



FY10 Budget Update

May 20, 2009

Outline

- ◉ **FY10 budget challenges & strategy**
- ◉ **Forecast summary**
- ◉ **BCC department targets and reductions**
- ◉ **Cost saving and revenue ideas**
- ◉ **Next steps**



FY10 Budget Challenges & Strategy

FY10 Budget Challenges

- ◉ **Budget pressure has impacted the organization over the last two fiscal years**
- ◉ **Non-mandatory program areas and administrative support capability have taken the bulk of the impact**
- ◉ **Economic forecasts show further economic weakness through 2010 with a modest recovery in 2011**
- ◉ **Existing and potential new caps on property taxes will blunt the recovery for local governments**

Potential New Impacts

- **Potential new impacts approved by the Legislature for state-wide referendum on the November, 2010 ballot**
 - **5% cap on assessments for non-homesteaded property (currently 10%)**
 - **50% exemption to homeowners who previously have not owned a home in Florida in the last 8 years (up to \$250K)**

FY10 Reduction Target

- Overall impact to the General Fund budget estimated at **\$85M**
- Target of **20%** less than the FY09 budget to close projected shortfall

FY10 Budget Strategy

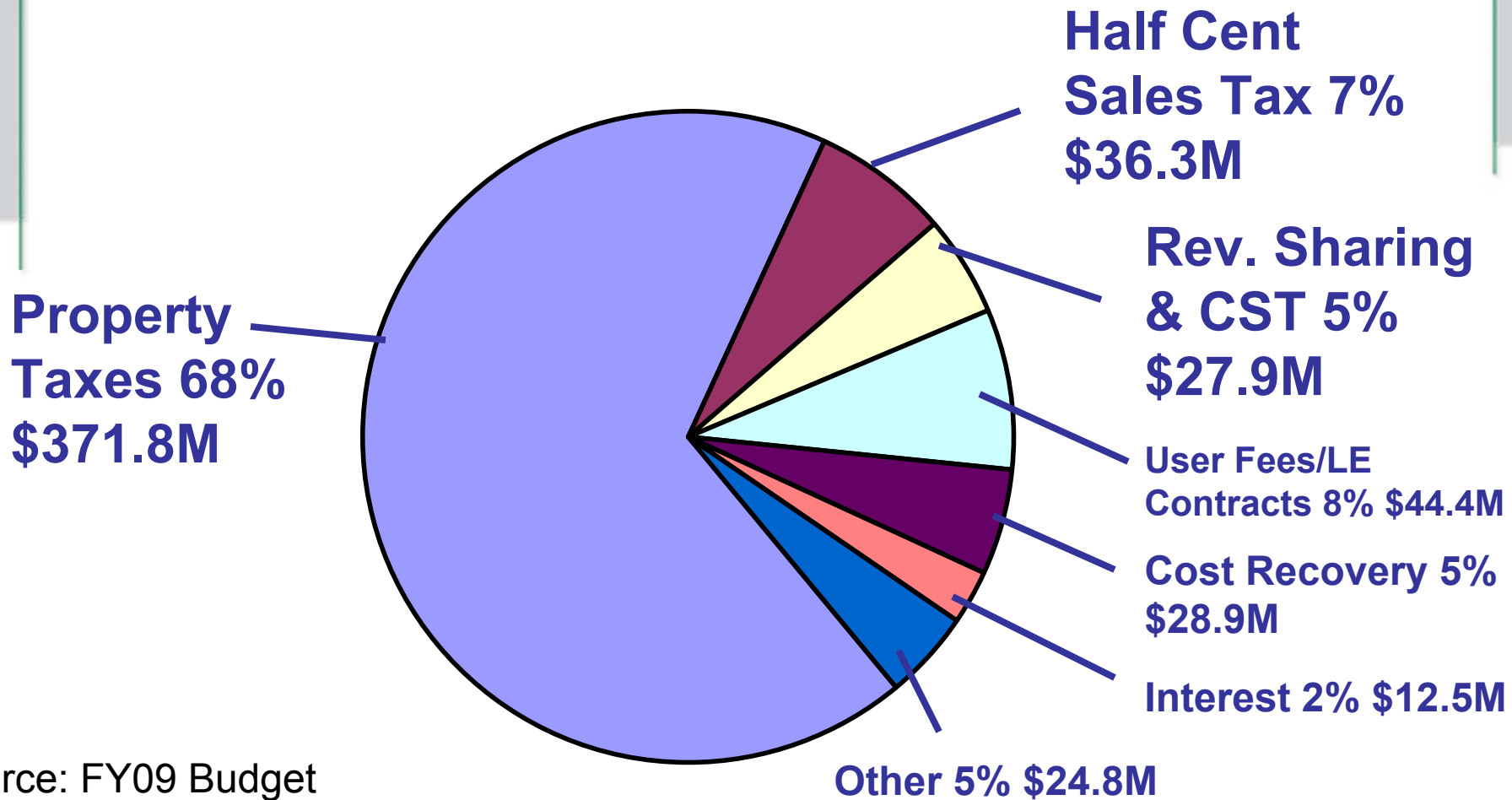
GOAL

- ◉ **Resize government to deliver a sustainable basket of quality services in a consistent, predictable, and reliable manner**



