

USER'S GUIDE

This document is the approved budget for FY 2003- 2004 for the period beginning October 1, 2003 and ending September 30, 2004. 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 2003-2004.

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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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 seventh year in a row. The preparation of the last three years' budgets has been easier than in previous years because of the success of the "Investment for the Future" program, increased property values, an ambitious grant program, an aggressive economic development program, and a 'hold the line' spending 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.

The county's property values came in 14.16% over last year. The county is growing at a rapid rate. According to the Florida Trend Magazine "St. Lucie County is shaping up to become the next high-growth market in south Florida".

We currently have two Grant Writers in the County Administrator's office, writing and searching for grants for the County and other not for profit agencies in the county. Last year we applied for \$8.8 million in grants and \$3.6 million were awarded.

A few years ago the County started an economic incentive program. This program has been highly successful, bringing jobs to the County. This year the incentive programs brought some great successes to the County. For instance; the Wal-Mart Corporation is building a \$55 million distribution center that will employ 1,200 jobs, Scripps Treasure Coast Publishing Company is building a \$45 million printing plant with 100 jobs and Tropicana is working on a \$23 million expansion and increasing their job force by 36 new positions.

These programs serve as a reinforcement of the County's visions and philosophy on long-range planning, infrastructure and conservative spending. In addition, these programs help the County to attain a lower unemployment rate, higher-paying jobs, and a high quality of life for all ages and cultures to live, learn, work and play in.

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

- Balancing the budget with no increase in the countywide millage rates.
- Handling mandatory requirements placed upon St. Lucie County by state and federal law.
- Providing training for employees to better serve the public.
- Accurately preparing economic assumptions for the upcoming fiscal year.
- Continuing cost containment efforts.
- Maintaining the County's emergency reserves.
- Providing adequate contingency reserves, for unanticipated expenditures.

- Addressing major issues facing the Board such as: employee benefits, new positions, capital projects and other miscellaneous operating issues.
- Identifying other issues that may be indirectly or directly related to the budget process.

FISCAL HEALTH

As I write this message, the overall fiscal health of the county has improved significantly. Property values have increased as a result of new construction. St. Lucie County is one of the fastest growing counties in the country. The unemployment rate is the lowest it has been in years. Although, the national economy has plunged, the County has remained strong in economic growth. St. Lucie County will end the fiscal year 2003 with a budget that is, from a fiscal or balance sheet standpoint, in good financial condition. The actions taken by the Board over the past several years have significantly improved the immediate outlook for future county budgets. The long hours and difficult decisions have paid off.

PROPERTY TAXES

The Countywide Ad Valorem millage is 7.6794, which is the same as fiscal year 2002/2003. The rate consists of three components:

General Fund	4.0728
Fine & Forfeiture	3.5066
Erosion Control – Zone E	.1000
Total	7.6794

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

EXPENDITURES

The fiscal year 2003-04 budget totals \$391.3 million, a decrease of 8.26% or \$35.2 million from the fiscal year 2002-03 amended budget amount of \$426.5 million. The primary reason for the decrease is that the fiscal year 2002-03 budget reflects debt proceeds.

Fund Type	Adjusted Budget 2002-2003	Budget 2003-2004
Personnel Expense	44,577,603	50,918,697
Operating Expense	247,013,388	208,092,267
Capital Expenses	134,887,936	132,255,369
TOTAL	426,478,927	391,266,333
Percent Change:		-8.26%

MAJOR ISSUES

During the process of adopting the fiscal year 2004 budget, the Commission was faced with several major issues. Some highlights of those issues are as follows:

Proposed Millage Rates

The County must balance the increasing demand for service with the desire to keep tax rates down. For the seventh year in a row, the County was able to adopt a balanced budget where the countywide millage rate remained the same.

Fine & Forfeiture Budget

The annual costs associated with the Fine & Forfeiture budget continue to increase faster than the annual revenues. We continue to struggle with this issue. We are working with the Florida Association of Counties and others to successfully implement Article V that hopefully will provide some relief to this situation. This budget reflects some changes related to Article V, such as the movement of Corrections salaries and benefits budget to the General Fund and a 25% (three months) reduction of some programs that the State is expected to fund as of July 1, 2004. The only reason we were able to balance the Fine and Forfeiture budget this year was because of increased property values and by subsidizing it with the General Fund.

General Fund Operating Budget

For the second year in a row, there has been no increase in the General Fund operating budget. However, as stated above, the fiscal year 2004 General Fund budget reflects the movement of Corrections salaries and benefit budget from the Fine & Forfeiture fund due to Article V legislation.

General Contingency Fund and Emergency Reserves

This year’s adopted budget reflects a \$1 million General Contingency Fund, which is the same as the past three years’ budgets. The Emergency Reserves remain at \$8.4 million. Additionally, the County has budgeted \$1 million toward Employee Salary Adjustments.

Payments to Community Redevelopment Agencies (CRAs)

The amount of County property taxes being refunded to the CRAs has increased significantly and continues to increase.

Tax Refunds to Port St. Lucie CRA

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Budget</u>
General Fund	\$21,130	\$116,882	\$258,675
Fine & Forfeiture	<u>32,904</u>	<u>182,012</u>	<u>222,714</u>
Total	\$54,034	\$298,894	\$481,389

Tax Refunds to Fort Pierce CRA

	<u>2002 Actual</u>	<u>2003 Actual</u>	<u>2004 Budget</u>
General Fund	\$19,120	\$118,420	\$289,605
Fine & Forfeiture	<u>29,774</u>	<u>184,407</u>	<u>249,344</u>
Total	\$48,894	\$302,827	\$538,949

Employee Appreciation Day

For the fifth year in a row, the County’s budget includes \$2,000 to be used towards the Employee Appreciation Day.

Lobbyist

The fiscal year 2002-03 budget included \$115,000 for lobbying efforts in Tallahassee. The Strategic Management Team recommended that the County continue these lobbying efforts. The fiscal year 2003-04 budget includes \$115,000 for these efforts.

Environmentally Sensitive Land

The fiscal year 2003-04 budget includes \$500,000 for the acquisition of environmentally sensitive land.

Non Mandated Outside Agency Requests – Funded

	2003 <u>Budget</u>	2004 <u>Requested</u>	2004 <u>Approved</u>
Bridge to Recovery	\$ 30,282	\$ 31,796	\$ 30,282
Healthy Start	45,000	45,000	45,000
*Cultural Affairs	75,013	0	0
ARC of St. Lucie County	6,500	0	0
**Council on Aging	200,170	217,623	217,623
New Horizons’ County March	593,470	623,144	623,144
Economic Development Council	100,000	150,000	100,000
Forensics	<u>100,505</u>	<u>105,530</u>	<u>212,235</u>
TOTAL	<u>\$1,150,940</u>	<u>\$1,173,093</u>	<u>\$1,228,284</u>

* This is included in the Cultural Affairs Division Budget.

** Without Public Transit.

Health Insurance Plan

This budget reflects a 19% increase in the County’s health insurance program to cover increased costs. While the cost of the program has increased, the County chose not to increase the employees’ contribution for the coming fiscal year.

Job Growth Investment Program

The budget for this program was increased from \$210,000 in fiscal year 2003 to \$315,000 in fiscal year 2004.

Health Department Budget

The Health Department budget was increased from \$680,000 in fiscal year 2003 to \$863,000 in fiscal year 2004.

Transit Municipal Service Taxing Unit

For the first time ever, we have a dedicated funding source for public transit generating approximately \$969,000 in tax revenues, which will be used to expand the current route.

Annual Employee Appreciation Check

The fiscal year 2004 budget reflects an increase from \$25 to \$50.

New Jail Pods Operating Costs

The budget includes \$500,000 toward the start up costs for new corrections officers, supplies and equipment for the new jail pods that are expected to come online in the fall of 2004.

In addition to the major issues that are affecting the County as a whole, the County is faced with several issues that affect the short-term and long-range plans within the departments.

COUNTY ADMINISTRATION

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 the 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. The County Administration, working with the Board of County Commissioners and County departments, have put together the most extensive Capital Improvement Program in the County's history. In the next 18 months, we plan on going to construction with \$137,000,000 in capital projects.

MEDIA RELATIONS

The Media Relations division provides the public with up-to-date information 24 hours a day via high quality media productions and printed publications.

