Inlet. Pedro Menendez de Aviles established a colony in 1567 somewhere between present day Vero Beach and Stuart. Spanish maps of that time identify this area as Santa Lucia.*

*In the early 1800s, runaways from Creek tribes in Alabama and Georgia, called "Seminoles," moved into Florida.*

*St. Lucie County was established from a portion of Mosquito County in 1844 and named for Saint Lucy of Syracuse - the patron saint of blindness who was persecuted and died in the early fourth century in defense of her faith. What is today Brevard, Indian River, Okeechobee, and Martin Counties was once part of St. Lucie County. The name was changed to Brevard during the 1850s. St. Lucie broke away from Brevard in 1905 and On July 1, 1905 St. Lucie County, Florida was established with Fort Pierce as the county seat. Okeechobee broke away and was formed in 1917, with Indian River and Martin Counties following suit in 1925.*

### **Significant Highlights**

**1905** ~ *St. Lucie is re-created as the forty-sixth Florida county and is named for St. Lucie of Syracuse. At that time the land area included what would eventually become the counties of Indian River, Okeechobee and Martin. Official formation of St. Lucie County occurred on July 1<sup>st</sup> followed by a parade down Orange Avenue on July 4<sup>th</sup>. The official population of the county was 3,024. The first edition of The St. Lucie Tribune was published on July 21<sup>st</sup>. Mr. F.H. Fee owned the first automobile in Fort Pierce - an Orient Buckboard. The license fee was \$2.00.*

### **1906**

*The Fort Pierce Board of Trade is established which later becomes the Fort Pierce-St. Lucie Chamber of Commerce and eventually the St. Lucie County Chamber of Commerce.  
St. Lucie County's first political election is held.*

### **1909**

*The St. Lucie County Court House is constructed on Indian River Drive where the courthouse annex is now located.*

### **1910**

*The population of St. Lucie County has grown to 4,750. Fort Pierce had 1,337 residents.*

### **1913**

*The Fort Pierce Women's Club establishes a "reading room" which will later become the St. Lucie County Public Library System.*

**1917**

*On August 7<sup>th</sup>, the Florida Legislature carved out a significant portion of western St. Lucie County to create Okeechobee County.*

**1925**

*On May 30<sup>th</sup>, Governor John W. Martin signed two bills impacting St. Lucie County. One took the northern portion of St. Lucie County and created Indian River County. The other took the southern portion and created Martin County.*

**1955**

*St. Lucie County Public Library opens.*

**1984**

*Havert Fenn becomes the first black elected official in St. Lucie County when voters choose him to sit on the Board of County Commissioners.*

**1986**

*Thomas J. White begins the creation of the town of St. Lucie West on 4600 acres in western St. Lucie County.*

**1996**

*The St. Lucie County - Fort Pierce Fire District merge to become the St. Lucie County Fire District.*