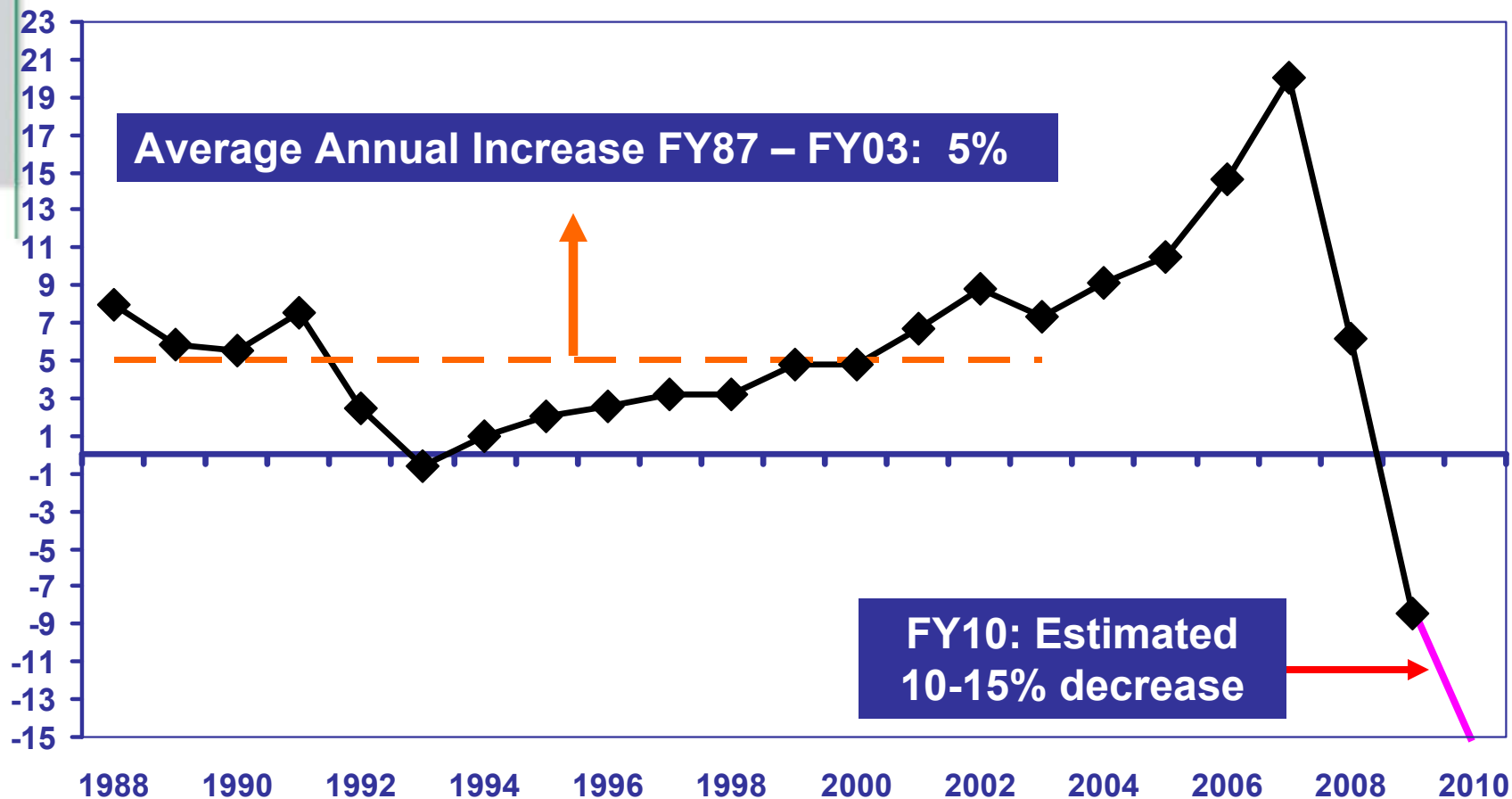
Forecast Summary

Property taxes are the largest General Fund revenues source

