



*Fiscal  
Year*

**2021**

RECOMMENDED BUDGET  
ST. LUCIE BOARD OF COUNTY COMMISSIONERS



**ST. LUCIE COUNTY  
BOARD OF COUNTY COMMISSIONERS  
FISCAL YEAR 2021 RECOMMENDED BUDGET**



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October 1, 2018

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Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the St. Lucie County Board of County Commissioners, Florida for its annual budget for the Fiscal Year beginning October 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

-St. Lucie County OMB staff

**TO:** Board of County Commissioners

**FROM:** Howard N. Tipton, County Administrator

**DATE:** June 24, 2020

**SUBJECT:** FY 2020-2021 Recommended Budget



**EXECUTIVE SUMMARY:**

Where to begin this conversation about the coming fiscal year?

It probably begins and ends at COVID-19. But the good news is that the County - despite COVID-19 – has continued to pursue the strategic initiatives outlined to the Board.

Going into the current fiscal year, the booming economy looked poised to continue for at least another year. Through the sound fiscal management of the Board of County Commissioners, the County successfully completed the 5-year budget stabilization plan in 2019/2020. The County was positioned to launch a new era of pursuing St Lucie Works strategic initiatives and no longer using reserves to balance the budget. In fact, the conversation during last year’s budget discussions was to hold steady one more year, balance the budget and then in the upcoming fiscal year, talk about a millage reduction and replenishing our reserves.

Then late in 2019, news from Wuhan, China alerted us that a unique corona virus had appeared and could come our way. On March 17, 2020, the County declared a local state of emergency in concert with State and Federal declarations. Everyone’s world changed almost overnight as businesses were forced to close and their employees furloughed. The County went from a record low unemployment rate of 3.7% in February to an estimated rate of 14.2% in March. By April, 30 million people across the Country were suddenly unemployed and the stock market dropped more than 20% in a few short weeks. Recession and a possible depression seemed likely.

A simply unprecedented series of events began to occur and the County quickly reorganized its focus to public safety – how to keep our residents and employees safe. Words and phrases like “lock down,” “social distancing,” “testing,” “work from home,” “virtual meetings,” “flattening the curve,” and “PPE” suddenly became a part of every conversation – in every county in the State, every state in the Country and every nation on earth began to deal with the COVID-19 pandemic. The St Lucie County Emergency Operations Center was activated to Level 2 on March 17, 2020 and disaster response and recovery plans initiated.

Employees in non-essential services and businesses were advised to stay home. Restaurants, hotels, retail stores, schools, childcare and dozens of other businesses, services and activities all closed. The County closed all its facilities to the public and reduced services to a minimum. The list of changes to everyday life was staggering and for many weeks the world was an eerie, quiet place.

During the March to May period, the County focused almost all of its effort on the response and recovery to the COVID-19 disaster. However, other parts of the local economy never stopped, or even slowed down. County staff processed more permits in April of 2020 than the same month in 2019. Staff also began to look at the potential impacts of the loss of revenue – particularly sales tax, infrastructure surtax and tourist tax. Many manufacturers continued operating like the boat builders and the truss makers. The real estate market has remained strong throughout. Perhaps the low rise, low density pattern of single-family, suburban-oriented development has been a blessing as we are naturally socially distant in our homes.

In late April, the data began to show that spread of the virus had been slowed by the distancing, closures and various protocols recommended by the Centers for Disease Control and the rate of infection began to drop – essentially “flattening the curve” and allowing the County, state and country to slowly begin to reopen.

In spite of COVID-19, and as the response to the pandemic has begun to ebb, County staff has begun to resume pursuing building the solid St Lucie Works brand the Board has built. St Lucie Works means sound fiscal stewardship, continued strong commitment to public safety, improving significant infrastructure, facilitating an environment for record economic growth, protecting our environmental resources, collaborating with our municipal, state, and federal partners, and creating a best places to work environment.

Late last year and early this year, the County began the Strategic Planning effort to provide a more coherent framework and policy direction to buttress the St Lucie Works brand.

During the COVID-19 response, that St Lucie Works brand has never shown brighter as County staff seamlessly adapted to the new normal, reorganizing how we worked and will work in the future. Almost overnight hundreds of staff took on new roles as their normal jobs were put on hold. For example, Library staff began hosting the Public Information Lines and ERD staff worked at the Treasure Coast Food Bank. As Chair Cathy Townsend noted regarding the response to COVID-19 at the June 2, 2020 regular Board meeting, “We have been pushed to new limits.”

One of the unique aspects of the County’s adaptation to the pandemic has been to accelerate the staff’s ability to work remotely. Working remotely has been a goal of the County as part of the effort by Facilities to reduce the County’s maintained building footprint and costs. Many staff began working from home or to maintain distancing, went from home straight to their work sites – like Parks staff or building inspectors.

In terms of the budget, COVID-19 impact is still somewhat unknown as tax revenues allotted to the County typically lag by two months from collection. However, the declines in sales tax, tourist tax and infrastructure surtax were steep during April, May and into June. While the months further out are uncertain, it is likely that the declines in those revenue streams will continue and a return to full normal levels is uncertain. Moreover, a second or third wave of COVID-19 could again dent the economy until a vaccine is developed.

The good news is that nearly all the other ad valorem and special district taxes have mostly been collected and were based on the strong increase in property values in 2019. In short, while we are hurt in a few areas, the strength in others will be enough to carry through the coming fiscal year. Dr. Sean Smith, an economist from the University of Central Florida, stated that the COVID-19 related recession is already over, and the recovery has begun. The next fiscal year, 2021/2022, will be a question as uncertainty about the economy, the strength and length of the recovery and the impact on property values are potentially significant unknowns.

## **MOVING FORWARD**

Despite the nearly complete focus on COVID-19 during the March through May timeframe, much continues to be accomplished despite the delays. In May, the Board approved a new transit provider ending a 27-year relationship with the Council on Aging and Community Transit. The County's single largest Infrastructure Surtax project, the Prima Vista repaving, began last year and continued through the pandemic to remain on schedule and will be completed on time and on budget.

The County and the City of Fort Pierce are uniting to provide animal rescue services after the collapse of the Humane Society. And Clover Park opened in late February upon substantial completion of the \$57 million dollar renovation – only to have Spring Training truncated by COVID-19.

What follows is an update and information on the steps being made in several strategic areas to continue moving the County forward.

### **Economic Development**

The impacts of COVID-19 notwithstanding, the extraordinary collaborative effort to foster a more resilient economy has continued and all the partners remain focused on no matter where in the County our targeted industries land or expand, it's good for everyone.

Treasure Coast International Airport and the Port of Fort Pierce, and their respective dramatic transformations remain key drivers in the future of the County's economic future.

#### **Treasure Coast International Airport**

Treasure Coast International Airport ("TCIA" or "Airport") is a rising star among Florida's airports. The Florida Department of Transportation, in a March 2019 study, reported that since 2014, TCIA's economic impact had dramatically increased-total employment rose from 1282 to 3403, total payroll rose from \$50,216,000 to \$154,388,000, and total economic output rose from \$155,820,000 to \$509,649,000. It is expected that TCIA's "Total Economic Output" could exceed \$1 billion within the next 5 years. Additionally, TCIA's flight operations continue to rise monthly. Within such continued growth, TCIA has emerged as one of the busiest general aviation airports in the U.S.

TCIA is expanding its presence in the marketplace, building upon superior infrastructure, a constant flow of improvements, and its vast undeveloped airfield property. More importantly, the Airport is specifically targeting the Maintenance, Repair and Overhaul (MRO) market, which has been a foundation for the Airport's economic impact for decades along with the corporate aviation market for future growth.

Development of TICA's vast land holdings has finally begun. A new state-of-the-art MRO hangar is the anchor for further eastside development, and studies are ongoing for its large westside and northside tracts (the latter is currently the subject of a development study for nearly 1000 acres being conducted jointly with the Florida Department of Transportation).

This development, decades in the making, will push the Airport steadily, perhaps spectacularly, towards the twin goals of economic growth and financial independence.

Aviator College, with airline contracts around the world, is undergoing a massive expansion, adding a new simulator and classrooms for flight training, recently certified four-year degree program and establishing a new Airframe & Powerplant program to train technicians. These A&P students will

provide a well-trained workforce to feed into TICA's strategic plan for further development of its MRO presence.

On the Airport's west side, two hangars for corporate jets are being refurbished to house a new jet charter company, which has two additional hangars on adjacent parcels under development.

### **The Port of Fort Pierce**

The County's purchase of the former Indian River Marine Terminal, a cargo facility, and selection of industry-leader Derecktor Shipyards to transform it into a purpose-built megayacht refit terminal will remain pivotal moments in the history of the Port.

Since taking full possession of the terminal in November of 2019, Derecktor Fort Pierce has embarked on several projects to support full scale operations, including substantial improvements to the Terminal Building, built in 1947, in preparation for repair and shop operations. Within the shipyard area, delivery of utilities including electric, fire and potable water, fiber optic and compressed air is underway. Through the Florida Department of Environmental Protection (FDEP) the Port Terminal area received Brownfield Designation, which provides additional assessment and remediation. Derecktor will soon have regulatory approvals for construction of the mobile boat hoist basin, excavation, and bulkheading. This will not only provide an additional berth but provide the basin from which the 1500-ton mobile hoist, the world's largest, will lift yachts out of the water and place in the yard where the repair and refitting work will take place.

The County has embarked upon an update of its Port Master Plan, the first formal update since 2012 (the Port of Fort Pierce 2017 Consolidated Master Plan merely summarized past Port studies). The 2019 Port of Fort Pierce Master Vision Plan & Reinvestment Strategy will take a different approach from previous efforts, with a focused visions effort feeding into an infrastructure development plan, along with a Port Stormwater Master Plan, already proceeding independently.

Soon to get underway is the Taylor Creek Restoration Dredging project. Taylor Creek plays a vital role in the operations of Harbortown, Taylor Creek Marinas and Cracker Boy Boat Works, key contributors to the Port's economic impact.