In typical 24-hour broadcast operations, staff must be present in the facility around the clock to monitor and operate the equipment. With Board approval, staff purchased and installed a "Digicaster", a Digital MPEG encoder and automated playback system, in fiscal year 2003. This piece of equipment, purchased for \$85,000 and located on the 3rd floor of the County Administration building, eliminated the need for a 24 hour on-site presence while keeping the public informed 24 hours a day through St. Lucie County Television (SLCTV).

In fiscal year 04, the Board allocated \$90,000 toward upgrading the equipment in the existing Morningside TV Studio in order to produce "new" local programming for SLCTV. With the renovations to SLCTV studios at Morningside Library in fiscal year 04, we will have a state of the art studio. Additionally, the studio will help fund operations with revenue generated through lease agreements with outside agencies, other local governments and educational establishments.

In order to consistently provide the public with information of the highest quality, whether video or publications, SLCTV needs more personnel. Realizing this, the Board approved an additional position in the 2004 budget. With the addition of equipment and personnel, Media Relations and SLCTV needs more space to operate at peak efficiency and at maximum potential.

Networks are never able to provide 24 hours of continuous programming and SLCTV is no exception. We need more locally produced programs and programs of local interest in order to fully utilize our available broadcast time. SLCTV staff has partnered with WLX-TV to the mutual benefit of both broadcasters. SLCTV now has use of the WLX-TV mobile media vehicle enabling us to “tape” multi-camera productions outside the BOCC Chambers.

With the creation of a countywide fiber-optic network, SLCTV will have the capability to produce “live” multi-camera programs or “live” remote reports from various county facilities. The broadcast industry is in the middle of a digital revolution. The implementation of high-definition is now underway nationwide. How it will affect government broadcasters is still a question. We do not know whether the Federal Communications Commission will require us to accommodate HDTV, what the cost will be, or even what format is best for our purposes.

COUNTY ATTORNEY

The goal of the St. Lucie County Attorney’s Office is to provide the desired level of service for general legal representation to the Board of County Commissioners, other Districts, and any other representation as directed by the Board in all legal matters. Although this office has only had eleven employees for a number of years, it has functioned extremely well with a teamwork attitude and a sense of achievement, which encourages staff to continue to work hard. The Acquisition Division under the direction of the County Attorney, desires to continue quality acquisition and support services to the Board and all county departments in the acquisition of real property for a variety of public projects, as well as maintain accurate records of County owned roads and facilities.

This Office will have installed and begun using a new movable storage filing system to increase filing and storage density while increasing productivity, accuracy and quick accessibility. The aisle saver system will double the filing density in an existing area and reduce required floor space up to fifty percent. The color coded filing system will offer time saving filing techniques, while laying the groundwork for a more sophisticated filing system using document management software.

Four of the County Attorney’s staff members have years of service ranging from twenty-one years to fifteen years of service for a total of 71 years. With this many years of experience among four staff members, it is a strength to the operation and efficiency of this office. All of the currently filled ten positions held are with dedicated, responsible and hard working employees. This office has settled a number of lawsuits that have been pending for quite some time. The Acquisition Division continues to acquire Environmentally Sensitive Lands for preservation and active recreation within St. Lucie County. Approximately 82 acres was acquired on the North Fork of the St. Lucie River, 56 acres in the Sheraton Plaza Preserve, and 13 acres in the Indrio Scrub Preserve. The Acquisition Division assisted the Town of St. Lucie Village in acquiring 60 acres for a passive park for outdoor recreation. The Acquisition Division also assisted the City of Port St. Lucie in the purchase of 20 acres for the Westmoreland RiverPark project. Approximately 157 acres were acquired in Lakewood Park for a County Regional Park.

The Acquisition Division must rely on the microfilm equipment within other County departments to pull Official Record Books information. Additionally, County staff relies on the Property Appraisers website for ownership information to contact property owners regarding acquisition of their property. With the rapid growth in our community, ownership information is sometimes not correct due to changes in ownership, which can result in delays.

The Board of County Commissioners has always been open to the needs of this office and continues to allow us to operate with the most effective and up to date equipment in order to provide the best professional service with the least amount of staff.

As St. Lucie County continues to grow in the rapid pace that it has been growing, we are challenged to continue to provide the best legal representation to the Board of County Commissioners and Constitutional Officers.

INFORMATION TECHNOLOGY

Significant projects scheduled for fiscal year 04 include installation of redundant storage on the county LaserFiche document imaging system, implementation of network encryption technology in response to mandated state law enforcement security requirements, continuation of the county server replacement program, replacement of aging network communications equipment, and purchase of a mobile training cart with laptops for field training and to provide mobile network availability as part of the county Disaster Response Program. The budget impact for these projects totals \$230,500.

Fiscal year 04 is the last year of the three-year BOCC PC Replacement Program. Upon completion, the entire county PC inventory of more than 600 desktop computers will have been replaced and upgraded to meet the needs of the current software systems used by county staff. The program includes a four-year warranty on all parts and a refresh of the operating system and CPU after two years to the current county standard at that time. The program has already resulted in increased productivity and a savings of more than \$85,000 in fiscal year 03 on parts and labor.

With the creation of the Information Technology (I.T.) Customer Service intranet website, county employees are able to generate work order requests online, fill out and print the Systems Security Form, find answers to frequently asked questions (FAQs) and have instant access to network status information, virus and virus hoaxes, viewlets, hurricane preparation procedures, and enroll in I.T. training classes.

By adding the Information Technology department to the new PBX system installed in the county administration building in fiscal year 03, recurring telecommunications costs in the fiscal year 04 Information Technology budget have been reduced by \$25,000.

Since the inception of customer service in October 2000, the Information Technology department has logged more than 19,000 customer support requests. By analyzing the requests, staff has been able to track trends and become proactive in addressing support issues resulting in an increase in network availability during regular business hours to 92% and an increase in Banner system availability to 95%.

100% of the county's network/desktop technicians have received their A+ certification and are certified to perform warranty service on the Howard PCs.

The County recently opened a 20-seat state-of-the-art computer training lab to provide ongoing training for county employees and employees of agencies support by the Information Technology department. In addition, a training website is now available on the county intranet with short instructional videos and tips to enhance computer skills resulting in increased productivity. As of September 30, 2003, more than 260 county employees have attended I.T. computer training classes.

By continuing to add BOCC departments located in the County Administration Building to the PBX, the County will have the opportunity to realize additional savings in recurring telecommunications charges and enhanced functionality. Anticipated savings will pay for the capital cost of equipment in 24 – 36 months. Future planning for a campus PBX environment will generate more savings on monthly telecommunications charges for the State Attorney, Public Defender, Court Administration, and Clerk of Courts with a similar return on investment.

The planning for acquisition of a countywide fiber network would expand the capability of county departments and outside agencies supported by I.T. to utilize voice, video and data technologies.

Our challenges in fiscal year 04 will be compliance with Article V requirements for Information Technology support of county funded agencies, meeting Florida Department of Law Enforcement mandated encryption requirements and associated network security management, and implementation of web-based Banner and Public Safety applications over the existing network infrastructure.

The I.T. department is in need of expansion space to provide facilities for hardware voice technicians, equipment storage, a repair center, staging area for PC setup, shipping and receiving, an applications testing area and secure parts storage.

Enhanced physical security provided by implementation of a smart card I.D. badge reader system is also needed to replace the aging access locks and better identify authorized personnel and control access to county computer systems.

HUMAN RESOURCES

The Human Resources Department of St. Lucie County BOCC is responsible for the business and operational needs of our customers in providing conscientious, courteous and professional cost-effective solutions in the areas of recruitment, employment benefits, compensation, workplace safety, risk management, and regulatory compliance with state and federal rules and regulations.

Our services help to attract, employ, retain and assist from initial employment through retirement, a highly talented, committed, and motivated diverse St. Lucie County Board of County Commissioners workforce. The Human Resources (HR) Department services an increasing workforce, which currently exceeds 850 employees (approximately 750 full time and 134 part time, contractual seasonal and temporary workers). The Human Resources Department also represents the St. Lucie County BOCC as chief spokesperson in collective bargaining. It provides risk management services to an additional 150 personnel employed by St. Lucie County's other elected officials and a collection of other administrative agencies.