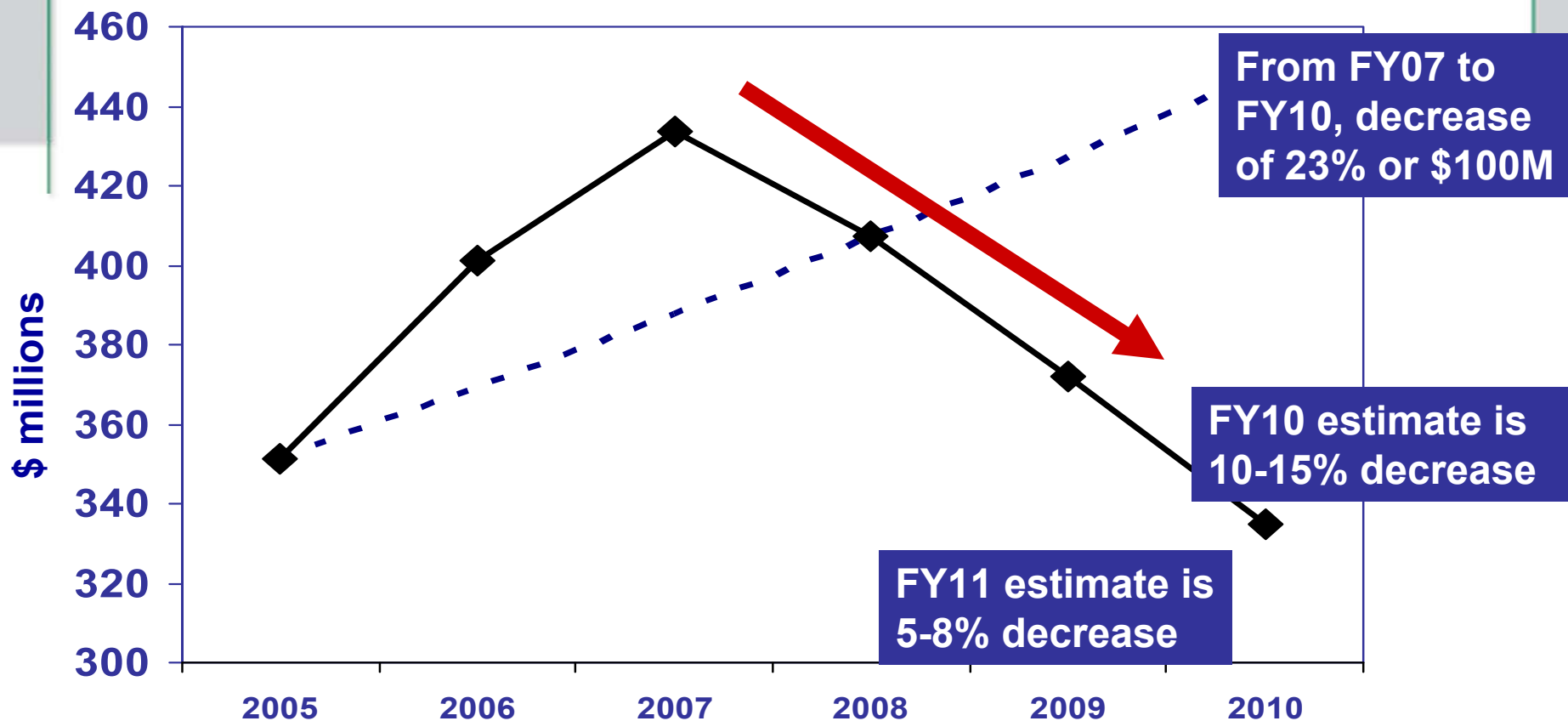


Source: FY09 Budget

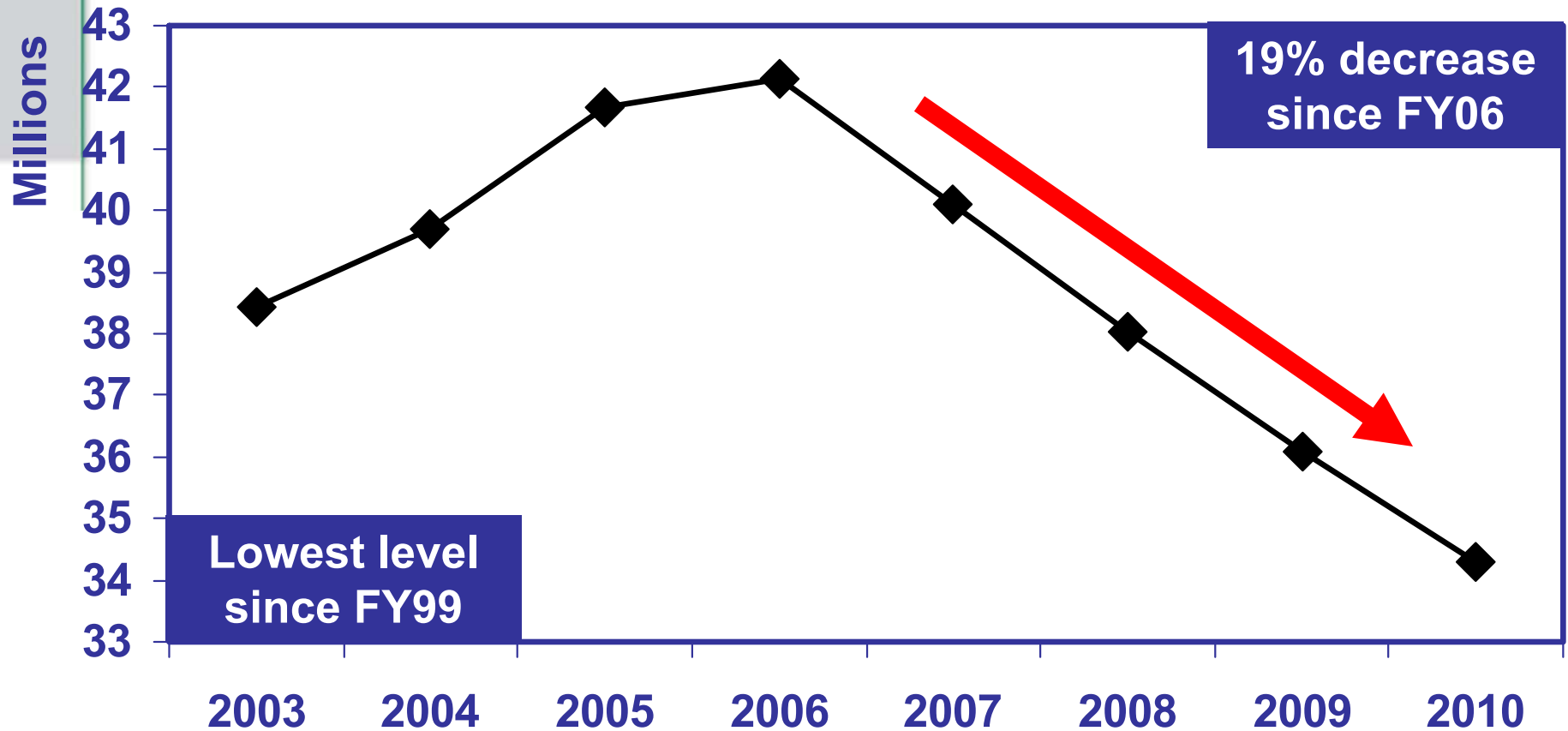
Countywide Taxable Values Annual Rate of Change