**2000**

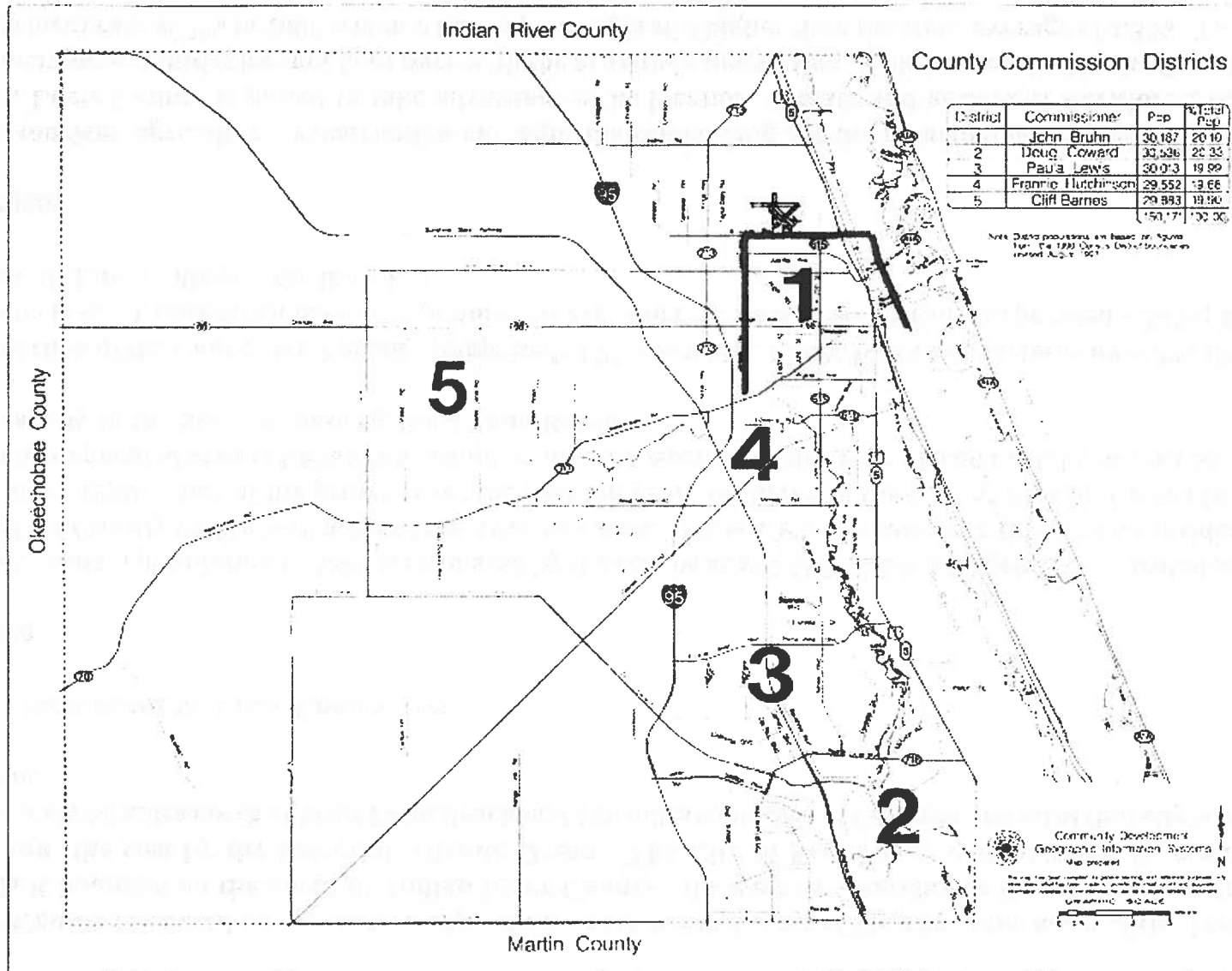
*St. Lucie County is estimated to have 183,000 residents, of which 83,254 reside in the City of Port St. Lucie.*

**2001**

*The City of Fort Pierce held its Centennial Celebration.*



# St. Lucie County, Florida



## **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. The City of Fort Pierce is the County Seat and is located approximately 60 miles north of West Palm Beach and 100 miles southeast of Orlando and all of that city's major tourist attractions.**

**Some key facts about St. Lucie County are:**

### **Population**

**St. Lucie County's population in 2000 is estimated by the census at 192,695 which is largely concentrated in the eastern portion of the County within 5-10 miles of the Atlantic Coast. This is a 3% increase over 1999 and a considerable 28.3% increase since 1990. Most of the growth over the past ten years occurred in the City of Port St. Lucie (49%) followed by the unincorporated area (13.6%). The count conducted April 1<sup>st</sup> of this year placed the City of Port St. Lucie as the 15<sup>th</sup> largest city in the State surpassing West Palm Beach.**

**The population of the County is ethnically comprised of 79.1% white, 15.4% black and includes over 8% Hispanic. The median age is 42. Concentrations of the population are: Port St. Lucie - 46%; Unincorporated - 34%; Fort Pierce - 19%; and St. Lucie Village - less than 1%.**