### **Other Economic Development Initiatives**

Other initiatives include a Smart Biz focus group, the creation of a sidewalk ordinance to assist development within the industrial corridor, an overhaul of the County's incentive program, a GIS map/inventory of industrial land and a checklist for necessary improvements to assess the readiness of development to advance the development processes within those areas, and working towards the completion of the St. Lucie County Small Business Resource Guide. We are implementing Tyler Land Management System software to ensure continuity and streamline the development process from site plan through site development and building permits to zoning compliance.

The Florida Realtors Association reported that for April 2020 the median sales price for single-family homes in St. Lucie County was \$244,400, up from \$230,000 at the same time last year- an increase of 6.3%. However, the inventory supply decreased 16.3% to 3.6 months over the same time period. The median sales price for townhouses/condominiums for the same period was \$238,500, up from \$215,000 a year ago. Inventory increased to 6.4 months.

## **Strategic Planning**

As we look forward to putting COVID-19 behind us in the coming months, the Board successfully engaged senior staff and the community in setting a vision for the future and developing attainable goals and objectives for FY 2021 and beyond. The Board's successful implementation of a budget stabilization plan and the passage of the half-cent infrastructure surtax were key strategic actions that preceded and bolstered the development of a comprehensive FY 2021 – 2023 Strategic Plan that was adopted by the Board in June 2020.

The strategic plan continues the Board's commitment to good fiscal stewardship, continued strong commitment to public safety, improving significant infrastructure, facilitating an environment for record economic growth, protecting our environmental resources, collaborating with our municipal, state, and federal partners, and creating a best places to work environment. The Strategic Plan's vision, mission statement, goals and objectives will guide the guide St. Lucie County over the next few years in its operations and allocation of resources and programs.

The adopted Strategic Plan goals include: Foster Community Trust, Advance Opportunity; Environmental Stewardship and Resilient Infrastructure, Thriving Community, and Health and Safety. Additionally, the Board approved an update to the County's core values for the agency and its employees with the five goals being further defined by 22 key objectives. The County will be updating its website and residents will be able to access the results of the community survey as well as the Strategic Plan. Next steps include the County forming a strategic planning implementation team to refine initiatives and action items, adopt appropriate performance measures and develop detailed plans to implement actions for each goal in furtherance of realizing its vision for the community, "Endless Opportunity By Design."

## **Infrastructure Surtax**

In November of 2018 the residents of St. Lucie County approved a half-cent sales tax to provide funding for improvement of critical infrastructure throughout the County, including the Cities of Port St. Lucie and Ft. Pierce. The money is being used to help improve roads, build more sidewalks and construct water quality improvement projects for cleaner rivers. Prior to the referendum vote, the Board of County Commissioners approved a list of 69 projects that will be completed over the next ten years, using the sales tax revenue.

Implementation of the sales tax began in January of 2019, with an estimated \$5.6 million collected during the 2019 fiscal year. An estimated \$10 million will be collected each subsequent year, beginning in fiscal year 2020, for a period of ten years. A 3 Year Capital Projects plan was prepared, based upon the most critical project needs and project readiness. Projects were selected from the Board-approved list of 69 projects. Several project designs were initiated in 2018, so the County was able to hit the ground running with construction beginning in January of 2019.

Approximately \$3 million of sales tax has been allocated to road repaving and road reconstruction each year. There is a large backlog of road repaving needs because of several years of deferred maintenance following the great recession in 2009. Likewise, there are several bridges in need of total replacement due to the age of the bridge structures. The County is seeking to leverage the sales tax funds with state and federal grant funds, whenever possible. Not all types of projects are eligible for grant assistance, especially maintenance type projects. However, many of the sidewalk projects and storm water projects can be subsidized with state and/or federal grant funds.

In Late 2019, the County kicked-off the largest of the projects slated for the first three years, the \$3.5 million Prima Vista Boulevard Resurfacing Project. With the opening of Crosstown Parkway, reduced

traffic on Prima Vista allowed acceleration of the project which is slated to be completed in 2020. Consistent with the 3-Year Plan, the Citizens Infrastructure Surtax Oversight Committee issued its report for 2019 in early 2020 with a finding that the County is performing as promised.

## **Transit**

Over the past year, Transit has taken seismic steps to expand the system to meet the County's growing economic needs, including connecting people to jobs. Last summer, the BOCC and St Lucie Transportation Planning Organization (TPO) policy board adopted and endorsed the updated ten-year Transit Development Plan (TDP). The TDP is a strategic plan that demonstrates the County's commitment to public transportation as a strategy to better position our county for the future. The most notable capital project identified in the TDP is the Transit Operations Center. Currently, Transit does not have an operations and maintenance facility to serve the fast-growing public transit entity.

Staff continues to seek and receive funding to build the Operations Center. Once built, the Operations Center will help Transit effectively double the current operating capacity of the transit system. In the past year, Transit Division staff have applied for two federal grant opportunities including the most recent BUILD Grant via the U.S. DOT and the Florida Department of Transportation has committed \$3m to the project in fiscal year 21. In addition, a portion of the CARES Act funding that came through to Transit will be allocated to the Operations Center.

On May 19, 2020, the BOCC approved a new, three-year contract with the national transportation provider, MV Transportation, to provide services for the countywide system. This extensive organizational overhaul lends opportunity to improve efficiencies and modernize the operations of our regional transit system.

The Transit Division has made its case for continued funding from the General Fund to maintain and expand the current levels of service. The Transit MSTU millage rate has not been increased since 2011 and the return on investment last year from the general fund was 140%. The transit division, in turn leverages those funds anywhere from 100 to 190 percent through federal and state programs.

An area of focus for Transit moving forward is addressing the service area needs in Port St. Lucie. PSL has raised concerns that they are not receiving a level of service commensurate with the level of Transit MSTU revenue their city provides to transit. Based on PSL's recent citizen survey, expanded public transportation was identified as a priority. Transit supports the survey finding and is embarking on a robust discussion not only with Port St. Lucie, but with all of partners (Fort Pierce, Career Source, the Chamber, the EDC, etc.) as we look at what the future needs countywide.

In addition to Port St. Lucie's concerns, Transit plays a vital role in supporting economic growth for the concentrated area of manufacturing employers in the north county. Moreover, the County looks 'Beyond the Bus' to recognize the positive multipliers created by an efficient transportation system.

## **Beaches**

Resiliency continues to be a central issue for most coastal communities, and St. Lucie County is no exception. This fact was highlighted by the \$2.4 million emergency truck for Fort Pierce Beach last year. The aggressive erosion at Fort Pierce Beach is an ongoing issue further complicated by a routine lack of federal and state funding. It is becoming evident that a paradigm shift is occurring where the cost of addressing beach erosion is being pushed to local governments. Moreover, with the cost of construction rising, Federal and State funding is shrinking and the result is increased competition for funds.

Despite the paradigm shift, the County continues its efforts to maintain the quality of life of which our beaches are an essential part. Residents and tourist alike enjoy our 22-plus miles pristine and uncrowded beaches. With this in mind, the Erosion District continues to pursue three primary objectives in managing the coastline:

- Shoring up the District's emergency reserves depleted over the last several years from successive storms;
- Fort Pierce Beach and Inlet management funding and projects
- The proposed Federal South County Beach Restoration Project

The South County Project will consume a considerable amount of the County's effort as we work to find a consensus funding format that includes the residents' contribution and maximizes the federal participation. With respect to Fort Pierce Beach, having the Fort Pierce CRA include addressing beach erosion as a goal will be another Erosion District focus.

## **Facilities**

Last year, there were many areas within Facilities where the needs outstep the resources available, such as:

- Inadequate personnel, whether full time or part time, to maintain and clean the more than 1.8 Million square feet of buildings
- Lack of resources to properly address the security and safety needs of the current Judicial areas
- Ability to reduce footprint of the County to reduce the fiscal outlay for maintenance of many aging buildings and their systems

The challenges for Facilities have not changed, but there are many key initiatives in which the Facilities group has undertaken to positively change the growing needs of the county while balancing limited resources. These initiatives have proven to be a possible solution to a way forward for the County to address the lack of resources, personnel, and balance funding needs.

The first key initiative is for Facilities to continuously implement forward-thinking strategies to tackle the short-term needs of a large number of aging buildings - while planning for long-term future. Information being gathered by staff will be developed into a ten-year plan intended to assist Administration and BOCC address the growing list of buildings being used well beyond their useful life. The County owns dozens of buildings including Administration, the Courthouses, Libraries, Community Services, Public Works Compound, Jail, and many others whose design and adaptability make their continued use or upgrade very expensive.

A potential solution that has been discussed is a campus of Administration, Constitutional Offices, and the Court System. Among many benefits, this solution would replace a large number of aging building, consolidate services in a single location and allow valuable real estate back into the private market. Understanding the challenge with this solution, other alternatives are also being developed.

Facilities is taking steps to reduce the County's overall building "footprint." Consolidation of personnel, work from home, telework or work from shared spaces are all initiatives that Facilities has championed and made the County's response to COVID-19 a lot more nimble.

The second key initiative is creating and enhancing safe and secure work environments. This is a county-wide goal to continuously tackle security needs or aging buildings accessible by the public. The Court Complex study provided many ideas and funding estimates for such programs within that campus.

Facilities staff has partnered with the Risk Management Division of Human Resources to develop and implement security improvements to the existing Administration complex. Safety and security of all County buildings is a complex task because of the changing industry and the changing potential for new threats.

A third critical initiative is a Tele-Work initiative. Facilities administration has piloted the remote work plan for St Lucie County. COVID-19 has propelled this initiative across all departments in the county so the preplanning and driving forces before the COVID-19 pandemic has set the stage for this unique effort. Facilities administrative staff works from one of a few remote work sites, a.k.a. Tele-Work Centers, created within existing spaces around the county. This has freed up space at the Will Fee Compound to help accommodate other staff needs at the Compound.

In addition, the entire Facilities Department operation has been consolidated to space at the Logistics Center – this includes Construction and Renovation, HVAC, and Building Maintenance. Consolidation will provide better storage of goods and materials, more collaboration between divisions, and better use of manpower based upon immediate maintenance emergencies and directives.