General Fund Property Tax Revenue (FY05-FY10)



Half-Cent Sales Tax (FY03-FY10)



Other Revenues

○ State revenue sharing*	-\$4.1M (23%)
○ Interest earnings**	-\$5.1M (33%)
○ Fines & forfeits**	-\$1.0M (54%)
○ Recording fees***	-\$2.0M (58%)
○ Building permits***	-\$0.8M (20%)
○ Zoning fees****	-\$0.2M (33%)

* FY10 Estimate vs. FY06 Actual

** FY08 Actual vs. FY07 Actual

*** FY08 Actual vs. FY06 Actual

****FY08 Actual vs. FY05 Actual

Forecast Summary

- **Forecast estimate**

- **Total impact: \$85M decrease**
- **Assumes keeping millage at current rate per Board's direction**



BCC Department Targets and Reductions

Reduction Targets

- Overall impact to the General Fund budget estimated at **\$85M**
- Targets allocated proportionately between BCC departments and Constitutional Officers & Independent Agencies

General Fund Target	%	\$
BCC Departments	45%	\$38M
Constitutionals & Independents	55%	\$47M
Total	100%	\$85M

Reductions Process for BCC Departments

- Potential reductions submitted totaling 30% of department budgets
- Reviewed and prioritized list of potential reductions to achieve overall reductions equal to \$38M target for BCC departments
- Individual departments experienced reductions that are more or less than 20%

Community Outreach

- **Received input at 3 Community Meetings**
 - **Tuesday, March 3rd—Palm Harbor University High School**
 - 1900 Omaha Street, Palm Harbor
 - **Monday, March 23rd—Osceola High School**
 - 9751 98th Street North, Seminole
 - **Thursday, March 26th—Gibbs High School**
 - 850 34th Street South, St. Petersburg
- **Over 500 attendees**

Citizen Suggestions

- **Citizen input through County's website**
 - **Submit suggestions**
 - 109 (March to April)
 - **Sign up for budget news**
 - 1,497 signed up over last three years
 - **Link to Citizens' Guide to the Budget website**
 - 50,258 hits since January



Considerations for Reductions

- ◉ **Should the County be doing this?**
- ◉ **What is the impact to the community?**
- ◉ **What happens if this is eliminated?**
- ◉ **Can we reduce the service level and still have a viable program?**
- ◉ **Is this program sustainable given future revenue constraints?**
- ◉ **Is there a related potential negative economic impact from this reduction?**
- ◉ **Is the service level reduction consistent with BCC priorities?**

Proposed Reductions: BCC Departments

- Reductions meeting the \$38M target have been identified for the BCC departments
- Reduction handout contains details of all reductions
 - Format shows the reduction in a programmatic format and the anticipated impact of the reduction
- The following slides are sorted by Strategic Focus Area (SFA) and highlight some of the key reductions

Preliminary BCC Budget Reductions by Fund

GENERAL FUND	REDUCTION	FULL-TIME POSITIONS
General Fund - Recurring	\$38.8M	266
General Fund - Non-Recurring (One Time)	\$6.6M	0
OTHER FUNDS	REDUCTION	FULL-TIME POSITIONS
SHIP Fund 0210	\$4.5M	5
Community Housing Trust Fund 0229	\$2.1M	0
Emerg. Comm. 9-1-1 System Fund 0225	\$42K	0
Fire Districts Fund 0250	\$188K	1
County Transportation Trust Fund 0201	\$3.7M	29
Risk Financing Fund 0605	\$925K	7
Fleet Management Fund 0602	\$2.3M	11
Tourist Development Fund 0240	\$4.2M	4
Utilities Service Fund 0560	\$7.8M	44
Total	\$71.1M	367

Strategic Focus Area: Economic Development, Redevelopment, & Housing



SFA: Economic Development, Redevelopment, & Housing

Reduction Summary by Department

Department	Reduction	%	Full-Time Positions
Bldg. & Develop. Review Svcs.	\$1.5M	23%	22
Community Development	\$5.7M	81%	5
Community Dev-Fund 0210	\$4.5M	58%	5
Community Dev-Fund 0229	\$2.1M	40%	0
Economic Development	\$387K	20%	2
Planning	\$517K	15%	8
Tourist Develop. Council-Fund 0240	\$4.2M	17%	4
Total	\$18.9M	33%	46