### **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. This has resulted in the County having an unemployment rate of 7% in 2000 which while improving is still higher than the state average of 4.3%. To counter this the County initiated an aggressive campaign to attract targeted businesses. Recent successes include a QVC call center, and the relocation of Convergys Corporation, an established customer billing service company. This year, the Board of County Commissioners has agreed to continue partial funding of the St. Lucie County Economic Development Council whose purpose is to attract higher paying, environmentally friendly companies to this area.**

**In 1999 the major areas of employment were:**

<b>Agriculture.....</b>	<b>4,741</b>	<b>Construction.....</b>	<b>2,938</b>
<b>Transportation, Communications and Public Utilities.....</b>	<b>2,454</b>	<b>Manufacturing.....</b>	<b>2,684</b>
<b>Wholesale/Retail Trade.....</b>	<b>12,158</b>	<b>Finance, Insurance, Real Estate.....</b>	<b>2,353</b>
<b>Services.....</b>	<b>12,153</b>	<b>Other.....</b>	<b>182</b>

**Major employers within the County are:**

<u>Employer</u>	<u>Number of Employees</u>
<b>St. Lucie County School Board</b>	<b>3,400</b>
<b>Lawnwood Regional Medical Center (HCA)</b>	<b>1,400</b>
<b>Publix Supermarket</b>	<b>1,260</b>
<b>St. Lucie County Board of County Commissioners</b>	<b>1,009</b>
<b>Florida Power &amp; Light</b>	<b>790</b>
<b>QVC</b>	<b>800</b>
<b>Winn Dixie Supermarket</b>	<b>650</b>
<b>Harbor Branch Oceanographic Institute</b>	<b>650</b>
<b>St. Lucie Medical Center (HCA)</b>	<b>600</b>

**5**

**4**

**3**

**2**

**Employer**

**Number of Employees**

<b>City of Port St. Lucie</b>	<b>535</b>
<b>St. Lucie County Sheriff's Department</b>	<b>527</b>
<b>Aegis Communications/IGI</b>	<b>460</b>
<b>Wal-Mart</b>	<b>456</b>
<b>Indian River Community College</b>	<b>446</b>
<b>Convergy's Corporation</b>	<b>423</b>
<b>Club Med/Village Hotels of Sandpiper</b>	<b>400</b>

**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.**

**The Commissioners are:**

<b>Doug Coward, Chair</b>	<b>District 2</b>
<b>Cliff Barnes , Vice-Chair</b>	<b>District 5</b>
<b>John Bruhn</b>	<b>District 1</b>
<b>Paula Lewis</b>	<b>District 3</b>
<b>Frannie Hutchinson</b>	<b>District 4</b>

**The county is managed on a daily basis by a professional administrator, Douglas Anderson, who is appointed by the Board of County Commissioners.**

### **Education**

**The public school system is county-wide and is governed by the School Board consisting of five members each elected for a four-year term. The school system is comprised of 24 elementary schools (grades K-5), six middle schools (grades 6-8) and five high schools. St. Lucie County also has one exceptional student education center, two magnet schools, and two alternative schools. The school system employs approximately 1,500 teachers and 1,100 support staff.**

**Higher educational resources within the County include: Indian River Community College (IRCC) and extension campuses of Florida Atlantic University, University of Florida, and Barry University. These prestigious schools enable an individual to obtain a four-year degree without having to leave the area.**

### **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 all the County has to offer as well as superior commercial distribution 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.**

**The County is served by three local law enforcement departments. 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 work closely to ensure St. Lucie County is a safe place to work and live.**

## **Incorporated Municipalities**

**Fort Pierce (37,516) serves as the County Seat and cover 21 square miles. Its history dates back to the Seminole Indian Wars when Army Lt. Col Benjamin Kendrick Pierce established a fort at the site in 1837. After the fighting ended, Fort Pierce remained as a permanent settlement. Water transportation and fishing marked the early economy, 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 which employs a professional manager.**