Human Resources is currently understaffed with only five HR professionals serving a population of almost nine hundred (900) employees. The addition of four (4) employees over a five-year period will enable the division to adequately meet the human resources needs of the St. Lucie County Board of County Commissioners, its department and employees. In addition to meeting the needs of the county in the areas of recruitment, retention, compensation and benefits, Human Resources is actively involved with conducting and coordinating training in conjunction with Indian River Community College (IRCC) for over seven hundred fifty (750) employees under the Board of County Commissioners along with providing Sexual Harassment classes to all employees on an annual basis.

MANAGEMENT & BUDGET

The Office of Management and Budget (OMB) has an important responsibility to its citizens to correctly account for public funds, and to manage county budgets wisely and efficiently. The OMB office is actively involved in every aspect of managing the St. Lucie County budget throughout the entire year. Whether preparing the budget, following all state requirements in the adoption of the budget, or preparing budget amendments/resolutions, line to line transfers, OMB works with all departments on budget issues, grants oversight, revenue and/or expenditure forecasting. The department also conducts research and analysis, and monitors the debt schedule.

This department does not have any significant budget increase. In next year's budget, the increase is driven by the rising cost in health insurance. Next year's budget increase is 9.7 %, which is related to personnel. In a small budget any increase seems significant.

We have accomplished a lot in the past few years. For the sixth consecutive year, the Government Finance Officers Association has reviewed the St. Lucie County budget document and presented the Board with their "Distinguished Budget Presentation Award." Using the intranet, we posted the Budget Prepbook, all forms needed for the budget preparation process, and other forms needed for daily operations. This enables the Budget Coordinators to download this information from their desktop. OMB also developed a 5-Year Budget Plan Document last year to be updated on an annual basis.

We have a great deal of challenges ahead of us: increasing the understanding of county staff and citizens of St. Lucie County about fiscal issues relating to the County; producing a more professional, and easy to understand document; developing a “Budget in Brief” document containing the essential data that can be made available to all citizens of St. Lucie County upon request; further developing the capital improvement program document; continuing to improve the grant management section; and further developing a training program on County financial procedures.

PURCHASING

Significant new expenses for fiscal year 04 include replacement of outdated analog copier with a digital copier in the Material Center (budget impact: \$51,500) and replacement of old outdated purchase order printers (budget impact: \$3,500).

Purchasing Department’s efficiencies include small dollar purchases through the Purchasing Credit Card Program resulting in a \$6,900 rebate from Bank of America and the sale of surplus equipment from the County Auction resulted in \$104,360 in fiscal year 02 and \$197,500 in fiscal year 03.

The effectiveness of the Purchasing Credit Card Program is one of our major strengths. Also, our Record Management ability to scan documents helps reduce space needed for records storage. Teamwork and providing prompt technical assistance to all departments are important to operating in an effective and efficient manner. Our Material Center’s ability to meet printing, on demand, requests from County Departments and Constitutional Officers are on-going challenges for Purchasing.

CENTRAL SERVICES

The Central Services Departments diversity is its key strength. Covering the gamut from: security guard to managing multi-million dollar construction projects, replacing light bulbs to rewiring buildings and general maintenance of offices to jails.

Some of the current and future challenges to be met are servicing and maintaining over fifty public buildings for a diverse group of occupants and building design.

Opportunities identified include, meeting the space needs of all County agencies and to provide support services for this growth. The upcoming years will include oversight and management of several new facilities; \$ 7.5 million new Clerk of Court Building, \$ 16 million Jail Pods, \$ 5 million Libraries, \$1.5 million in miscellaneous projects and over \$ 1 million in grants. This provides us an opportunity for growth, reorganization, development of sound business practices, promotions, and the development of an even stronger multi-talented work force.

As change and development continue, a weakness may occur in our ability to keep up with the demand for quality services. As with any good service company, professional education and training are necessary to maintain a skilled staff.

COMMUNITY DEVELOPMENT

The Department of Community Development is comprised of four divisions: Planning, Economic Development, Tourist Development and Geographic Information Systems. The Department is staffed by 26 persons in both professional and technical positions. The Department of Community Development provides support and advice on property, land use and development related matters to not only the Board of County of Commissioners, but also the Planning and Zoning Commission; Board of Adjustment; the Metropolitan Planning Organization, and various other Board appointed committees and task forces.

Planning

The Planning Division is responsible for all short and long term community planning efforts and activities. Short term planning activities include the review of all proposed development activities in the County for compliance with County regulations and for assessing and monitoring the impacts of those development proposals on the communities' infrastructure and environmental resources. Long term planning involves the development of the county comprehensive plan and other policy documents and directives that are intended to define the future of St. Lucie County.

The Planning Division also provides staffing support for the St. Lucie County Metropolitan Planning Organization (MPO). The MPO is a countywide transportation planning organization that is responsible for working with State and Federal officials in order to ensure that the primary transportation network in the community operates efficiently.

Economics

The Economic Development Division is responsible for assisting existing businesses, encouraging new businesses and industries to locate in St. Lucie County, and facilitating the available state and federal support programs that can be used for economic development activities. Over the past year, the County's Economic Development Division, working with our many partners in the community, has been successful in attracting several major new industries to the county including Wal-Mart Corporation's newest distribution center, Scripps-Howard Regional printing center and Tropicana Industries newest juice production facilities. Together these three businesses, upon opening, will expand the local employment base by almost 1,300 new jobs.

Tourism

The Tourist Development Division is responsible for the marketing and advertising of St. Lucie County throughout the eastern United States and Western Europe. The Tourist Development Division provides staff support to the St. Lucie County Tourist Development Council whose charge is to monitor the expenditure the Local Tourist Tax dollars and see that funds collected through these "Tourist Taxes" are reinvested back into the community in order to attract additional tourists to the area. With the recent reauthorization of the Local Tourist Tax, the County is now in a position to fund improvements to the St. Lucie County Sports Complex; contribute to the development of the "Field of Dreams Youth Sports Park" at PGA Villages and to provide for expanded marketing and special grant programs to generate interest in our local community on a statewide, national and international basis, beginning in 2004 with State of Florida Law Enforcement Games.

Geographic Information System

The Geographic Information System (GIS) Division of the Department is responsible for all mapping and technical support for the many automated programs that the Department uses. In coordination with the St. Lucie County Property Appraiser and the County's Information Technology Department, the GIS Division maintains up to date County base maps that depict land use and physical feature information for the County. One of the primary objectives of the Department is to be able to make available in real time, WEB based property and land use information for the entire County.

COMMUNITY SERVICES

In fiscal year 04, the emphasis in the housing program (SHIP) will be to assist eligible homeowners in several of the Municipal Service Benefit Unity (MSBU) projects with their assessments for water and sewer hookups and to expand the emergency rehabilitation program for very low income homeowners. In our capacity as the Treasure Coast Community Action Agency, we plan to put emphasis on funding programs for children.

Community Services staff members are all cross-trained and are able to provide assistance through our knowledge of services that are available in our community. There is limited general funding for direct services, so in order to assist our most needy clients we must be diligent in seeking out all the different funding sources

available and matching the client to those resources in the most cost effective manner. With the aging population, we are seeing an increased request for services. Since State grant programs that this office administers are either being decreased or stable, a large part of the population will be under served.

Our challenge in fiscal year 04 will be to closely monitor the legislature for any statute change that would increase the County's responsibility under Medicaid, Health Care Responsibility Act or any other cost shifting that adversely impacts our County. The housing program, SHIP and Transportation Disadvantaged Trust funds must be monitored to encourage the legislature to continue these vital programs. Staff must seek additional funding resources in order to meet the needs of our most vulnerable citizens.

Opportunities lie in the increased awareness for collaboration and networking with all the possible funding sources in the four county area. The advent of Community-based care has provided a broader network for all the services that are available and has exposed potential weaknesses in our services. Fiscal year 04 will be the first year that the Board has instituted a dedicated funding source for transit through a Municipal Service Taxing Unit (MSTU). This funding will be used to operate transit and will assist with expansion of the system.

COUNTY EXTENSION OFFICE

During the next fiscal year, the St. Lucie County Extension Office will improve the Agriculture Complex grounds according to the site plan developed; the first year of a five year capital project. The site plan was created from suggestions made by all staff members and will be a valuable instructional resource as well as a beautiful sight once complete.

The Extension staff continues to assist the St. Lucie County School Board in delivering their Agriscience program to the students of Fort Pierce Westwood High School. Two instructors work together to provide classroom and hands-on learning experiences, manage the Agriscience Center grounds and oversee the students involved with Future Farmers of America (FFA).