SFA: Economic Development, Redevelopment, & Housing

Building & Development Review Services

- **Building Inspection program**
 - Next day inspections may not be possible
 - Implemented multi-disciplinary inspectors to increase number of inspections per day
 - Eliminate inspection appointments and move to 4 hour window for expected inspection times
 - Plan review time will increase from 5-10 days to 20-30 days
- **Permitting & Customer Service program**
 - Walk-in customers response time to increase from a few minutes to about 1 hour
 - All contractors will be required to call inspection requests using the automated system. No staff available to accept calls.
 - Permits turnaround time could increase by 33%

SFA: Economic Development, Redevelopment, & Housing

Building & Development Review Services continued

- **Site Plan Review program**
 - Site plan review anticipated to increase from 21 days to 27 days
- **Habitat program**
 - Tree permit inspections will increase from 2 days to 8-10 days

Community Development

- **County Connection Centers program**
 - Elimination of in-depth customer service to 12,000 citizens annually
- **Housing Trust Fund Contribution program**
 - Elimination of one-time contribution of scheduled \$5M to the Housing Finance Authority for distribution to participating jurisdictions, including the County

SFA: Economic Development, Redevelopment, & Housing

Economic Development

- **Business Assistance program**
 - Reduction of the number of business assistance partnerships from 8 to 3 – face to face contacts with small businesses will decrease by over 1,000 per year
- **Business Attraction program**
 - 30% reduction in capacity to assist firms considering relocation to Pinellas County – may result in 30 fewer relocation prospects and 250 to 500 fewer new high wage jobs annually

Strategic Focus Area: Effective Government



SFA: Effective Government

Reduction Summary by Department

Department	Reduction	%	Full-Time Positions
Communications	\$738K	27%	9
County Administrator	\$415K	22%	4
County Attorney	\$395K	7%	3
Fleet Management-Fund 0602	\$2.3M	21%	11
General Government	\$2.6M	22%	0
Management & Budget	\$197K	19%	2
Purchasing	\$219K	14%	3
Real Estate Management	\$4.8M	18%	35
Risk Management-Fund 0605	\$525K	29%	7
Risk Management-(Liab./WC/Insur.)	\$400K	3%	0
Total	\$12.2M	19%	74

SFA: Effective Government

Communications

- **Television & Video Services program**
 - Reduction in informative and educational television programs
 - Good Business Pinellas (8 shows); Inside Pinellas (15 shows)
- **Public Information, Education, & Outreach program**
 - Place primary focus on County's website

County Administrator's Office

- Eliminate 4 positions (Asst. Co. Adm., Mgr. Intergovernmental Relations, and 2 support staff)

Fleet Management

- **Maintenance & Repair/Fuel programs**
 - Resize program in proportion to reductions in the overall fleet size
 - Eliminate 2.5 positions due to implementation of automated fuel system and reduce fuel budget in proportion to reductions in the overall fleet size

SFA: Effective Government

General Government

- **Other Post-Employment Benefits (OPEB) program**
 - Reduce County's partial contribution from \$4M to \$2M
- **East Lake Community Library program**
 - Reduce annual contribution for operating support of the library by 20%

Purchasing

- **Purchasing/Procurement program**
 - Reduce program due to reductions in overall procurement activity while absorbing additional workload from functional consolidation with Public Works and Utilities
 - Eliminate position providing in-house vendor notification and contract with a third party vendor to post bids and bid addenda to the Internet

SFA: Effective Government

Risk Management

- **Employee Safety program**
 - Resize program in proportion to reductions in County workforce

Real Estate Management

- **Facility Operations & Maintenance program**
 - Resize program to minimum level necessary to support current and future assets
 - Requests for service will be triaged to prioritize critical requests
 - Non-critical requests will be responded to within 48-72 hours
- **Lease Management & Real Property program**
 - Customer support to the public for applications to release or vacate property rights will be reduced to statutory support levels
 - Applicants may need to seek private professional service assistance

Strategic Focus Area: Environment, Open Spaces, Recreation & Culture



SFA: Environment, Open Spaces, Recreation & Culture

Reduction Summary by Department

Department	Reduction	%	Full-Time Positions
Culture, Education, & Leisure	\$5.9M	28%	70
CEL-Cultural Affairs	\$1.4M	63%	4
CEL-Heritage Village	\$440K	48%	8
CEL-Extension	\$547K	22%	9
CEL-Parks & Recreation	\$3.6M	24%	49
Environmental Management	\$2.6M	25%	33
Total	\$8.5M	27%	103

SFA: Environment, Open Spaces, Recreation & Culture

Culture, Education, & Leisure: Cultural Affairs

- **Cultural Grants program**
 - Cultural development grant awards to 31 non-profit organizations will be reduced by 83%
 - Cultural tourism grant awards to 13 organizations will be reduced by 53%
- **Public Art & Design program**
 - Eliminates program and all new public art projects

SFA: Environment, Open Spaces, Recreation & Culture

Culture, Education, & Leisure: Heritage Village

- **General Visitor Experience program**
 - Reduce hours by closing to the public on Tuesday
 - Currently closed on Mondays
- **Program Participant program**
 - Elimination of facility rentals, programs, camps, and fee based curriculum
 - Impacts over 3,500 program participants and results in \$44,000 revenue loss due to reductions in staff levels
 - Ex) Living history camps, Passport Adventures, Saturday Doodle Bugs, pre-school ramblers, home school programs