**The City of Port St. Lucie (pop. 88,769) is the largest city both geographically and in terms of population. 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 General Development Corporation. The City of Port St. Lucie is governed by a five-member city council and also employs a professional manager.**

**St. Lucie Village (pop. 604) is a small enclave covering 1.5 square miles of territory in North St. Lucie County along the Indian River.**

## Long-term forecast for St. Lucie County

	1998	1999	2000	2001	2002	2003
<b>Labor market (thousands, except as noted)</b>						
<b>Nonagricultural wage and salary jobs</b>	<b>47.3</b>	<b>48.1</b>	<b>50.4</b>	<b>50.4</b>	<b>50.7</b>	<b>51.7</b>
change from previous year	1.0	0.8	2.3	-0.1	0.4	0.9
percent change (%)	2.2	1.7	4.7	-0.1	0.8	1.8
<b>Unemployment rate (%)</b>	<b>10.3</b>	<b>9.0</b>	<b>7.7</b>	<b>8.3</b>	<b>10.5</b>	<b>11.0</b>
<b>Personal income</b>						
<b>Personal income (millions of dollars)</b>	<b>3,848</b>	<b>3,991</b>	<b>4,257</b>	<b>4,445</b>	<b>4,652</b>	<b>4,968</b>
change from previous year (millions of dollars)	213	142	266	188	208	316
percent change (%)	5.9	3.7	6.7	4.4	4.7	6.8
<b>Real personal income (millions of 97 dollars)</b>	<b>3,729</b>	<b>3,813</b>	<b>3,977</b>	<b>4,065</b>	<b>4,200</b>	<b>4,400</b>
change from previous year (millions of 97 dollars)	163	84	164	87	135	200
percent change (%)	4.6	2.3	4.3	2.2	3.3	4.8
<b>Real per capita income (97 dollars)</b>	<b>20,127</b>	<b>20,132</b>	<b>20,493</b>	<b>20,400</b>	<b>20,613</b>	<b>21,154</b>
change from previous year (97 dollars)	462	5	361	-93	213	541
percent change (%)	2.3	0.0	1.8	-0.5	1.0	2.6
<b>Sales</b>						
<b>Taxable sales (millions of dollars)</b>	<b>1,465</b>	<b>1,565</b>	<b>1,703</b>	<b>1,798</b>	<b>1,826</b>	<b>1,922</b>
change from previous year (millions of dollars)	87	100	138	95	28	96
percent change (%)	6.3	6.8	8.8	5.6	1.5	5.2
<b>Real taxable sales (millions of 97 dollars)</b>	<b>1,463</b>	<b>1,549</b>	<b>1,650</b>	<b>1,725</b>	<b>1,766</b>	<b>1,831</b>
change from previous year (millions of 97 dollars)	94	87	100	76	41	65
percent change (%)	6.9	5.9	6.5	4.6	2.4	3.7

## Long-term forecast for St. Lucie County (continued)

	2004	2005	2006	2007	2008	2009
<b>Housing and real construction contracts (thousands of units, except as noted)</b>						
Total housing starts	1.9	1.9	2.4	2.4	3.4	2.5
Single-family	1.4	1.6	1.7	2.1	2.9	2.1
Multifamily	0.5	0.3	0.6	0.3	0.6	0.4
Total housing stock	89.0	90.3	91.7	94.7	97.1	99.5
Single-family and multifamily	77.0	78.5	79.7	82.1	84.4	86.8
Mobile homes	12.0	11.8	12.0	12.6	12.7	12.7
Total construction contracts (index, 1986-88=100)	86.8	116.7	97.5	154.3	144.2	106.0
percent change (%)	-11.6	34.4	-16.5	58.3	-6.5	-26.5
Nonbuilding (index, 1986-88=100)	585.5	387.0	225.4	1,178.9	369.3	341.2
percent change (%)	47.1	-33.9	-41.8	423.0	-68.7	-7.6
Nonresidential building (index, 1986-88=100)	71.5	139.2	119.5	92.8	114.8	86.7
percent change (%)	-51.4	94.8	-14.2	-22.4	23.7	-24.5
Residential building (index, 1986-88=100)	60.8	92.3	82.1	111.0	140.0	97.8
percent change (%)	-3.7	51.7	-11.0	35.1	26.1	-30.1