The final but critical key initiative to evaluate underutilized properties and reduce square footage has not changed. The Tele-Work option has provided more empty spaces under existing roofs that allow other departments to move around to create a more efficient service to their customers. An example is that the Facilities Admin building may facilitate the relocation of the Stormwater, Traffic Operations and Road & Bridge groups which will allow for the possible removal of some very old, inefficient buildings within the compound. Not only will this negate the need for immediate maintenance needs, it negates the need for perpetual maintenance of these areas that will only become more expensive with time.

Additionally, Facilities is working with the other Departments and Constitutionals to consolidate and reorganize different groups to better facilitate their operational needs while better meeting the needs of the public.

## **St Lucie County Utilities**

### **Water & Wastewater**

Currently the SLCU team is working on many projects to improve or expand service – particularly water service in Lakewood Park and North Hutchinson Island. The Lakewood Park water service pilot project last year induced enough new customers to connect to service that SLCU is considering expanding the program to the whole neighborhood. In addition, new development at Indrio Road and I-95 continues to show promise for expanding the customer base in the north County.

A series of service improvements are being planned and occurring on North Hutchinson Island. The NHI system SLCU inherited from the original developers is aging and several recent water line breaks and resulting boil water notices have prompted SCLU to update the repair and replacement schedule along with install an interconnect with Vero Beach Utilities at the north County line. This interconnect will provide alternative service and lessen the number and severity of service interruptions. The NHI system is also being “looped” to improve hydrant pressure in Queens Cove.

SLCU is installing a wastewater line extension to provide service to the newly approved 7/11 at Kings Highway and Indrio Road. SLCU is also installing an inline booster system to improve wastewater flow from Portofino Shores.

SLCU has also been working closely with Fort Pierce Utilities Authority looking at options for moving the South Hutchinson Island Waste Water Plant off the island. A recent study jointly funded by FPUA and SCLU has identified costs for such a project. SLCU continues to have discussions with FPUA as well about future water service. While the County has notified FPUA of its intent to not extend the current bulk agreement as of 2028, the continued talks are aimed at developing mutually beneficial outcomes. However, the County is also working on a parallel track to develop water and wastewater plants on Taylor Dairy Road just south of Indrio Road should the conversations with FPUA not be successful.

## Solid Waste

The St Lucie County Solid Waste operation continues to operate smoothly and provide a steady revenue stream. The renegotiated contract with Waste Pro was completed last year and is generally going well. Solid Waste is currently processing all the recyclables from the residents of Unincorporated St Lucie County, Port St Lucie, Martin and Indian River Counties.

Projects planned or underway at the Landfill include:

- Continuing to explore ways to recover metals and wood materials from construction and demolition debris to generate additional revenue.
- Solid Waste also remains diligent in exploring methods of developing waste to energy. Staff continues to explore existing and emerging technologies that would result in a 90 percent or greater reduction landfilled garbage. The program is also intended to create another alternative energy source to support landfill operations.
- Expand the single-stream footprint for recycling storage.
- Looking at generating additional septic tank revenues.
- Using grinders on the hill to reduce loss of airspace.

The St Lucie County Landfill operation has continued to be a bright spot in the County's enterprise fund efforts. The recycling operation has continued to generate revenue when most recycling efforts around the Country have ceased or been suspended because of changes to the world recycling market.

## Tourism

The St. Lucie County Tourist Development Tax is primarily used to fund Mets Stadium/Clover Park and to promote tourism. To that end, the County and the Mets completed the \$57 million renovation to the stadium in 2020. This project is a major milestone in keeping the Mets in St Lucie County and Port St Lucie for another 25 years. Revenues from the Tourist Tax will go to pay bonds the County issued to finance the renovations.

Promoting tourism (Fund 611) represents one cent of the five cents collected and is the operating budget for The County's Tourism Division. Under the advisory of the Tourist Development Council and the policy direction of the Board of County Commissioners, the Tourism Division staff is responsible for the development, planning and implementation of all aspects of tourism-related work. The division develops, plans, organizes, and oversees tourism marketing programs, develops and administers marketing strategy; conducts market research, and promotes the County's tourism assets (hotels, attractions, etc.), programs, and events – all in an effort to attract overnight visitors and generate positive economic impact to the County.

As of February 2020, the tourist development tax collections were on pace to set another record-breaking year for St. Lucie County. One new hotel in Port St. Lucie opened during peak season, another broke

ground and a new mixed use development that includes a hotel was approved for downtown Fort Pierce – all these factors proved positive economic development for the County’s leisure and hospitality sector. And in prior years, the County had been experiencing record-breaking years in tourist development tax collections. However, in mid-March of FY 2020, a sharp decline in travel began as a result of the COVID-19 pandemic and immediately began impacting hotel and vacation rental revenues; thereby reducing tourist development tax collections. Fortunately, conservative revenue forecasting and budgeting during the previous successful years had the division well-positioned to deal with an anticipated revenue loss due to the COVID-19 pandemic. Additionally, during the pandemic, the County implemented a purchasing freeze and the Tourism division immediately implemented these measures to conserve existing funds in the budget. All staff travel was cancelled, many paid advertising purchases were cancelled, and other non-essential costs were cancelled, cut or put on hold.

For FY 2021, the Tourism Division’s revenue forecast is 20% lower than the FY 2019 forecast. And the division’s expense budget is approximately 8% lower than the prior year. A combination of very conservative budgeting, use of fund balance and an approximately 8% reduction in overall expenses has allowed the Tourism Division to maintain a majority of its operating costs. The Division’s current reserve fund shows a 19% shortfall as per the TDC revenue policy, but as incoming tourist development tax revenues continue to be closely monitored, the budget will be refined to allocate any unexpected revenues into the reserve fund. Or if revenues continue a sharp decline, the budget will be adjusted accordingly.

On Wednesday, June 10, 2020, the Tourist Development Council approved the Tourism Division’s proposed budget with the understanding that it may be amended as monthly revenues are monitored.

### **Employee Compensation**

The County has continued its commitment to improving the pay for our employees to ensure equitable and competitive salaries. We have made an aggressive push to attain market-aligned salaries for our employees over the past few years. A full compensation study has been conducted to assist the County with identifying the suitable wage/salary ranges for each of the organization’s positions and in addition, provided a thorough analysis of the total compensation package in comparison to other similarly situated public entities.

General salary findings determined that we have successfully aligned non-bargaining salaries with the market; however, it was determined that we are still lagging with bargaining unit position salaries as they remain below market. The recommended budget reflects the funding for pay increases and pay grade adjustments for our lowest paid workers. The plan also recommends restructuring of the bargaining unit positions to allow for uniformity between ranges.

In addition, the study showed that the County offers a very competitive benefits package, with CareHere Employee Wellness Clinic & Regenerative Medical Group (RMG) being great assets. CareHere & RMG combined are the drivers that allowed our benefits plan to renew each year at 4% to 5% under trend. The Florida Blue Book of Business indicates medical costs state-wide will increase by 11%. Through health plan and insurance savings, the County has been able to mitigate its costs and transfer its cost-savings directly to assist in funding this increase in employee salaries.

## BUDGET APPROACH

Generally speaking, a budget is the ultimate policy document. It is, in its simplest form, the application of resources to the priorities of the organization. The development, approval, and execution of St. Lucie County’s Annual Budget is essentially a year round process that involves understanding of the financial forecasts and legislative impacts, reviewing the impacts of property valuations and aligning the Boards’ priorities and direction.

Preceding the budget development process, St. Lucie County engaged in a systematic strategic planning initiative through conducting a community wide survey through the National Research Center, interviewing County Commissioners and key stakeholders, and holding a series of strategic planning workshops, both externally and internally. On June 2, 2020, the St. Lucie County Board of County Commissioner adopted the core elements of the FY 2021 – 2023 Strategic Plan, more specifically updating the County’s Vision, Mission Statement and Core Values; as well as, the Board adopted new Goals and Objectives. The most effective and efficient organizations are those that align their strategic plan with their budget, and here in St. Lucie County, we do this through evaluation and alignment of the County’s Goals and the associated Strategic Objectives, the below diagram depicts the County’s Goals and Objectives.



The County’s overall business strategy is accomplished by funding and implementing initiatives and actions consistent with the adopted Objectives, this enables the County to achieve its Goals and ultimately realizing its vision for the future. As part of the budget development process each budget request was evaluated and aligned to the Board adopted Goals and Objectives in addition to being assigned a priority level. By doing so, the County is ensuring funds are being allocated based on the highest priority needs consistent with, and in alignment with, the County’s Strategic Plan.

Budget preparation is a year round process. In February, the Office of Management and Budget (OMB) conveys budget preparation instructions and tentative schedule to the departments. Departments prepare their 'requested' budget during the months of February and March. The County Administrator reviews the budgets in May and the 'recommended' budget is reviewed by the Board during the month of July. Concurrently with the steps listed above, the Citizens Budget Review Committee, a group of citizens appointed by the Elected Officials, reviews the County's Budget and makes recommendations to the Board of County Commissioners.

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 a second and final public hearing, the Board adopts the Final Millage and Final Budget.

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

The budget formulation, adoption, and execution in St. Lucie County, involve the year round interaction of the Board of County Commissioners, the County Administrator, and staff at various levels within the County. The purpose of the budget process is to identify departmental needs, develop strategies to meet those needs, and to develop detailed revenue and expenditure estimates to carry out the financial plan. The budget process for St. Lucie County incorporates the elements that are shown in the budget process overview chart.