SFA: Environment, Open Spaces, Recreation & Culture

Culture, Education, & Leisure: Extension

- **4-H Youth Development program**
 - Eliminate over 125 programs per year on youth life skill development impacting over 5,400 youth
- **Family & Consumer Services program**
 - Eliminate over 130 programs per year impacting over 7,000 participants
 - Ex) Senior health and nutrition, diabetes prevention, train the trainer for health and nutrition

SFA: Environment, Open Spaces, Recreation & Culture

Culture, Education, & Leisure: Parks & Recreation

- **Landscape Services program**
 - Reduce mowing cycles from 26 to 17 annually
 - Reduce tree pruning frequency from 4 times to 2 times a year
- **Facility Management program**
 - Reduce availability of less popular restrooms in 15 regional parks from Monday to Friday
 - Reduce power washing of picnic shelters from weekly to monthly
- **Resource Management program**
 - Eliminate all park interpretive programs, which will impact school groups, speaker requests, bus tours, etc.

SFA: Environment, Open Spaces, Recreation & Culture

Culture, Education, & Leisure: Parks & Recreation

- **Safety & Security program**
 - Rangers will rove between 3-4 regional parks rather than be assigned to single park locations
 - Parks will be closed the day after Thanksgiving and Christmas day
 - Fort DeSoto Park piers will be closed at 11 p.m. instead of open 24 hours

SFA: Environment, Open Spaces, Recreation & Culture

Environmental Management

- **Environmental Lands program**
 - Public access to the preserves, excluding the education centers will be reduced from 7 days to 4 days per week
 - Reduce education center hours from 5 days to 3 days per week
- **Code Enforcement program**
 - Reduce code enforcement to complaint driven model
 - Code officers will no longer patrol neighborhoods for violations
 - Complaint response time reduced from 1 day to 10 days
- **Water & Navigation program**
 - Turnaround time for single family dock permits will increase from 14 to 28 working days

Strategic Focus Area: Health & Human Services



SFA: Health & Human Services

Reduction Summary by Department

Department	Reduction	%	Full-Time Positions
Health & Human Services	\$10.8M	19%	14
Total	\$10.8M	19%	14

SFA: Health & Human Services

Health & Human Services

- **Social Support program**
 - 40% reduction in funding for community non-profit organizations – reduce service delivery and ability to leverage other funding
- **Health Care Services program**
 - Elimination of evening Mobile Medical Unit – reduced access of care for 1,200 uninsured working poor
 - \$3.8M reduction in health care – impacting ability to leverage funds and those needing specialty and inpatient care
- **Homeless Services program**
 - Elimination of one-time funding for Pinellas Hope

Strategic Focus Area: Public Safety



SFA: Public Safety

Reduction Summary by Department

Department	Reduction	%	Full-Time Positions
Animal Services	\$817K	16%	13
Emerg.Comm./EMS & Fire	\$1.0M	18%	1
Emerg.Comm./EMS & Fire-Fund 0225	\$42K	1%	0
Emerg.Comm./EMS & Fire-Fund 0250	\$188K	35%	1
Emergency Mgmt.	\$257K	24%	2
Justice & Consumer Services	\$928K	22%	3
Total	\$3.2M	14%	20

SFA: Public Safety

Animal Services

● Animal Shelter program

- Reduction of holding periods for stray or lost pets from 5 to 3 days
- Less staff results in 25% reduction in spay and neuters
- Reduced hours on Saturdays from 9 a.m. to 4 p.m. to 9 a.m. to 1 p.m.
 - Open 9 a.m. to 6 p.m. on Monday, Tuesday, Wednesday, Friday
 - Closed Thursday and Sunday

● Field Enforcement program

- Only respond to high priority calls
 - Anonymous calls (unless involving animal cruelty or imminent threat) will no longer receive a physical response

SFA: Public Safety

Emergency Management

- **Comprehensive Emergency Management Plan (CEMP) program**
 - Disaster planning will be a lower priority, delaying full development of these plans for up to 2 years
 - No funding to enhance shelter operations
 - Ex) Portable air conditioning units, water filtration units, cots/bedding, evacuee registration and tracking system, etc.

Emergency Communications / EMS & Fire

- **EMS / Fire Dispatch program**
 - Eliminate 9-1-1 public education

SFA: Public Safety

Justice & Consumer Services

- **Consumer Protection program**
 - Limit proactive initiatives to major consumer problem areas indicated by multiple complaints
- **Justice Coordination program**
 - Eliminate layer of supervision and reassign responsibility to department director
- **Drug Court program**
 - County supported substance abuse services will be reduced
 - Impacted areas could include juvenile or adult services and could include residential or outpatient services
 - Reductions are partially offset by new grant funding of \$300K

Strategic Focus Area: Transportation, Utilities, & Stormwater



SFA: Transportation, Utilities, & Stormwater

Reduction Summary by Department

Department	Reduction	%	Full-Time Positions
Public Works	\$5.6M	25%	37
Public Works-Fund 0201	\$3.7M	12%	29
Utilities: Water-Fund 0560	\$3.2M	6%	22
Utilities: Sewer-Fund 0560	\$4.6M	7%	22
Total	\$17.1M	10%	110