### July 1 demographics (thousands, except as noted)

Permanent residents	185.3	189.4	194.1	199.2	203.8	208.0
change from previous year	3.9	4.2	4.7	5.2	4.5	4.3
percent change (%)	2.2	2.2	2.5	2.7	2.3	2.1
Households	73.5	75.4	77.5	79.7	82.1	83.8
change from previous year	1.8	1.9	2.1	2.2	2.4	1.8
percent change (%)	2.5	2.6	2.8	2.8	3.0	2.2



## Long-term forecast for St. Lucie County (continued)

	2004	2005	2006	2007	2008	2009
<b>Labor market (thousands, except as noted)</b>						
<b>Nonagricultural wage and salary jobs</b>	52.9	54.0	54.9	55.6	56.3	57.1
change from previous year	1.2	1.1	0.8	0.8	0.7	0.8
percent change (%)	2.4	2.1	1.5	1.4	1.2	1.4
<b>Unemployment rate (%)</b>	10.8	10.7	10.8	10.9	11.1	10.8
<b>Personal income</b>						
<b>Personal income (millions of dollars)</b>	5,329	5,665	6,009	6,357	6,731	7,141
change from previous year (millions of dollars)	360	337	343	349	374	410
percent change (%)	7.3	6.3	6.1	5.8	5.9	6.1
<b>Real personal income (millions of 97 dollars)</b>	4,622	4,812	5,001	5,183	5,377	5,587
change from previous year (millions of 97 dollars)	221	190	189	182	193	211
percent change (%)	5.0	4.1	3.9	3.6	3.7	3.9
<b>Real per capita income (97 dollars)</b>	21,754	22,150	22,544	22,926	23,359	23,868
change from previous year (97 dollars)	600	396	394	382	433	509
percent change (%)	2.8	1.8	1.8	1.7	1.9	2.2
<b>Sales</b>						
<b>Taxable sales (millions of dollars)</b>	2,009	2,109	2,198	2,288	2,388	2,506
change from previous year (millions of dollars)	87	100	89	91	99	118
percent change (%)	4.5	5.0	4.2	4.1	4.3	4.9
<b>Real taxable sales (millions of 97 dollars)</b>	1,886	1,952	2,007	2,062	2,123	2,197
change from previous year (millions of 97 dollars)	55	66	56	55	60	74
percent change (%)	3.0	3.5	2.9	2.7	2.9	3.5

## Long-term forecast for St. Lucie County (continued)

	2004	2005	2006	2007	2008	2009
<b>Housing and real construction contracts (thousands of units, except as noted)</b>						
<b>Total housing starts</b>	2.7	2.5	2.5	2.4	2.3	2.3
Single-family	2.2	2.1	2.0	2.0	1.9	1.9
Multifamily	0.5	0.4	0.4	0.4	0.4	0.4
<b>Total housing stock</b>	101.9	104.3	106.5	108.8	111.1	113.3
Single-family and multifamily	89.2	91.6	93.6	95.7	97.8	99.8
Mobile homes	12.7	12.7	12.9	13.1	13.3	13.5
<b>Total construction contracts (index, 1986-88=100)</b>	110.4	104.8	105.2	104.3	104.8	106.7
percent change (%)	4.1	-5.0	0.4	-0.9	0.5	1.8
<b>Nonbuilding (index, 1986-88=100)</b>	346.9	346.2	348.5	351.0	354.9	359.4
percent change (%)	1.7	-0.2	0.7	0.7	1.1	1.3
<b>Nonresidential building (index, 1986-88=100)</b>	90.1	86.6	87.8	88.1	89.9	92.9
percent change (%)	3.9	-3.9	1.4	0.3	2.0	3.4
<b>Residential building (index, 1986-88=100)</b>	102.4	95.9	95.9	94.3	94.2	95.6
percent change (%)	4.7	-6.4	0.0	-1.6	-0.1	1.4