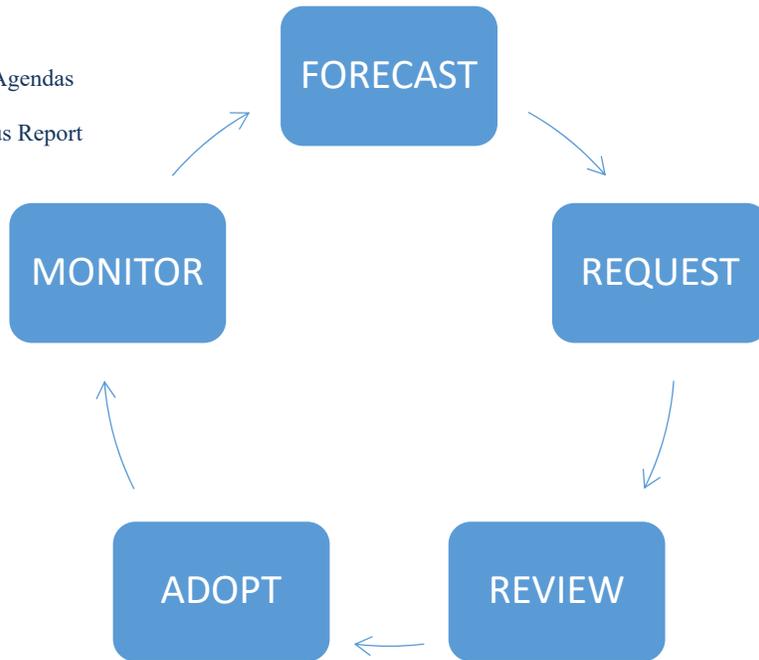
# ST. LUCIE COUNTY BUDGET PROCESS OVERVIEW

**October – September:**

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

**November – March:**

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



**January – June:**

- ✓ Staff Training of Microsoft Office, Banner, and GovMax as needed
- ✓ Department Requests (including equipment and position changes)
- ✓ CIP Requests
- ✓ Department Mission, Goals, Objectives, and Key Indicators

**July – September:**

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

**March – September:**

- ✓ Review of budget packages submitted
- ✓ County Administrator’s Budget Review
- ✓ Balancing of the Budget
- ✓ BOCC Budget Review Workshops
- ✓ Citizen Budget Committee review

## 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 indicate estimated needs and may exceed future available revenues.

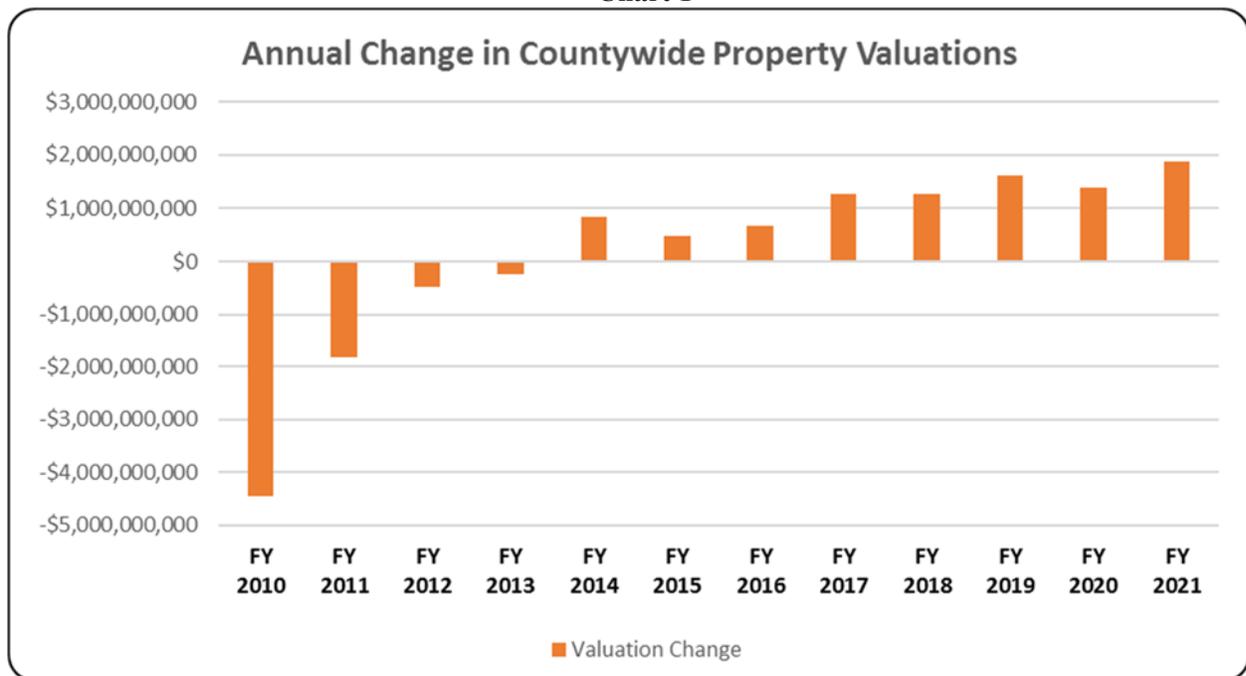
The capitalization threshold is \$25,000 for buildings or infrastructure with a life span of more than one year. Budgets for buildings and infrastructure under \$25,000 are reflected in the County's operating budget instead of the Capital Improvement Program.

## **BUDGET HISTORY:**

As seen in Chart 1, over the last decade, we have seen tumultuous changes in our property values with property values decreasing as much as 20.9% in a single year. As we start to see some of the positive impacts of the economic recovery process, it is natural to want to think that the situation could improve, and property value increases could approach the rapid increases that we have seen in the past. However, St. Lucie County's taxing ability has been reduced by the caps and limitations enacted by the State. With these changes, the ability to collect additional revenue is gone forever unless the millage rate is changed.

After many years of declining property valuations, St. Lucie County's countywide home values have increased for the eighth consecutive year. For Fiscal Year 2020-21, the property values have increased 7% to \$23.6 billion. Despite the increases, the County's home values remain 7.6% below FY 2008's peak Property Valuation of \$25.5 billion.

**Chart 1**

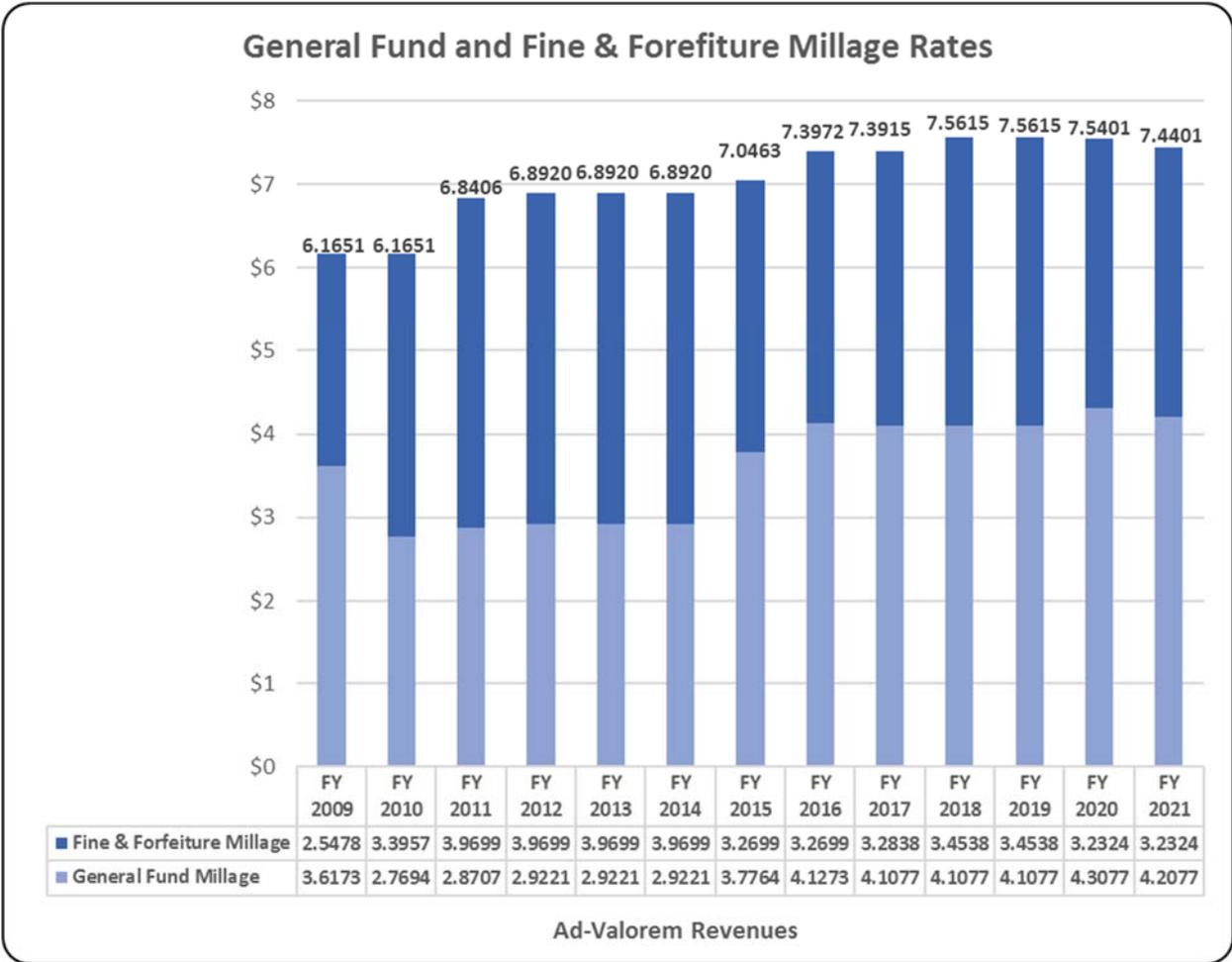


**Millage:**

Chart 2 depicts the change in General Fund and Fine & Forfeiture Fund millage rates year over year. Changes occurred annually as the Board of County Commissioners choose to set the millage rate in order to meet the funding requirements needed for the operating budgets, programs and projects.

Overall, the range in which the millage for both the General Fund and Fine and Forfeiture remain relatively stable over the ten-year period.