SFA: Transportation, Utilities, & Stormwater

Public Works

- **Transportation CIP program**
 - **Eliminate the MSTU Local Paving and Sidewalk improvement program**
 - The highest priority roadways have been improved since program inception in 2003
- **Roadway Landscaping & Beautification program**
 - **Eliminate new median landscaping installations**
 - **Reduce maintenance cycles for existing locations from 15 to 12 cycles annually**
- **Residential Traffic Management program**
 - **Reduce new traffic control device installations in neighborhoods from 7 to 2 per year (received 60 RTM requests in FY08)**

SFA: Transportation, Utilities, & Stormwater

Utilities: Water System

- **Tampa Bay Water program**
 - Increase in cost of water from Tampa Bay Water of 10%
- **Treatment program**
 - Reduction in water quality sampling and monitoring for retail customers including elimination of after hours standby response
- **Engineering / CIP program**
 - Reduction in inspection staff used as customer liaisons during the reclaimed water and Gulf Blvd. construction projects
 - Reduction in project management staff which may affect timely delivery of projects

SFA: Transportation, Utilities, & Stormwater

Utilities: Sewer System

- **Treatment program**
 - Postponement of major maintenance items at both Water Reclaim Facilities resulting in less redundancy
- **Customer Service program**
 - Increase in customer call wait times
 - From 34% to 42% of calls may exceed industry standard of 2 minutes
 - Percentage of abandoned calls expected to increase from 13% to 17%
- **Collection program**
 - Clean out installation program put on hold for next year
 - Cycle times for wastewater pipe cleaned will extend beyond 6 year plan resulting in greater risk of inflow and infiltration into the wastewater collection system

SFA: Transportation, Utilities, & Stormwater

Utilities: Sewer System

- **Engineering / CIP program**
 - Reduction in inspection staff used as customer liaisons during the reclaimed water and Gulf Blvd. construction projects
 - Reduction in project management staff which may affect timely delivery of projects

Position Reductions

- Proposed reductions include **746** position deletions or **12%** of FY09 total positions
- Since FY07 total positions decreased 1,188 positions or 18%
 - BCC Departments decreased 684 positions or 25%
 - Constitutionals and Independents decreased 504 positions or 13%
- Lowest BCC position count since FY88
- Lowest Constitutionals & Indep. position count since FY01

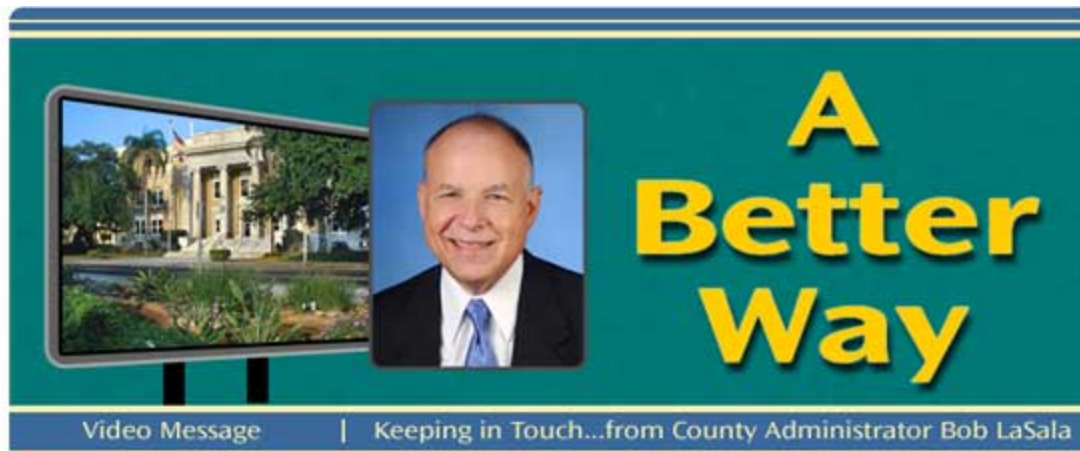
Permanent Full-Time Positions	FY10 Reductions	% of FY09 Total Positions
BCC Departments	(367)	(15%)
Constitutional Officers & Independent Agencies	(379)	(10%)
Total	(746)	(12%)



Cost-Saving and Revenue Ideas

Employee Suggestions

- **New website: “A Better Way”**
 - **Employee suggestions for cost-saving and revenue ideas**
 - 791 received to date (January through April)
 - **Keep in touch with employees regarding latest budget information**



[Submit Employee Suggestions Here](#)



Cost-Saving and Revenue Ideas

- **Two teams were formed to review:**
 - **Cost-saving ideas**
 - **Revenue ideas**
- **Made up of directors and other key staff**
- **Turn ideas into actionable options to help offset reductions**

Cost Saving Ideas

- ◉ Energy and water conservation projects
- ◉ Consolidation of procurement functions
- ◉ Printer and fax optimization
- ◉ Cell phone utilization
- ◉ Mowing responsibilities in right-of-way (ROW)
- ◉ Consolidation of communication functions
- ◉ Fleet optimization

Revenue Ideas

- **Ft. DeSoto admission charge**
- **Fred Howard Park admission charge**
- **Beach Access parking**
- **Local Business / Occupational tax**
- **Admission fees for Florida Botanical Gardens, County Extension, and Heritage Village**
- **Additional Article V fee for facilities costs**

Revenue Changes

● User Fees

- Move towards full cost recovery for services (direct costs + indirect costs)
 - ex) Building Inspection
 - ex) Development Review
- Expected user fee increases to result in \$600K more than FY09 budget amount (\$9.9M)