### July 1 demographics (thousands, except as noted)

<b>Permanent residents</b>	212.5	217.2	221.8	226.1	230.2	234.1
change from previous year	4.4	4.8	4.6	4.3	4.1	3.9
percent change (%)	2.1	2.2	2.1	1.9	1.8	1.7
<b>Households</b>	86.0	87.9	90.1	92.3	94.1	96.3
change from previous year	2.2	1.9	2.2	2.2	1.8	2.2
percent change (%)	2.6	2.2	2.5	2.4	2.0	2.3

## Long-term forecast for St. Lucie County (continued)

	2010	2011	2012	2013	2014	2015
<b>Labor market (thousands, except as noted)</b>						
<b>Nonagricultural wage and salary jobs</b>	<b>58.0</b>	<b>58.6</b>	<b>58.9</b>	<b>59.3</b>	<b>59.8</b>	<b>60.2</b>
change from previous year	0.9	0.7	0.3	0.4	0.5	0.4
percent change (%)	1.5	1.2	0.5	0.7	0.9	0.7
<b>Unemployment rate (%)</b>	<b>10.1</b>	<b>9.7</b>	<b>10.2</b>	<b>10.4</b>	<b>10.4</b>	<b>10.4</b>
<b>Personal income</b>						
<b>Personal income (millions of dollars)</b>	<b>7,585</b>	<b>8,099</b>	<b>8,628</b>	<b>9,166</b>	<b>9,752</b>	<b>10,380</b>
change from previous year (millions of dollars)	444	514	529	538	586	628
percent change (%)	6.2	6.8	6.5	6.2	6.4	6.4
<b>Real personal income (millions of 97 dollars)</b>	<b>5,810</b>	<b>6,062</b>	<b>6,303</b>	<b>6,533</b>	<b>6,769</b>	<b>7,011</b>
change from previous year (millions of 97 dollars)	222	252	241	229	237	241
percent change (%)	4.0	4.3	4.0	3.6	3.6	3.6
<b>Real per capita income (97 dollars)</b>	<b>24,409</b>	<b>25,044</b>	<b>25,609</b>	<b>26,168</b>	<b>26,744</b>	<b>27,318</b>
change from previous year (97 dollars)	541	635	565	559	576	574
percent change (%)	2.3	2.6	2.3	2.2	2.2	2.1
<b>Sales</b>						
<b>Taxable sales (millions of dollars)</b>	<b>2,643</b>	<b>2,784</b>	<b>2,923</b>	<b>3,079</b>	<b>3,252</b>	<b>3,433</b>
change from previous year (millions of dollars)	138	140	140	156	173	181
percent change (%)	5.5	5.3	5.0	5.3	5.6	5.6
<b>Real taxable sales (millions of 97 dollars)</b>	<b>2,283</b>	<b>2,365</b>	<b>2,442</b>	<b>2,526</b>	<b>2,615</b>	<b>2,703</b>
change from previous year (millions of 97 dollars)	86	82	77	84	89	88
percent change (%)	3.9	3.6	3.3	3.4	3.5	3.4

## Long-term forecast for St. Lucie County (continued)

	2004	2005	2006	2007	2008	2009
<b>Housing and real construction contracts (thousands of units, except as noted)</b>						
Total housing starts	2.3	2.4	2.3	2.2	2.1	2.1
Single-family	1.9	1.9	1.8	1.7	1.7	1.6
Multifamily	0.4	0.5	0.5	0.5	0.5	0.5
Total housing stock	115.6	118.4	121.1	123.9	126.7	129.5
Single-family and multifamily	101.9	104.5	107.0	109.6	112.2	114.7
Mobile homes	13.7	13.9	14.1	14.3	14.5	14.7
Total construction contracts (index, 1986-88=100)	110.4	114.9	115.6	115.2	115.6	117.1
percent change (%)	3.4	4.1	0.6	-0.3	0.4	1.3
Nonbuilding (index, 1986-88=100)	365.7	373.4	379.3	383.3	388.9	395.8
percent change (%)	1.7	2.1	1.6	1.1	1.5	1.8
Nonresidential building (index, 1986-88=100)	97.5	102.9	105.3	106.8	108.9	111.8
percent change (%)	4.9	5.5	2.4	1.5	1.9	2.6
Residential building (index, 1986-88=100)	98.8	102.8	102.6	101.3	100.9	101.6
percent change (%)	3.4	4.1	-0.2	-1.3	-0.4	0.7