**Chart 2**

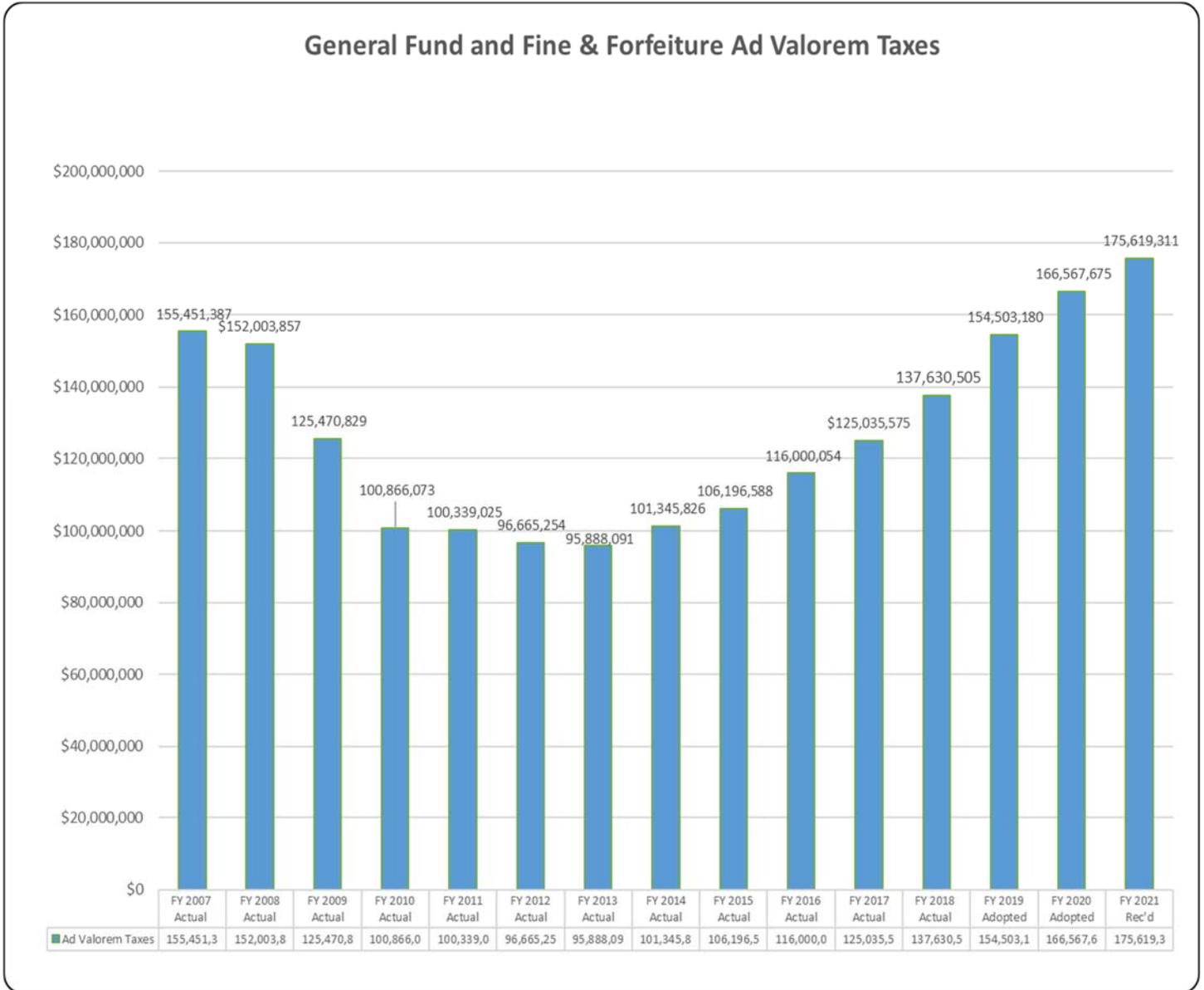


*Source: St. Lucie County Office of Management & Budget – Annual Final Budget Books – Millage Rates History*

**Major Revenues:**

Chart 3 is a representation of the amount of revenue (in dollars) that the County receives from the General Fund and Fine and Forfeiture Ad Valorem taxes.

**Chart 3**



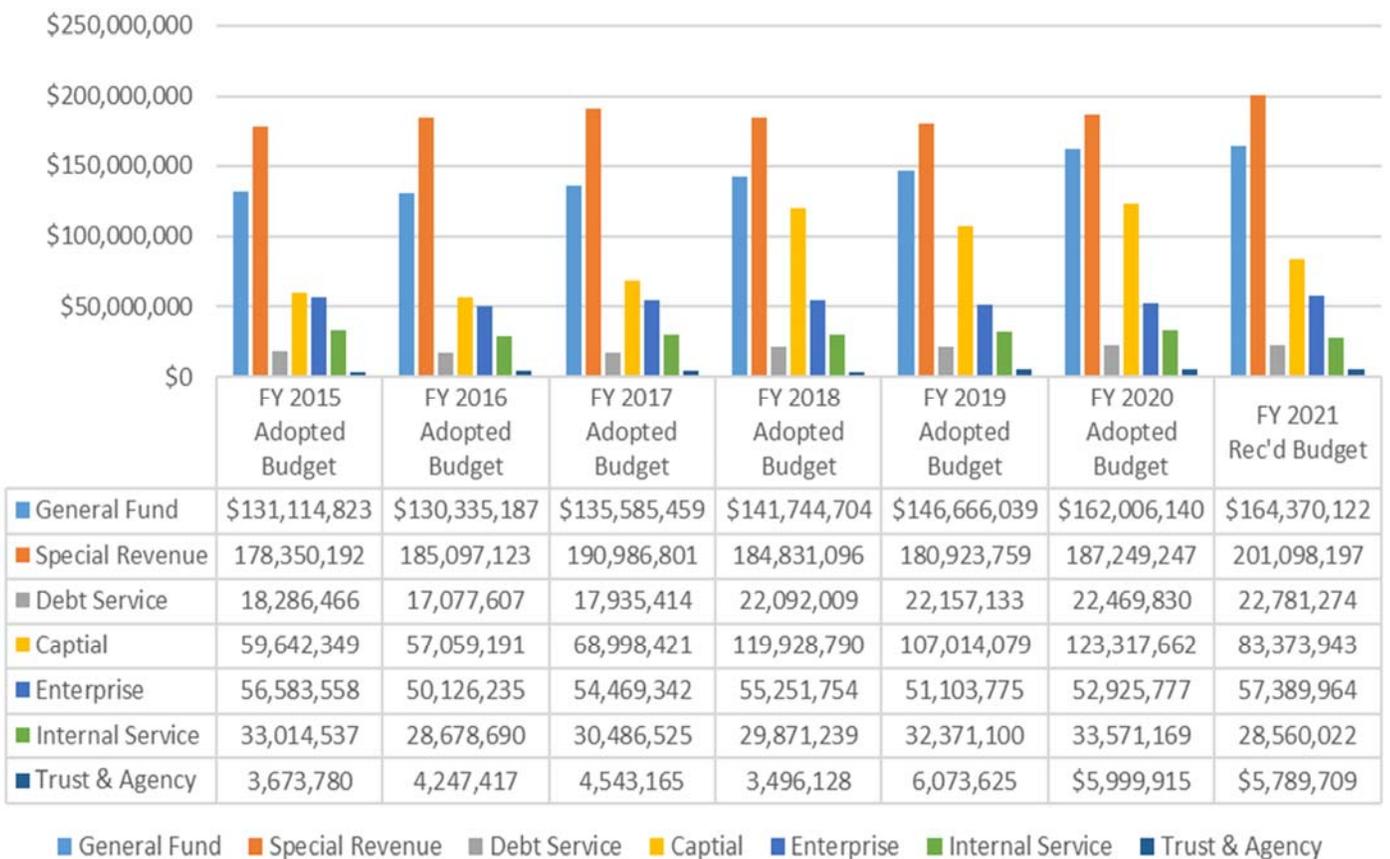
Source: St. Lucie County Office of Management & Budget – Annual Final Budget Books – Roll-back Millage Rates

**Major Expenses:**

Chart 4 shows a summary of the budget by fund type. Of the fund types, the General Fund and the Special Revenue receive most of the Ad Valorem Tax Revenue. The Budget is broken down into the following fund types:

- General: To account for all financial resources except for those required to be accounted for in a separate fund
- Special Revenue: To account for specific resources which are restricted for a specific purpose
- Debt Service: To account for the payment of general long-term debt
- Capital: To account for resources for the acquisition or construction of major capital projects
- Enterprise: To account for operations that are financed and operated in a manner similar to private business
- Internal Service: To account for the financing of goods provided by one County department to another on a reimbursement basis
- Expendable Trust: To account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, or other governmental units