● Utilities rates

- Potential rate increases in Water and Sewer charges will be discussed at June 9th Board work session
- No change in Solid Waste tipping fee



Next Steps

FY10 Budget Targets

- ◉ BCC Departments have met the \$38M target
- ◉ Constitutionals & Independents appear to be \$19.4M short of the \$47M target

FY10 Budget Targets: Independent Agencies

Agency	Target	Submittal	Variance*	% Decr.
Business Techn. Svcs.	23,201,780	23,201,780	0	20%
Human Resources	3,247,840	3,247,840	0	20%
Human Rights	983,540	983,540	0	20%
Medical Examiner	323,670	231,320	(92,350)	43%
Total			(92,350)	

- Positive number in variance column means agency did not meet target.
- Negative number in variance column means agency exceeded the target.

Independent Agencies with no General Fund impact

Health Department, Feather Sound Community Services District, Palm Harbor Recreation & Library District, Construction Licensing Board, Pinellas Planning Council, and Public Library Cooperative

FY10 Budget Targets: Constitutionals

Agency	Target	Submittal	Variance*	% Decr.
Sheriff	217,988,010	235,725,720	17,737,710	13%
Tax Collector	18,184,060	17,497,240	(686,820)	23%
Clerk of the Court	10,289,740	10,466,110	176,370	19%
Property Appraiser	8,063,790	9,519,838	1,456,048	6%
Supervisor of Elections	4,711,550	5,435,820	724,270	8%
Judiciary	405,660	481,130	75,470	5%
Public Defender	278,400	348,000	69,600	0%
State Attorney	N/A	N/A	N/A	N/A
Total			19,552,648	

- Positive number in variance column means agency did not meet target.
- Negative number in variance column means agency exceeded the target.

Reduction Targets

- Remaining budget gap estimated at **\$19.4M**

Key Dates

- **Remaining Board Budget information sessions:**

- **June 4th – Constitutional Officers**

- Public Defender
- State Attorney
- Tax Collector
- Clerk of the Court
- Judiciary
- Sheriff

- **June 9th – Constitutional Officers & Independent**

- Property Appraiser
- Supervisor of Elections
- Business Technology Services

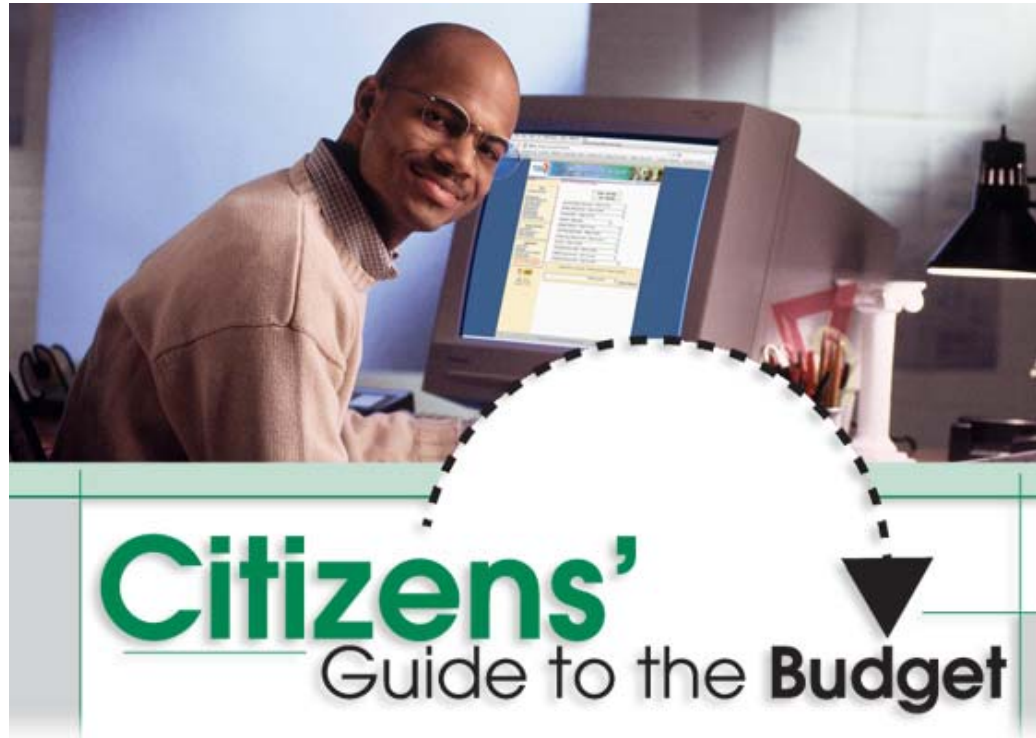
Key Dates

- ◉ **Remaining Board Budget information sessions:**
 - **June 18th – Budget Recap and CIP**
 - Revised Capital Improvement Program
 - Revised 2010-2020 Penny Program allocations
- ◉ **July 7th: Proposed Budget presentation**
- ◉ **August 4th: Property Appraiser is notified of proposed millage rates**
- ◉ **August 24th: TRIM notices mailed by Property Appraiser**

Key Dates

- September 8th: 1st Public Hearing
- September 22nd: 2nd Public Hearing and Budget Adoption
- October 1st: Beginning of new fiscal year

Information on the Pinellas County Budget



www.pinellascounty.org