In addition, several staff members continue to work directly with elementary and middle school students providing school enrichment programs regarding marine science, livestock, pet care, entomology, seat belt safety, nutrition, self-care, plant science and farm life. The programs have become well known by teachers, and program assistants find their schedules filled to the end of the year by the second week of school. The opportunity exists for another full time program assistant to assist in meeting program demands.

The 4-H clubs and events continue to have high participation. 4-H competitors are excited at the opportunity to use the new Fairgrounds facilities. 4-H continues to strive to meet more diverse audiences. A grant was received last year that provided funding for after-school programs for inner-city children, and staff is working to find funding for this successful program to continue.

Programs offered by the St. Lucie County Extension Office, including pesticide applicator training, invasive and aquatic plant control, wildlife management, coastal and uplands environmental lands management, water quality protection, and production management and safety (citrus, vegetable nursery and landscape), are increasing in participation and frequency. These programs increase community awareness and understanding of Best Management Practices (BMP's). A growing audience of builders, construction managers and contractors are finding their continuing education unit requirements met by courses offered at the Hurricane House.

Our volunteers, including many advisory committees, the 4-H and the Master Gardeners, are one of our biggest strengths. Additional strengths include the reliable, researched-based information provided by a knowledgeable and well-trained staff to the public on a wide variety of agricultural, environmental, and family related topics. Alternately, our biggest weakness lies in the lack of familiarity that some facets of the community have with the offerings provided. Our goal is to continue to

reach a wider audience and the opportunity lies in more frequent use of media resources to make the public more aware of our resources. We plan to work more closely with the county's media representatives to meet this awareness challenge.

CULTURAL AFFAIRS

During fiscal year 03, the Board authorized a new position for an Executive Director. This individual is responsible for developing and administering cultural capital assets and programming in St. Lucie County and has a wide variety of responsibilities including the administration of the Cultural Affairs Council, the existing Historical Museum, Marine Center and UDT-Seal Museum, the development of a new County museum facility and a museum collections storage and conservation facility. This position also administers the County Art in Public Places program and the Historical Commission. Budget items reflect minor initial office setup expenses, the majority of the budget relates to the development of the new museum. The operating budgets for the existing museums and the .5 FTE secretarial expenses are included in the Parks and Recreation Department budget for fiscal year 04.

LIBRARY

The fiscal year 04 budget shows the ever changing need for more technology in today's libraries - more online databases will be secured for up-to-date research materials for the general public. The Department of State through the State Library has helped libraries gain access to more databases through *Gale Corporation* - the staff is eager to show off the new databases and get the public connected at the library.

Seventy percent of the population now has a valid library card. The continued increase in use of library facilities is driving the need for additional hours of operation. For this reason, the Morningside Branch Library will begin to offer Sunday hours during fiscal year 04 from 1:00-5:00pm as Ft. Pierce Branch Library began offering in fiscal year 02.

A new librarian for Outreach Services will be added to meet the demands for additional children's services in the community. A librarian II / branch supervisor for the Morningside Branch Library will also be a new addition - this will allow the current Extension Services Coordinator to get out into the community to develop more outreach programs for the adult population.

Plans will begin for a new branch library in Port St. Lucie. A grant was submitted in April 2003 with the library receiving notification in July 2003 that the project will be considered for funding in April 2004. Impact fees are available to aid in the construction of a new library.

MOSQUITO CONTROL

The fiscal year 04 budget has been prepared with priorities targeted to implement an Integrated Pest Management Program. This program places emphasis on inspection, monitoring, source reduction and chemical control of adult and larval stages of mosquitoes. Improvements in mosquito monitoring and trapping measures will allow for greater focus on vectors of arbovirus, and increased sentinel monitoring of arboviral transmission will be accomplished through expansion in the number of sentinel flocks.

District expansion is also an area of special emphasis in the upcoming year, with over 10,000 acres (comprised of multiple developments), entering the District at their own request. Additional manpower, planning and budgeting for additional control efforts for these areas, are a requisite to meet the increased need. Permitting will also be complete in fiscal year 04 for the Bear Point Mitigation Bank, which will be followed by construction implementation and the first year of environmental monitoring. These costs have been fully budgeted and fully reserved in accordance with State and Federal Mitigation Bank Instrument permit requirements.

The District's particular strength is its' wetland acquisition, preservation, restoration and water quality management protocols, which have earned it the 2001 Walter B. Jones Memorial and NOAA Excellence in Coastal and Ocean Resource Management Awards. The improvements in management have been estimated to be valued at over \$40M in direct estuarine benefits to the community and the State of Florida. Additional District strengths lie in the areas of advanced technology in the application of ground adulticides, and the metering and monitoring of those spraying operations through use of specialized computerized GPS equipment, programming and software, as well as, database management.

Our major weakness lies in the area of low staffing levels, due to the fact that no additional staffing has taken place over a period of 20 years, while the County has grown from 67,000 to over 230,000 residents. Increased full- and part-time staffing requests will be spread over a period of 5 years to lessen the annual budgetary impact. Opportunities lie in the area of training supplied by the Florida Mosquito Control Association and by the County. The District budgets sufficient funds to maintain employee Public Health Pest Control licenses, as well as, to expand the scope of such training into related fields.

The District's major challenge is in the need to respond to westward development pressure, into what was historically rural, and agricultural areas, that have poor to non-existent drainage, and therefore, greatly increased severity of mosquito infestations and disease transmission. Staff-up and additional spray vehicles are being proposed in response to this growth, and additional reserves are budgeted to provide the capability to perform emergency aerial spraying should elevated risk require such measures.

PARKS & RECREATION

Parks

The Parks Division is dedicated to providing quality customer-focused parks services that meet the needs of Saint Lucie County residents, consistent with the initiatives of the Board of County Commissioners. The Division maintains over 1,800 acres of inland parks, beachfront parks, beach accesses, boat ramps, 40 ball fields, 3 stadiums, 21 government sites, and the new Saint Lucie County Fairgrounds. We service these facilities with landscaping, grounds maintenance, sporting event preparation, and facility maintenance, as well as setting up for community-wide and special events with our "Show-mobile" and portable bleachers.

With our established maintenance procedures, during the past year, we had some notable accomplishments. We completely re-finished three ball fields, built new bocce courts at Lawnwood Stadium, and installed new irrigation systems at two baseball fields. A day and evening shift was established for our ball field crews to lessen overtime and to provide better coverage for our consumers. Additionally, we reclaimed a natural wetland area at T. J. White Stadium that will be made a part of the ongoing renovation. We established a seashore "paspalum" practice field to test this drought-tolerant grass. It should also be noted that paspalum is pest resistant, reduces pollution because it requires only a small amount of fertilizer and pesticides, and responds extremely well to gray water irrigation. The initial results have been extremely positive. We also set up a chemical treatment program for all Parks properties using certified spray technicians and set up a documentation log to comply with State and Federal regulations.

Four of our parks were totally re-landscaped, and new playground equipment was added. With all of the unexpected projects that come our way, and the growth of our facilities and responsibilities, we sometimes fall behind on routine maintenance. Our crews extend themselves far beyond normal expectations to get all of the jobs done, but it just may take a little longer. Our equipment does not always keep up with our needs, but our mechanic and crews keep what we have operating at optimal performance levels.

As a result of the Park Referendum, voted on by County citizens in November 2002, funds became available to proceed with the land purchase and further development of the Lakewood Park Regional Park project. Additionally, Lawnwood Football Stadium will receive significant upgrades to its concrete structure, as well as improvements to the field and drainage system.

Our real strength is in our staff. We have knowledgeable and well-trained supervisory and support staff. Our success is based on excellent communication and cooperation between the ball field, landscaping, and public property and trades crews that foster joint problem solving and a can-do attitude. There is a great deal of flexibility to meet our challenges and a group of dedicated employees who get the job done.

Sports Complex

The major accomplishment at the Sports Complex this year was an excellent Spring Training. We received great reviews from the Mets organization and their players. The Board of County Commissioners and New York Mets ownership finalized contract negotiations in August 2003 to keep the team's spring training in Port Saint Lucie for 15 years. As a result of the agreement, the stadium will be renovated at a cost of more than \$9 million.