**Expenditure Summary by Fund Type**



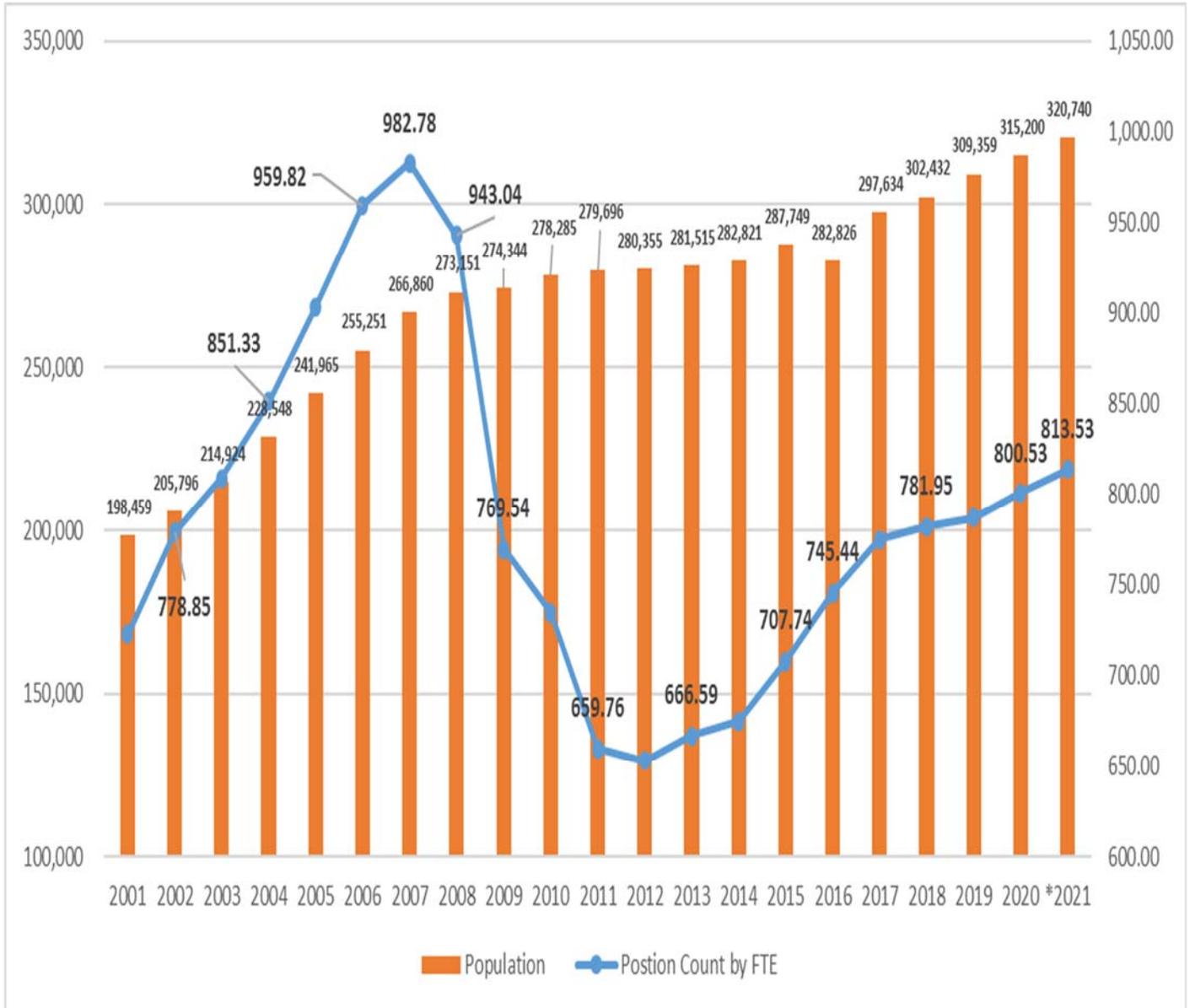
Source: St. Lucie County Office of Management & Budget – Annual Final Budget Books – Summary of Revenues and Expenditures Major Funds

**Positions:**

In FY 2011, as part of an effort to reduce a budget deficit gap, the Board approved the structural realignment of the County’s 18 operating departments down to nine operating departments. With the organization of departments, there were also staff layoffs that resulted in a \$4.19 million personnel expense reduction and a drop in the FTE count by 237.31 FTEs. Upon conclusion of the layoffs, there were 659.76 FTEs remaining, which placed the County near the 1992-93 staffing level.

For FY 2021, the FTE count is 813.53, with an increase of 13.00 FTEs.

**Chart 5**



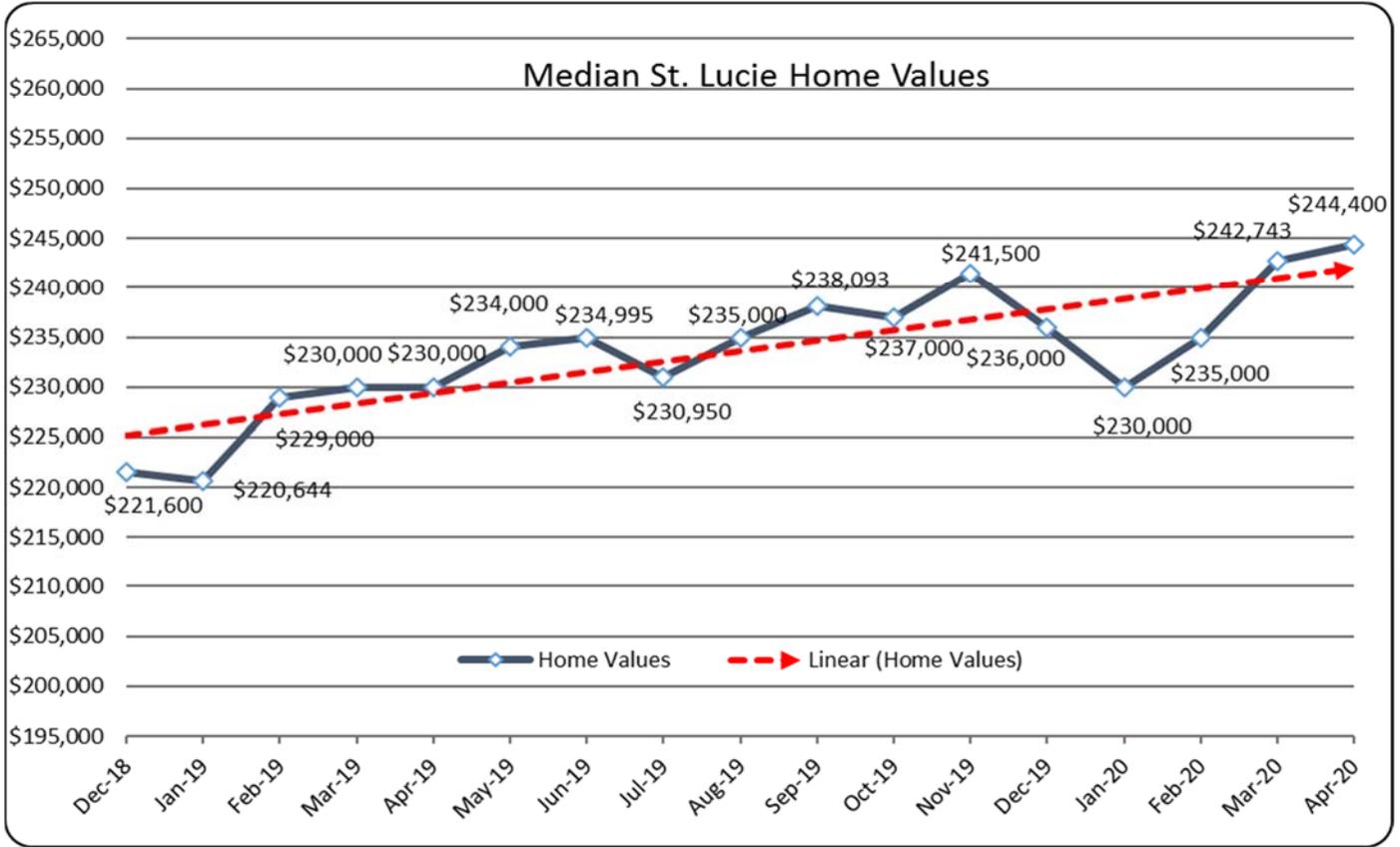
Source: St. Lucie County Office of Management & Budget – Annual Final Budget Books – Personnel History

**ECONOMIC CONDITIONS:**

**Median St. Lucie County Home Values:**

The median home value for April 2020 in St. Lucie County is \$244,400.

**Chart 6**

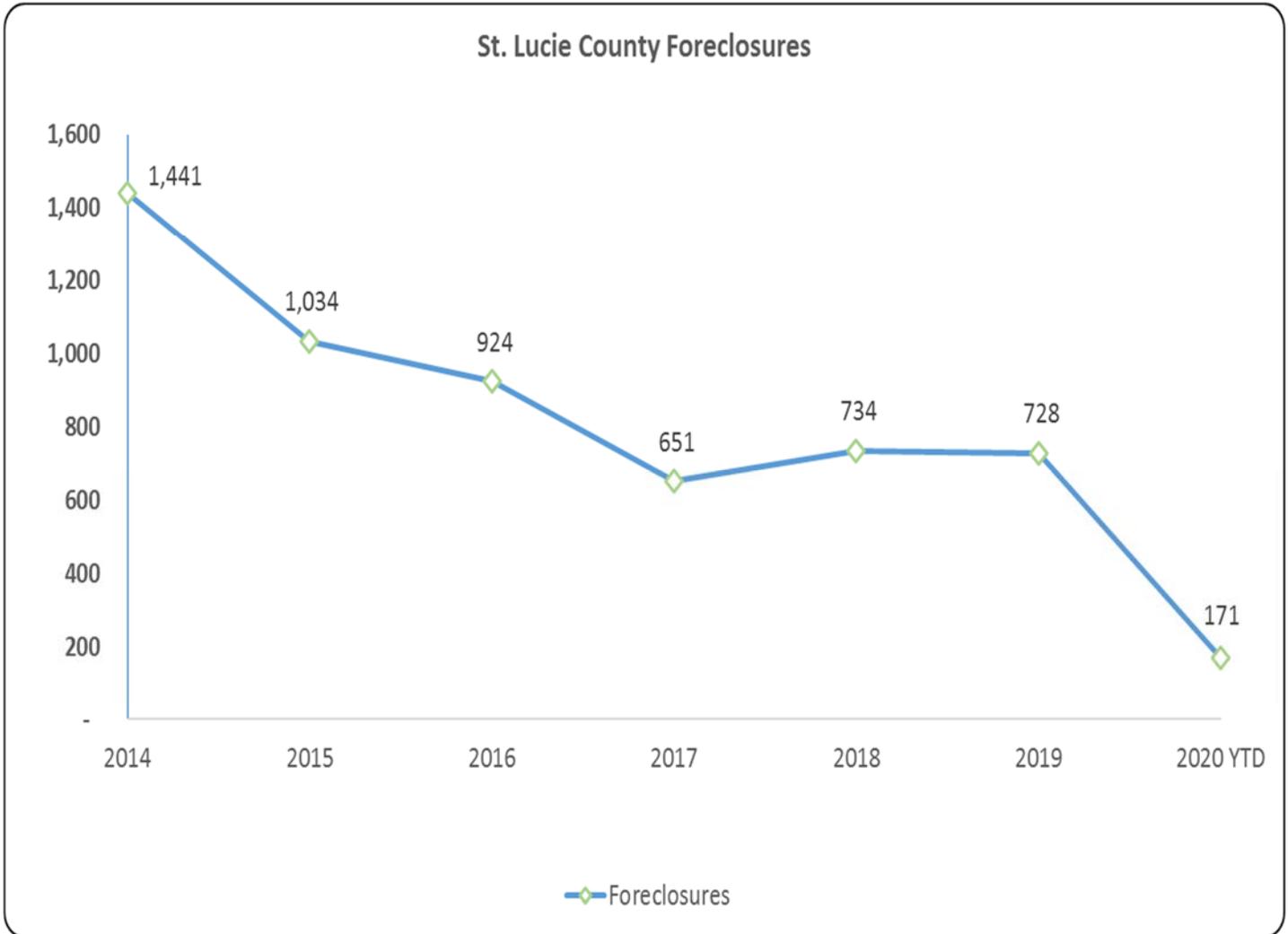


Source: Florida Realtors – Monthly Market Summary and Monthly Distressed Market – Single Family Homes - St. Lucie County

**Foreclosures in St. Lucie County**

Foreclosure cases have fallen dramatically in recent years. There is currently a moratorium on foreclosures, which is scheduled to expire on July 1st.