### July 1 demographics (thousands, except as noted)

Permanent residents	238.0	242.1	246.1	249.6	253.1	256.6
change from previous year	3.9	4.0	4.1	3.5	3.5	3.5
percent change (%)	1.7	1.7	1.7	1.4	1.4	1.4
Households	98.6	101.0	103.6	105.5	107.9	110.4
change from previous year	2.3	2.4	2.5	1.9	2.4	2.5
percent change (%)	2.4	2.5	2.5	1.9	2.3	2.3

Source: Bureau of Economic and Business Research, University of Florida, " Long-term Economic Forecast 2002: Counties" (St. Lucie), pages 178-180

## *Vision of St. Lucie County*

*St. Lucie has a Vision for its future. This Vision for Fort Pierce, Port St. Lucie, St. Lucie Village and the unincorporated areas defines the St. Lucie of 2010 and beyond. This Vision provides:*

- ✓ An education system and business partnership that provides a work force competitive in the global economy;*
- ✓ An uncompromised quality of life for all ages and cultures to live, learn, work, and play;*
- ✓ A public/private partnership that creates a political and business climate conducive to economic development and high quality job growth while protecting our natural environment;*
- ✓ Infrastructure that supports the education, quality of life and economic development Visions;*
- ✓ Streamlined government with minimum duplication of services; and*
- ✓ A public/private partnership providing the leadership to achieve our shared Vision for education, quality of life, economic development, infrastructure, and government.*



# ST. LUCIE COUNTY BOARD OF COUNTY COMMISSIONERS

## FINANCIAL POLICY



### **FISCAL 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 generally are 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:

- **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.
- **Special Revenue Funds** account for proceeds of specific revenue sources that legally restricted to expenditures for specified purposes.
- **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.
- **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:

- **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.
- **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:

- **Expendable Trust Funds** account for assets held by the County in trust for administration and disbursement for specific purposes.
- **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 which 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.

### **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.
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. 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. A reserve for contingency will be budgeted in the general fund budget, the fine and forfeiture fund and the airport fund for reallocation by the Board as needed during the year to fund unexpected operations or events.
6. A reserve for emergency use will be budgeted each year in an amount to be determined by the Board. This will also serve as a reserve for cash flow to support operations until new budget year revenues are received. In no case will this reserve exceed the projected cash needs for 90 days of operations, or 20% of the combined General and Fine and Forfeiture Fund budgets, whichever is less.
7. 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 the Management & Budget Director, subject to approval by the County Administrator, if re-allocations within a fund are determined to be needed. 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.
8. Changes in the adopted total budget of a fund will be made only with Board approval of a budget amendment resolution.
9. To provide information to the Board on budget and financial operations the Office of Management & Budget will prepare quarterly analyses of financial condition, and not less than semi-annual analyses of debt service and grants administration.
10. 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.

11. 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.
12. 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. 1/4 for tourist advertising and promotion within St. Lucie County.
  - b. 1/2 for stadium expenses.
  - c. 1/4 debt service for stadium renovations.
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 will create an annual report to the Board, which lists current debt and projects debt requirements ten years into the future.
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:

- a. Direct debt per capita shall remain below four hundred dollars (\$400.00). Direct debt includes general obligations and voted debt.
- b. Direct debt per capita as a percentage of income per capita should not exceed 2%.
- c. 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%.
- d. 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.
- e. The County shall strive to maintain a minimum underlying bond rating equivalent to a Moody Rating Service Aa. The County shall request an evaluation of their underlying rating every five years or as deemed necessary by the Board.