Our major strength is in ballfield maintenance. The main field and backfields are in excellent conditions due to the dedicated work of the stadium staff. We have been in the top three stadiums in the State for the least amount of rainouts because our staff is able to prepare the fields for professional play through adverse weather conditions. This boosts attendance and revenue for the stadium and the County.

Although the stadium seems to be running well and staff is doing a good job, our weakness is the lack of special events held at the stadium.

Recreation

Fiscal year 2003 turned out to be an eventful year for the Recreation Division achieving a number of accomplishments during the year. The division successfully ran five summer camps in 2003. They added a teen camp for the first time, which was full to capacity and was extended beyond the original ending date due to popular demand. The division also contracted with five physical education teachers at Fort Pierce Central High School to run one-week camps focusing on their specialty. The camps were well attended and will be repeated next year.

Along with running very successful camps, the Recreation Division also recruited and trained a full complement of lifeguards and swimming instructors for the summer aquatics program and initiated a water aerobics program at the Port Saint Lucie pool.

In support of the community's history, three one-week History camps were held at the Historical Museum and the annual Fourth of July celebration was introduced at the Fort Pierce Community Center. Senior socials, including luncheons and entertainment, were also held at the community center during the winter season as well as a reading club in conjunction with the Library system.

Through numerous specialist agreements, the division held three arts and crafts fairs at various county locations and offered canoe and kayak rentals at the River Park Marina. All of these events will continue for a second year.

The division also supported the local School Board with football and soccer seasons at two different locations.

As we strive to meet the recreational needs of Saint Lucie County citizens, our major strength remains in the increased number of professional staff we recently hired with formal education and applicable work experience. They are motivated and hardworking while displaying cooperative and supportive attitude. With a clear mission statement, vision, and defined responsibilities, we have maintained an excellent rapport with the School District and various community groups.

The County's growing population continues to put a strain on the limited number of recreational facilities (community center, pools etc) and their condition and age. Along with these challenges, there's also a limited amount of funding to maintain the facilities and acquire new ones. Despite the challenges, staff will continue to request funding during the budget process and seek grant funding where applicable. Upper management will ultimately decide how to allocate the necessary funds.

To address the lack of clerical staff at the community centers, positions were requested in this year's budget but were disapproved. Staff will, however, continue to request these personnel additions in future years. Staff will also attempt to convert part time positions into full time. Another area that needs improvement is our personnel policies that do not allow for rewards for outstanding performance. Performance rewards will depend on changes to the County's performance evaluation system.

Golf Course

Some of the Golf Course's major accomplishments during fiscal year 2002-2003 include the completing a 1600 square foot pavilion for outings and events, increasing from 35 players to 80 players during a second year of the Saint Lucie County Junior Golf Association, successfully constructing four new tees, covering the greens with new "Tidwar" Bermuda grass, and hosting the 2003 State High School Golf Championships. The Golf Course was recognized by readers of the Tribune as the best public course on the Treasure Coast and received the Golf Digest's 3-Star Award for the fifth consecutive year.

Our reputation for being very hard to get on in the season, as well as insufficient number of events and leagues are legitimate concerns.

The condition of the course ranks as one of the best on the Treasure Coast. This is largely due to the excellent employee and management relationship. Our Junior Golf Programs (Clinics, Lessons, Range Memberships, \$1.00 fee year round, and Saint Lucie County Junior Golf Association) are excellent programs and are well received by the community. We maintain an affordable rate structure, while the Resident Associate Membership Base is 960 Golfers.

PORT

We have completed the Port Master Plan Document and received approval by the Department of Community Affairs. The plan has now been formally adopted into the County Comprehensive Plan.

Permitting of Phase I of the Taylor Creek Dredging and Restoration Project is complete. Several grants have been received to help fund the construction costs, including Florida Seaport and Economic Development (FSTED) and South Florida Water Management District (SFWMD) funding. Full funding for the \$3,500,000 project is now in place with construction planned in April 2004.

Port Property Purchase: Negotiations are ongoing between the property owner and private groups for possible purchase of the Port property. Grant funds are being pursued through FSTED for infrastructure development.

AIRPORT

The development of the Airport Industrial Park will ultimately allow the airport to cover their operating expenses.

Noise is a very sensitive issue to the airport and the "Part 150 Noise Study" will provide guidance on reducing noise impacts to the surrounding neighbors. With the construction of the parallel runway, the airport will enhance safety while reducing noise to the surrounding area.

The St. Lucie County International Airport 1998 – 2002 Strategic Business and Marketing Plan was updated with a 2010 Planning Horizon by assessing the present revenue base. Actions necessary to increase that base and diversify the revenue sources to achieve the mission of financial independence were also identified.

PUBLIC SAFETY

For fiscal year 2004, we are looking forward to the final installation of our new E-911 phone system, as well as making our system compliant with the FCC Phase I and II for wireless calls. By the beginning of 2004, we will have installed a mapping system that will track the wireless phone call locations along with other important information about the location. The new budget also increases the 911 personnel by 5 positions – 4 for dispatch and 1 for complaint tracking.

Emergency Management will be installing a new phone system that will tie into the 911 system, making it only the second of its kind in the state. This will help improve communications during an activation of the EOC. Animal Control and Marine Safety will maintain its current staff level. The most significant change will be Marine Safety renovation of all of the lifeguard towers during 2003-2004.

PUBLIC WORKS

Environmental Resources

As we add more Environmental Lands to the County's inventory, staffing will have to be increased in order to meet the needs of our funding partners. This year, we are requesting a Biologist I position that will be responsible for oversight of restoration projects and writing of management plans for ESL properties.

Solid Waste

The Construction & Demolition Debris Recycling Facility will extend the life of our Landfill cell 25+ years. The 7 new positions for this operation will cost \$ 250,000, and will be more than offset by the savings from recycling and saving of Landfill space.

Road & Bridge

Drainage Section - includes the addition of a 6 man Special Projects Crew to construct stormwater improvement Projects using "in-house" forces and equipment (budget impact - \$ 538,403). This will increase our ability to implement capital improvements for stormwater improvements in older neighborhoods that have poor drainage.

Traffic Section - includes the addition of 1 Maintenance Tech IV Position to assist with the Traffic Counts Program, provide monitoring of traffic signal intersection timing, and increase production in our Sign Shop fabrication (budget impact - \$33,179).

Stormwater Section - plans to increase the maintenance activity of the Verada Ditch, and will add operation & maintenance of the Platt's Creek Stormwater Facility (budget impact - \$ 137,000).

Code Compliance

Increasing demand on the Building Department as a result of development growth has increased our Code Compliance Division to a staff of 46. This year we plan to add an Assistant Code Compliance Manager position to better serve our staff and customers.

Engineering

Engineering plans on updating our 5 Year Capital Improvement Plan for Roadway Maintenance, Roadway Widening and Stormwater Projects, and continuing to develop our MSBU Program and Bridge Maintenance Repair & Replacement Program (see Capital Budget for details).

UTILITIES

As St. Lucie County continues to grow, the Utility Department will continue to strive to provide the highest level of service to our customers utilizing the most efficient means possible.

The Utility Department will continue to become more efficient through the utilization of technology currently available in our industry. We have recently experienced a reorganization of our department and the hiring of new staff members. The new staffing represents a temporary weakness that is being overcome on a monthly basis as we move forward. However, on a larger scale, the new staff also represent a strength due to the vast knowledge the Utility Department has acquired through their experience in the Utility industry.

The opportunity that presents itself is the ability of St. Lucie County to become a prospering and viable County Utility System that will support Economic Development and excellent service to our existing and future customers.

VETERAN SERVICES

Our mission in fiscal year 04 will be assisting veterans and their families by providing counseling and assistance in order to establish benefits under Federal and state laws which may result in monetary gain and medical care. In order to fulfill our mission we will keep the public aware of the services available for veterans and their dependants by increasing the number of benefits presentations to local groups and civic organizations. We will increase the frequency of in-office training sessions with outside social agencies in order to provide all possible benefits to veterans and their dependents. We will strive to reduce the amount of paper documentation (necessary for processing claims with the VA) currently stored on site.

Once again, Veteran Services was recognized as “Organization of the Year” by the St. Lucie County Council of Social Agencies. Our Veteran Services Officers, medical transportation drivers, and administrative support staff continue to improve ways to assist the veteran community. Public awareness through pro-active community presentations and newspaper articles has increased the number of clients seeking VA benefits. Because of claims filed by our office, the monetary benefit received by more than 11,000 veterans and their dependents will add more than \$1,278,810 to the monthly income of County residents.