**Chart 7**

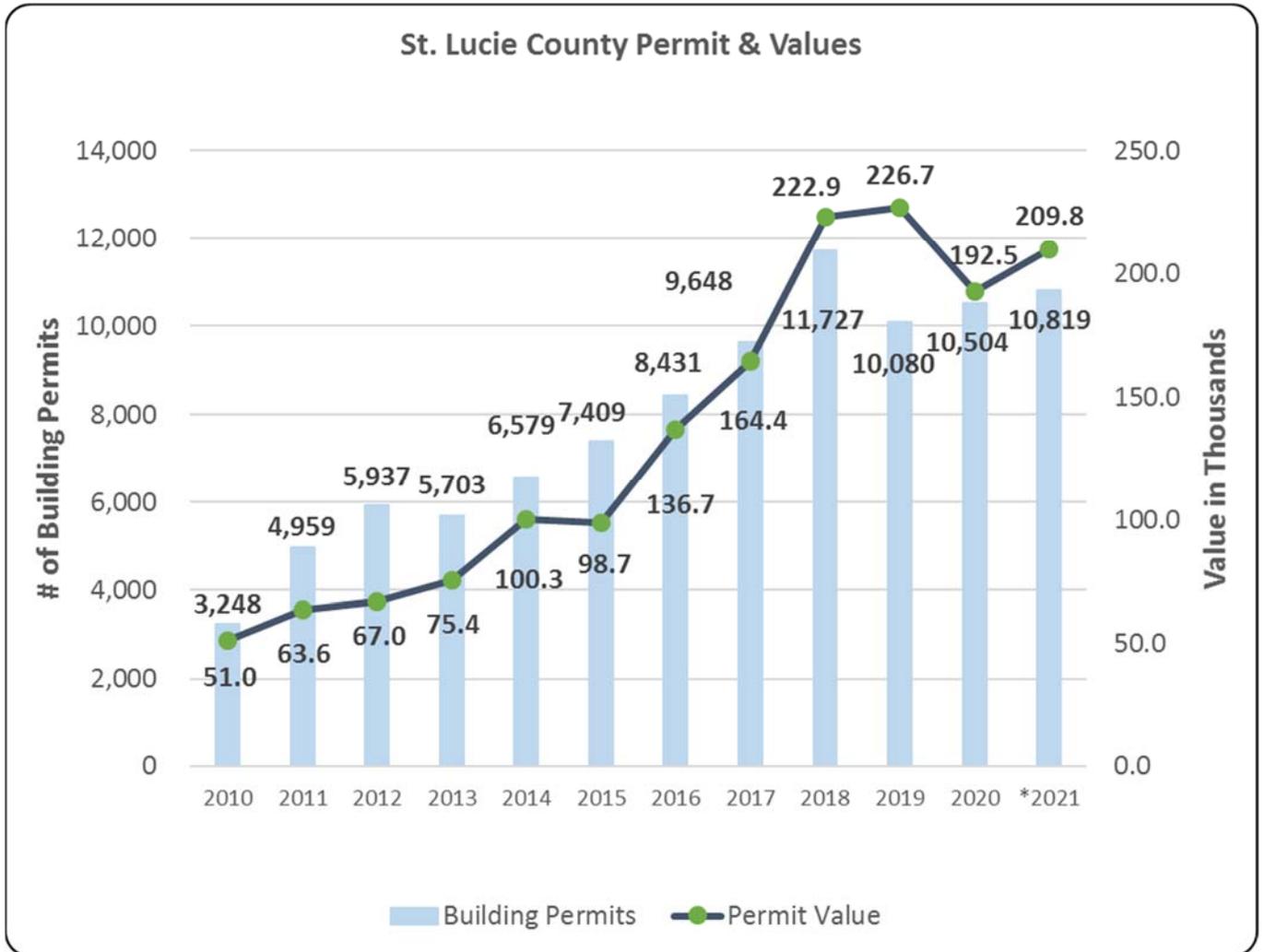


*Source: St. Lucie County Clerk of Court – Recording Division and Civil Courts – Probate Division*

New Construction in St. Lucie County

Building permits and permit value are leading indicators to improvement in the building industry.

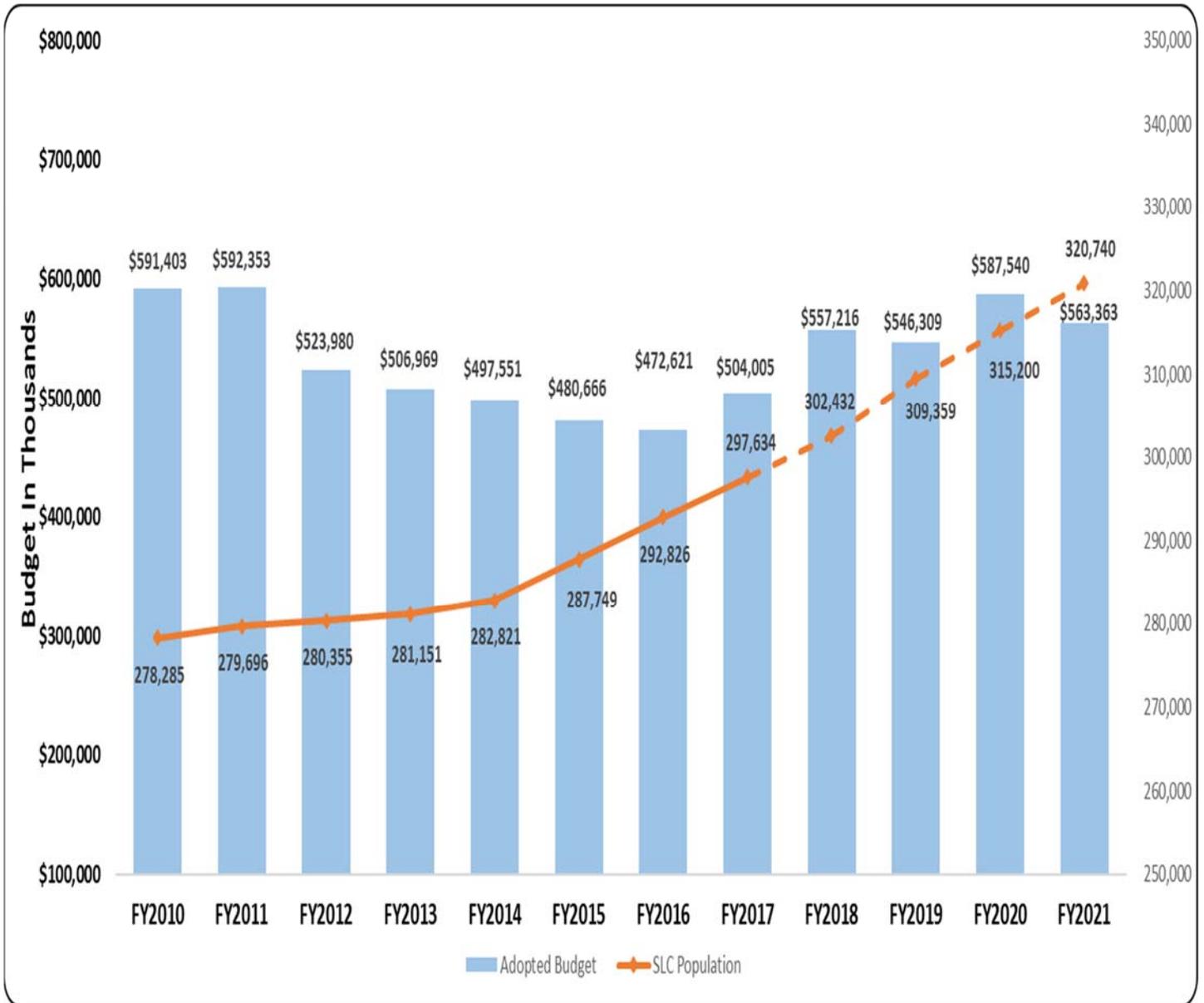
Chart 8



**Population:**

As seen in the chart below, St. Lucie County’s population has been on a steady increase. From 2010 through 2021, St. Lucie County’s estimated population is projected to increase by an additional 42,455 persons. Over the same period, the total County budget went from \$591.4 million to \$563.3 million.