Comment: The County has never undergone an underlying rating review. The Office of Management & Budget has been in contact with the County Financial Advisor concerning this subject. It is hoped that by next year a rating agency will have completed an underlying rating on the County.

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

7. The County shall strive to keep the average maturity of general obligation bonds at or below fifteen (15) years.
8. 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.
9. 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.
10. 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 benefitting 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 \$750 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, begin 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 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. They also prepare the initial agenda for the Citizen's Budget Committee. This committee identifies and studies issues of interest and reports to the Board throughout the budget process.

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 fund 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 calendar follow.

**ST. LUCIE COUNTY TRIM TIMETABLE - FY 02-03**

DAY #	BOCC DATE	NOT LATER THAN	ACTIVITY	OFFICE/AGENCY
	June 1		Property Appraiser provides estimated property value.	Property Appraiser
1	July 1		Property Appraiser submits certification of value on form DR-420	Property Appraiser
9	July 9	July 15	Within 15 Days of receiving DR-420 - Submits tentative budget to the Board - Budget workshops begin	OMB
23	July 23		BOCC adopt proposed millage	OMB
26	July 26	August 4	Within 35 days of receiving DR-420 - BOCC advise the Property Appraiser of the proposed millage rate, rolled-back millage and date, time and place of 1st. public hearing.	OMB/BOCC
55	August 24	August 24	Not later than this date - Property Appraiser shall mail out the Notice of Proposed Property Taxes (TRIM Notice)	Property Appraiser
74	Sept. 12	Sept 3 - 18	Between 65 and 80 days of receiving DR-420 - Hold 1st public hearing to adopt the tentative budget and millage rate (assuming notice was mailed by Aug. 24)	OMB/BOCC
78	Sept. 16	Sept 27	within 15 days of 1st public hearing - Advertises in the newspaper final millage, budget and final budget hearing date	OMB/BOCC
81	Sept. 19	Sept 18 - 21	Between 2 and 5 days after advertisement - Hold public hearing to adopt final budget and millage rate.	OMB/BOCC
82	Sept. 20	Sept. 22	Within 3 days of final hearing - The resolution adopting the final millage and budget shall be forwarded to the Property Appraiser and the Tax Collector.	OMB/County Attorney
110	Oct. 18	Oct 18	Submit Certification of Compliance with all required documentation to Property Tax Administration, Department of Revenue. <b>DOR must receive the package within 30 days of final hearing</b>	OMB



## **BUDGET PROCESS - SCHEDULE**

The budget is prepared in accord with the following schedule:

<b>NOVEMBER</b>	Close out prior fiscal year; begin policy planning for next fiscal year.
<b>DECEMBER</b>	Adjust prior year estimates to actuals; publish final budget.
<b>JANUARY</b>	Board strategic planning session; review of general budget policy direction. Citizens Budget Committee agenda and schedule adopted.
<b>FEBRUARY</b>	Distribute budget preparation guidelines to departments.
<b>MARCH</b>	Departments prepare budgets; Department Directors review budget.
<b>APRIL</b>	County Administrator budget reviews. Update audited carryover amounts; make preliminary revenue estimates.
<b>MAY</b>	Board strategic planning session; mid-year budget review.
<b>JUNE</b>	Board workshops - capital projects.
<b>JULY</b>	Citizen's Budget Committee report to Board. Board budget reviews; set proposed millage rates.
<b>AUGUST</b>	Prepare tentative budget.
<b>SEPTEMBER</b>	First public hearing - adopt tentative budget and millage rate. Final public hearing - adopt final budget and millage rate.
<b>OCTOBER</b>	New Fiscal Year begins.

## CATEGORIES OF AND DISCUSSIONS ON 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**

Moneys 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) are examples of internal service expenditures.

**I. Non-Expenditure Disbursements**

Included in this category are transfers, reserves and transfer to constitutional officers. Interfund transfers represents 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).