A slight increase in the budgeted hours for on-call drivers will ensure an adequate number of vans are available on a daily basis (budget impact - \$6,202). Based on a mean average of one hour per client counseled, as indicated by our lead agency (the Department of Veterans Affairs), we currently exceed the norm at 126% for four Veteran Service Officers. This represents an increase of 15% over the previous year.

The veteran population in St. Lucie County continues to grow at a rapid rate. The opportunity exists for our staff to increase the number of clients counseled, thereby improving the quality of life for disabled veterans in our community. One of our four Veteran Service Officer positions is currently part time. In order to meet the needs of the veteran population, the part time position will be reclassified to full time, and add an additional 10 hours of counseling time per week. Budget impact is minimal.

We will face a number of challenges in the future. As our client base grows, the support documentation required to file claims does as well. The need to reduce the amount of paperwork exists. In addition, recent changes in Health Insurance Portability and Accountability Act (HIPAA) laws have geared staff to eliminate the hard

copy storage of medical documentation for our clients. The purchase of a scanner for use with laser fiche technology will improve our efficiency with internal record keeping, reduce the need for additional storage space for paper records and put stronger security measures in place for confidentiality issues (budget impact - \$2,060).

CONSTITUTIONAL OFFICERS

The Sheriff's budget has increased 8.21% or \$2.987 million. The Supervisor of Elections budget is up by 30.91% or \$524,539. The Property Appraisers budget has increased by 1.82%, or \$58,119. The Clerk of Circuit Courts has decreased by 7.03%, or \$227,619. The Tax Collector's budget decreased by 6.89%, or \$228,818. 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 awarded grants only to mandated agencies. In fiscal year 2002-2003, the Board awarded \$1,317,678. This year the Board awarded \$2,148,366, which is an increase of \$830,688 or 63.04%. Note: fiscal year 2003-2004 budget for outside agencies includes \$902,743 revenues from the newly established Transit MSTU.

DEBT SERVICE

St. Lucie County will start fiscal year 2003-2004 with the total outstanding debt of \$136,903,965. Most of County's indebtedness consist of long-term bonds including \$13,100,000 in General Obligations, \$72,087,000 in bonds covered by government funds, and \$16,505,000 enterprise funds.

Recently, the County took advantage of the low interest rate environment and refunded all of the outstanding Building Fund bonds from 1994. In the same bond series totaling \$64,230,000, the County issued bonds for the construction of new projects including Clerk of Courts Building, jail pods, Wal-Mart infrastructure improvements, Walton Road Annex, and Equestrian Center at the Fairgrounds.

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. 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 of the Board of County Commissioners and staff to keep tax rates low, while at the same time, maintain the quality of life in St. Lucie County. The Board's ultimate goal is to reduce their reliance on property owners to fund county operations. With this goal in mind, we have made progress toward the diversification and enhancement of the county's economic base through an aggressive Job Growth Incentive Plan and a campaign to attract desirable employers to St. Lucie County.

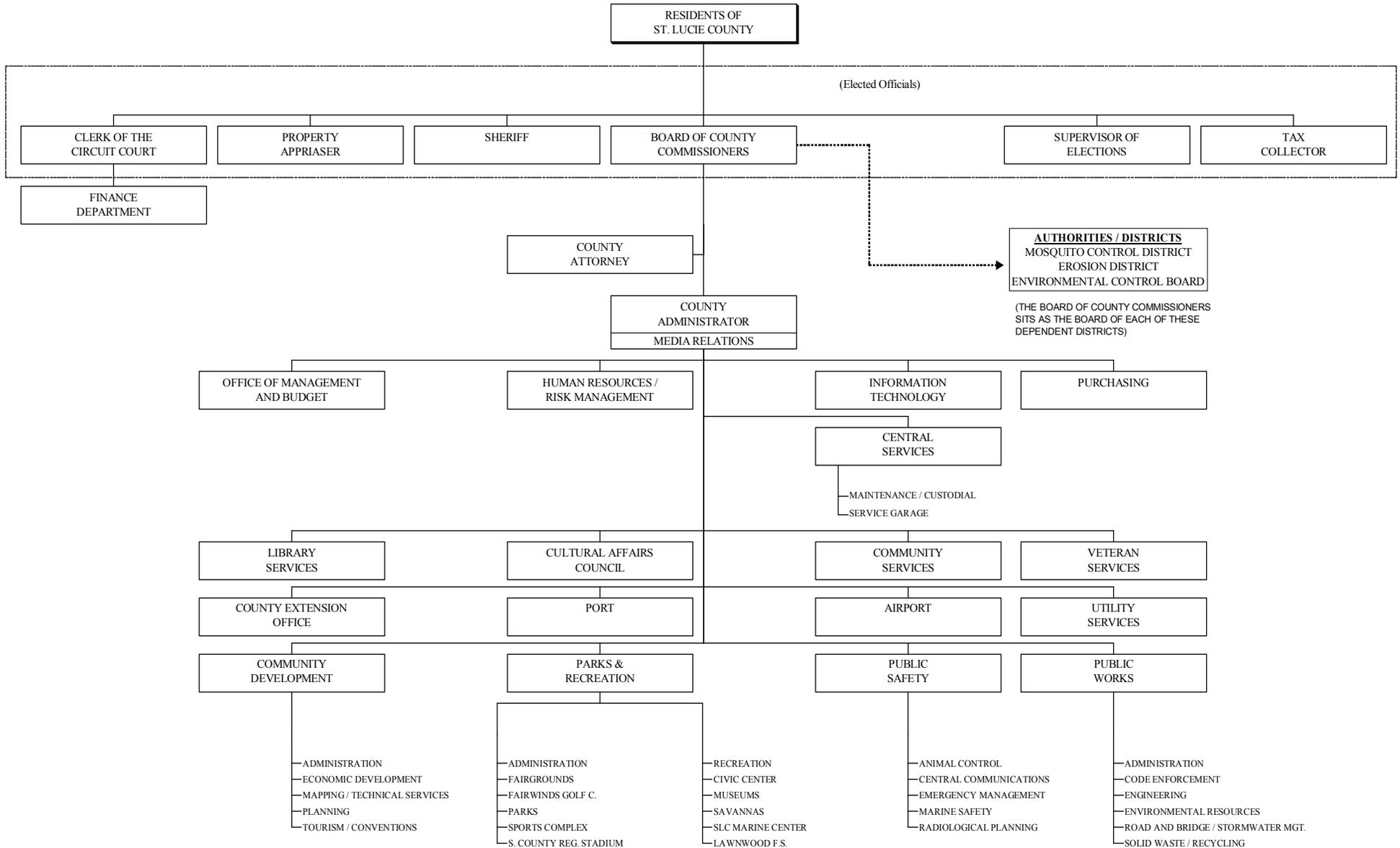
We have stabilized the County's operating budget and are addressing the County's long-term capital needs.

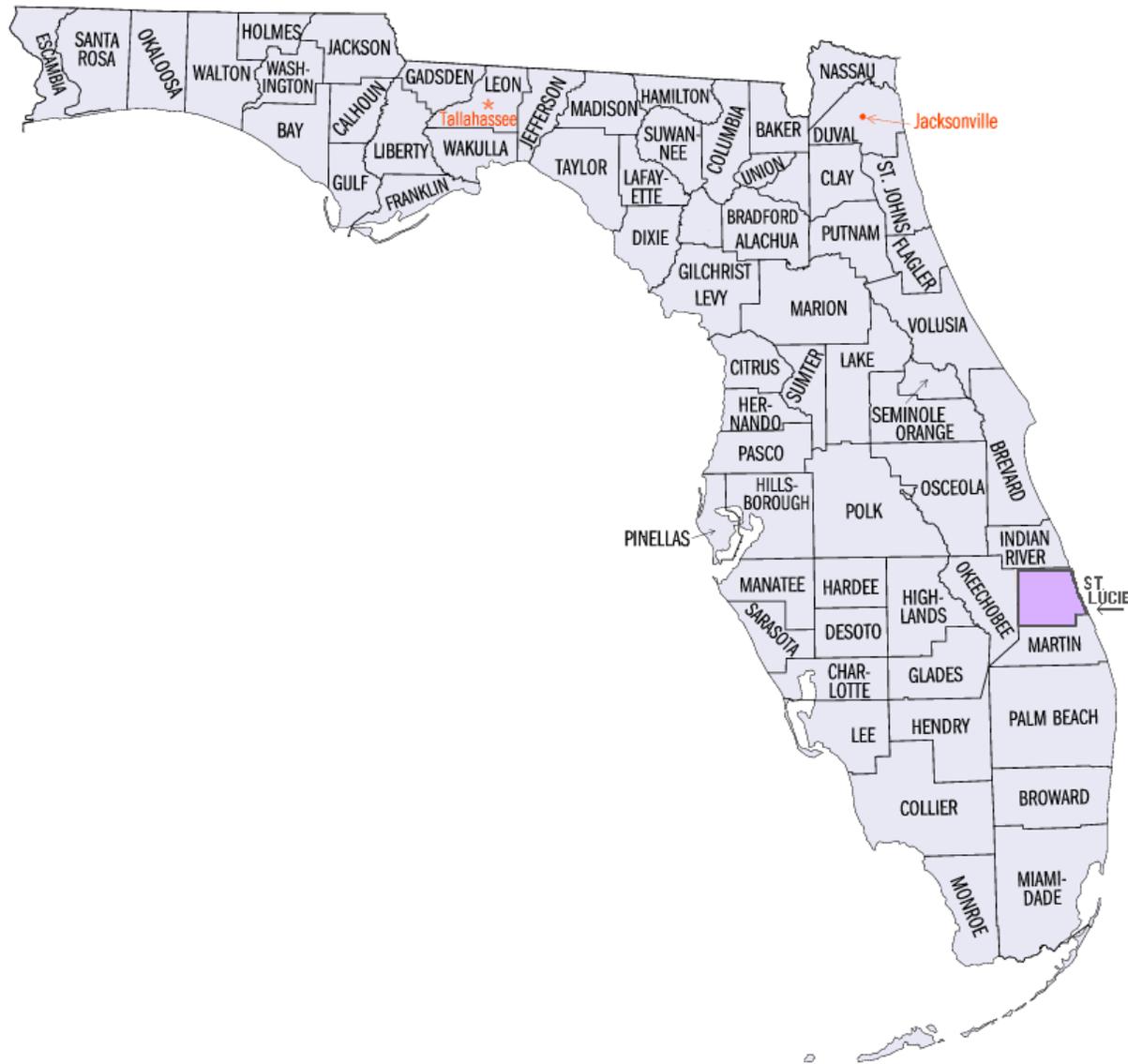
We need to continue: controlling expenditures; exploring the possibility of increasing non ad valorem revenue sources; pursuing an aggressive and carefully planned economic development strategy designed to create an economic base that is adequate to fund desired public service levels on a continuing basis.

Sincerely,

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

1901 ~ *On February 02, 1901 there was a meeting of all registered voters at the Davis Hall, Fort Pierce, Brevard County Florida to organize a municipal government. On this day, 54 of the 66 voters voted to incorporate. Elected as mayor was A.C. Dittmar and five aldermen; D.L. Alderman, A.Y.W. Hogg, P.P. Cobb, L.L. Carlton and F.M. Tyler. Elected as city clerk was H.I. Klopp and as marshal was D.S. Carlton.*

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 1st followed by a parade down Orange Avenue on July 4th. The official population of the county was 3,024. The first edition of The St. Lucie Tribune was published on July 21st. 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 7th, the Florida Legislature carved out a significant portion of western St. Lucie County to create Okeechobee County.

1925

On May 30th, 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.

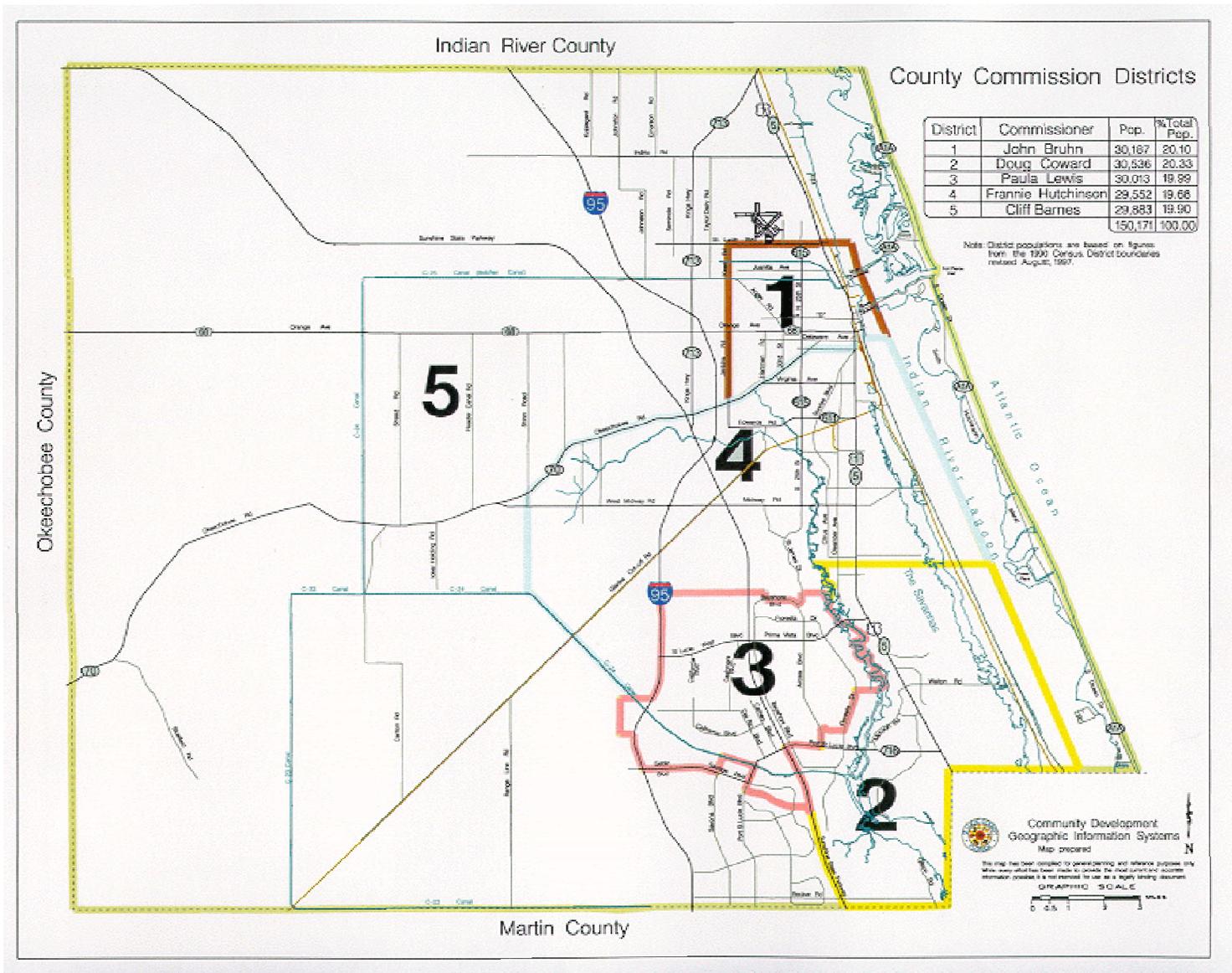
2000

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 1st of this year placed the City of Port St. Lucie as the 15th 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:

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

Major employers within the County are:

<u>Employer</u>	<u>Number of Employees</u>
St. Lucie County School Board	3,400
Lawnwood Regional Medical Center (HCA)	1,400
Publix Supermarket	1,260
St. Lucie County Board of County Commissioners	1,009
Florida Power & Light	790
QVC	800
Winn Dixie Supermarket	650
Harbor Branch Oceanographic Institute	650
St. Lucie Medical Center (HCA)	600
City of Port St. Lucie	535
St. Lucie County Sheriff's Department	527
Aegis Communications/IGI	460

Employer Number of Employees

Wal-Mart	456
Indian River Community College	446
Convergy's Corporation	423
Club Med/Village Hotels of Sandpiper	400
St. Lucie Medical Center (HCA)	600

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:

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

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 (38,732) serves as the County Seat and covers 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 that employs a professional manager.

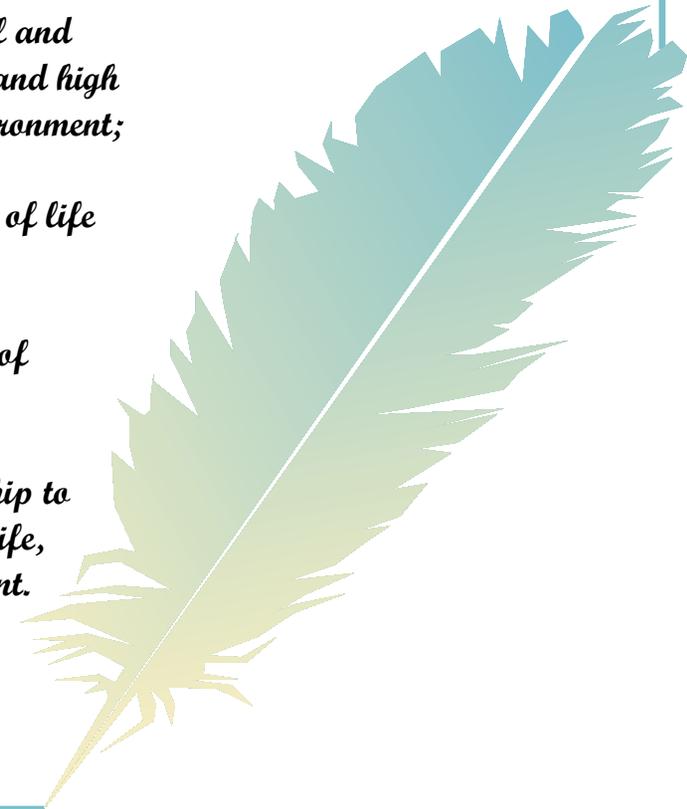
The City of Port St. Lucie (pop. 103,072) is the largest city both geographically and in terms of population. It covers 80 square miles. It was incorporated in 1961 as a residential community and was originally developed in large measure as a retirement community by the General Development Corporation. The City of Port St. Lucie is governed by a five-member city council and also employs a professional manager.

St. Lucie Village (pop. 614) is a small enclave covering 1.5 square miles of territory in North St. Lucie County along the Indian River.

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 are generally included on the fund types' balance sheets, and the difference between these assets and liabilities is classified as fund balance. Governmental Funds types are classified into five generic fund types as follow:

- **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 B 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 B 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 that may be used to fund new projects/programs as well as unspent allocated funds, which will be carried forward to fund those existing projects/programs. Fund balance is adjusted for inventory and other non-cash assets and liabilities.

- **Depreciation.**

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

GRANTS BUDGETING

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

CAPITAL BUDGETING

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

GENERAL BUDGET POLICY

1. The operating budget authorizing expenditure of county money will be adopted annually by the Board at the fund level.
2. The budget shall reflect the estimated beginning balances of all funds and all planned revenues or receipts for each fund for which the county must maintain accounts. Once the annual audit is completed, staff will prepare a Budget Resolution to adjust the beginning balances from the estimated to the actual.
3. No monies shall be expended or disbursed from accounts of the Board of County Commissioners except pursuant to authorization reflected in the adopted budget. The Clerk of Courts shall advise the Board of any exceptions to this policy required by law or generally accepted accounting practice.
4. The budgeted expenditures and reserves of each fund (including reserves for contingencies, cash flow and all other purposes) will equal the sum of projected fund balance at the beginning of the fiscal year and all revenues and receipts which reasonably can be expected to be received during the fiscal year.
5. Reserves:

- a. A reserve for contingency will be budgeted in the general fund budget, the fine and forfeiture fund the airport and port funds. At the Board's discretion, these funds may be allocated as needed during the year to fund unexpected operations or events.
- b. The Board will also maintain a designated Emergency Reserve of \$8,400,000. By majority vote, the Board may use all or a portion of this designated Emergency Reserve, however, the use is normally reserved for natural or manmade disasters.
- c. The Board will strive to maintain a combined Emergency Reserve and Contingency at a level of 10% of the operating expenses of the General Fund and the Fine and Forfeiture Fund or greater. For the purpose of this policy, Operating Expenses include personnel expenses and operating expenses in both funds minus Emergency Reserves, Contingency Reserves and Transfers.
- d.

6. Transfers:

- a. Transfers to reserve accounts may be made during the fiscal year by the County Administrator or the Management & Budget Director as required for proper management of the budget.
 - b. Transfers among expenditure or revenue accounts may be made during the fiscal year by 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.
7. Changes in the adopted total budget of a fund will be made only with Board approval of a budget amendment resolution.
8. To provide information to the Board on budget and financial operations the Office of Management & Budget will prepare quarterly analyses of financial condition, and not less than semi-annual analyses of debt service and grants administration.

9. The operating budget will reflect programmatic expectations of the Board and County Administrator for each department. The budget will emphasize the relationship between financial and managerial (operations) planning.
10. For purposes of budget preparation, in the event policies or stated desires of the Board regarding appropriations or service levels prove to be incompatible with forecasted revenues or revenue policies, these conflicts will be resolved in favor of the revenue policy.
11. The Capital Improvement Budget showing estimated annualized costs of capital projects will be updated on an annual basis.

REVENUE POLICY

1. The use of general ad valorem tax revenues will be limited to the General, Law Enforcement & Courts (Fine & Forfeiture), MSTU Funds, and dependent special districts, unless required in other funds by bond indenture agreements or by the terms of municipal service taxing units ordinance.
2. The use of ad valorem tax revenues based on millage levied for the Mosquito Control, and Erosion Control Special Districts will be limited to those districts.
3. The use of gas tax revenues will be limited to the Transportation Trust and Transportation Projects Funds, unless required in other funds by bond indenture agreements.
4. The use of sales tax revenues will be limited to the General and Law Enforcement & Courts (Fine & Forfeiture) funds except when allocated to debt service funds to meet non-ad valorem debt service requirements.
5. Pursuant to Ordinance, Tourist Development Tax proceeds will be appropriated as follows:
 - a. 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:

- Direct debt per capita shall remain below four hundred dollars (\$400.00). Direct debt includes general obligations and voted debt.
 - Direct debt per capita as a percentage of income per capita should not exceed 2%.
 - Direct debt as a percentage of the final assessment value of taxable property as provided by the Office of the Property Appraiser shall not exceed 1%.
 - The ratio of direct debt service expenditures as a percentage of general governmental expenditures will not exceed 10%. General governmental expenditures are considered General Fund expenditures, Fine and Forfeitures Fund expenditures plus transfers to the Constitutional Officers, the Airport, the Port and all transfers to Internal Service Funds.
5. The County shall strive to maintain a minimum underlying bond rating equivalent to ‘Upper Medium Grade’ (Moody Rating Service A or Standard & Poor’s A). The County shall request an evaluation of their underlying rating every five years or as deemed necessary by the Board.

Comment: Moody’s and S&P evaluated St. Lucie County’s underlying creditworthiness in June of 2003. Moody’s rated the county at A2. S&P gave the county a rating of A. Both ratings indicate the County is in the ‘Upper Medium Grade’ of investment quality.

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

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

APPROPRIATION POLICY

1. Fund appropriations of the Board will be allocated to departments, divisions, programs, cost centers, projects, and line item object codes as deemed appropriate by the Management & Budget Director, with the approval of the County Administrator, to facilitate managerial control and reporting of financial operations.
2. Each year, before Department Directors and Division Managers begin to prepare operating budget requests, the Office of Management & Budget will issue budget preparation instructions. These instructions will take into consideration: 1) County financial policies; 2) The expressed desires of the Board and County Administrator for changes in service or service levels; 3) Projected costs of authorized services; 4) Forecasted revenues. County managers will prepare annual budget consistent with these instructions.
3. The County, in conjunction with an independent consultant, will prepare and maintain an indirect cost allocation plan, which conforms to federal guidelines for grant reimbursement of administrative costs. Managers will bill and collect indirect cost charges to eligible grant projects, enterprise funds, and other funds as appropriate.
4. The budget requests of County agencies will include itemized lists of all desired operating equipment, and of any equipment in inventory for which replacement is being requested. Purchase of equipment valued in excess of \$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 03-04				
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	Sep 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	Sep 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	Sep 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. DOR must receive the package within 30 days of final hearing	OMB

BUDGET PROCESS - SCHEDULE

The budget is prepared in accord with the following schedule:

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