**Chart 9**

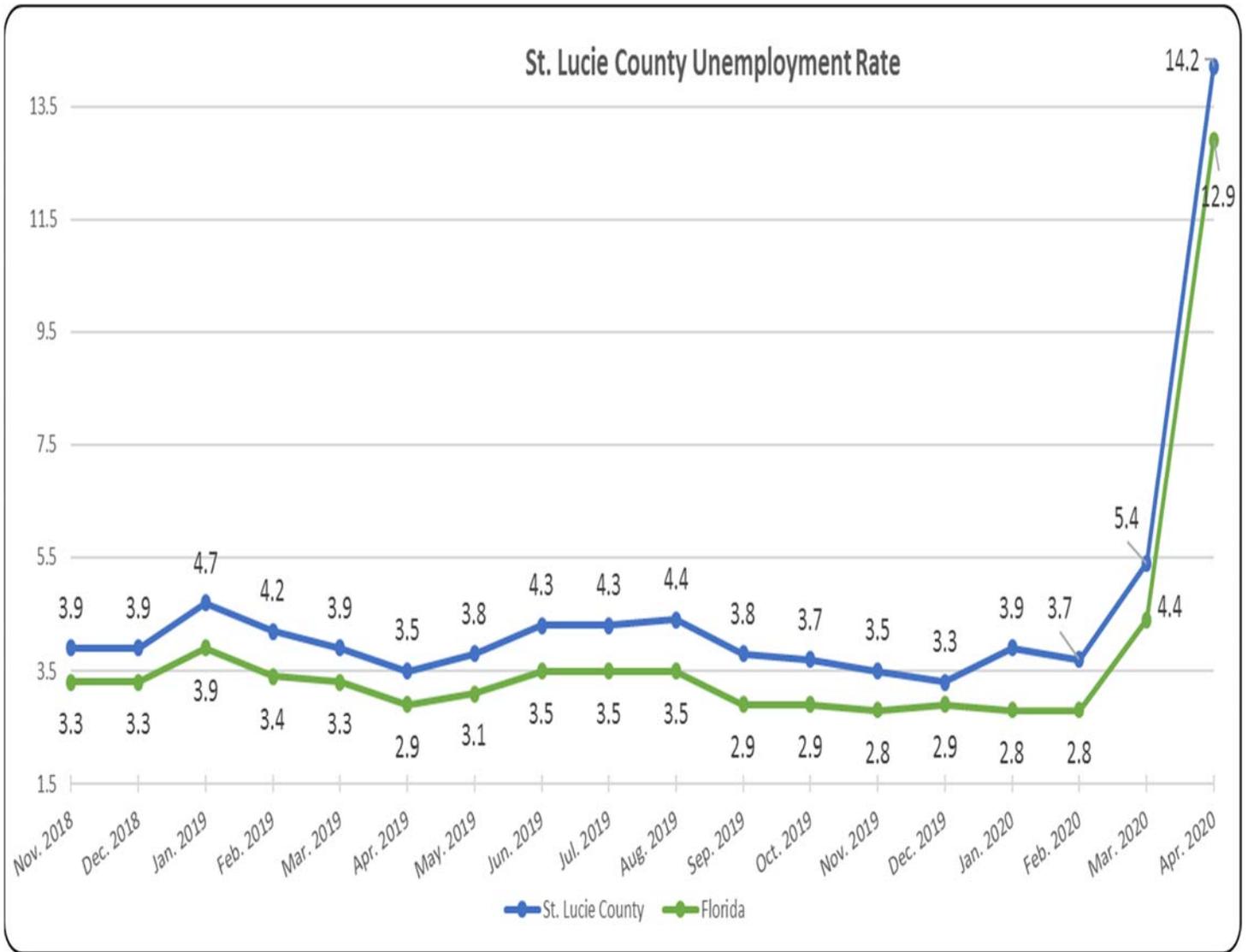


Profile: Results – Housing Profile – St. Lucie County, Florida – Population Projections

<https://www.bebr.ufl.edu/population/data>

**Unemployment Rate**

The St. Lucie County unemployment rate for April 2020 is 14.2%, compared to 3.9% in March of 2019. This reflects the impacts of COVID-19 on the local economy.

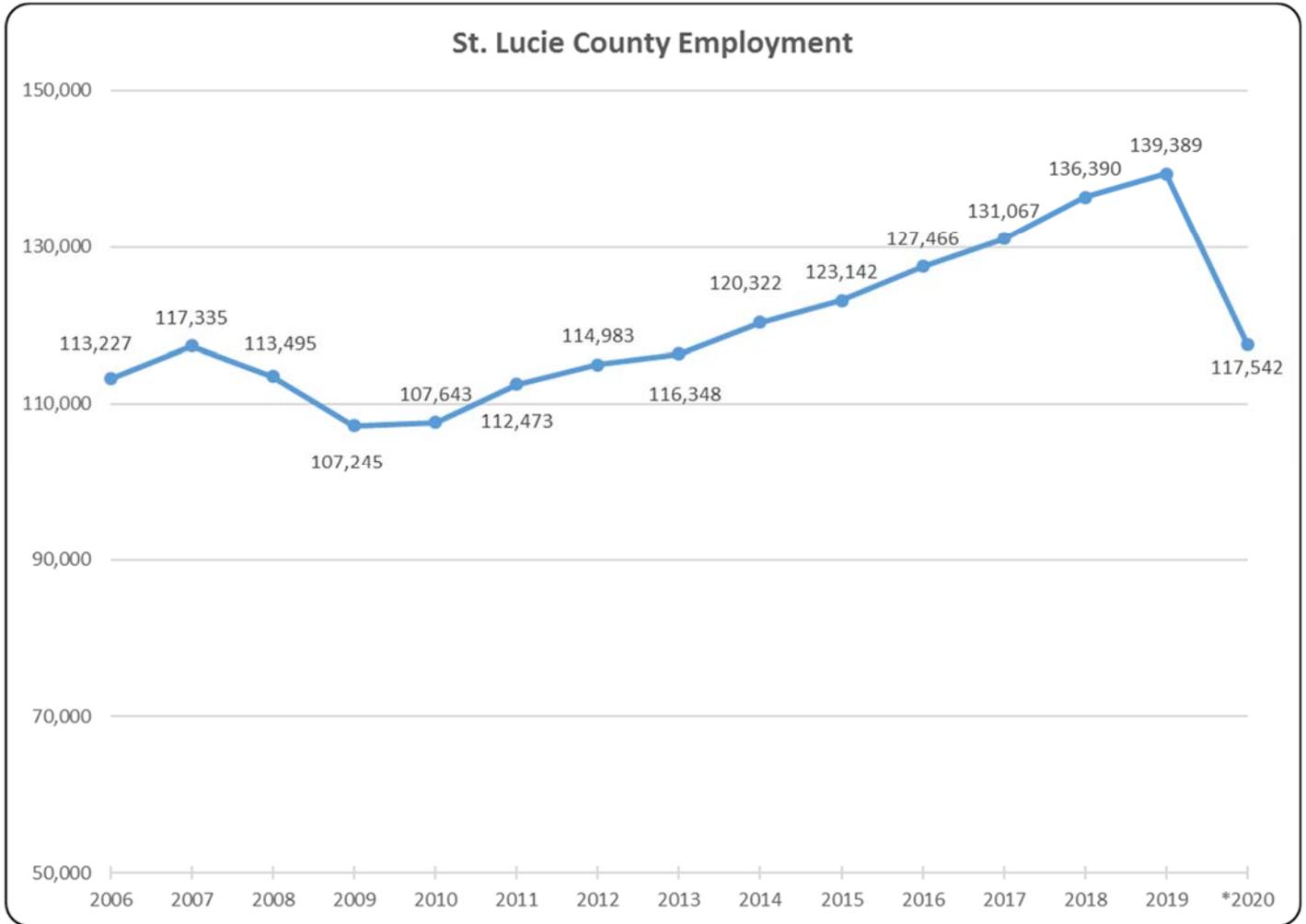


Source: <http://www.floridajobs.org/workforce-statistics/data-center/statistical-programs/local-area-unemployment-statistics#>

**Employment:**

As seen in the chart below, Prior to COVID-19, St. Lucie County’s employment had been on a steady increase since 2008.

**Chart 11**



Source: Florida Research and Economic Database Application. Florida Jobs – Labor Market Information – Local Area Unemployment Statistics  
<https://freida.labormarketinfo.com/vosnet/analyzer/trend.aspx?enc=HofuwY22SoLTS/uC+bpmi7ntbB42L7XyypLjx+HEeK0=>

## RESERVE POLICY

The County acts as a public corporation and, as a result, it is necessary to maintain sufficient reserve levels in various funds. The County, as part of its fiduciary responsibility, must maintain sufficient reserve levels. The Government Finance Officers Association (GFOA) has recommended the appropriate level reserves to maintain. The FY 2020-21 Budget includes designated reserves based on advisement of the GFOA which has indicated as a best practice, governments should set aside funding for occurrences that affect Revenue Volatility, Infrastructure Risks and Extreme Events.

Based on these categories funding has been set aside in reserves for the following purposes:

- In line with GFOA guidelines, an allocation of \$16.5 million to be available for storm events and emergencies/issues that are not anticipated in normal budget development.
- One year of budget stabilization, which, if we take our most critical year in 2010 equals \$14 million.
- An allocation of \$2.5 million in a transportation infrastructure reserve. This reserve was budgeted at \$6 million in Fiscal Year 2018. However, we have since utilized \$3.5 million. These reserves may be replenished during the budget process in future years, if funding is available.

## RECOMMENDED BUDGET:

### What this budget does

In the FY 2020-21 Recommended Budget, funding has been allocated to the following areas:

**Salary Increase:** The FY 2020-21 Recommended Budget includes a 2% Cost of Living adjustment (COLA) for Board of County Commissioners employees. Salary increases also impact the budgets of the Sheriff, Clerk of Court, Supervisor of Elections, Property Appraiser and the Tax Collector.

**Health Insurance:** The FY 2020-21 Recommended Budget includes increased premiums totaling \$600,000 (BOCC General Fund/Fine and Forfeiture Fund only).

**Other Increases:** In addition to the items listed above, the FY 2020-21 Recommended Budget includes:

- Increase of \$1,982,817 for the Recommended Sheriff's budget
- Increase in FRS of \$350,000 (BOCC- General Fund/Fine & Forfeiture Fund portion)
- Supervisor of Elections decrease of (\$239,708)
- Tax Collector (Fee based) amount of \$400,000 (General Fund/Fine & Forfeiture Fund portion)
- Property Appraiser Fees \$86,513 (General Fund/Fine & Forfeiture Fund portion)

**Community Redevelopment Agencies (CRAs):** The increase in the incremental value of the Community Redevelopment Areas will require a \$605,008 increase in the County's payments to the CRAs.

**Non-Profits:** No change in overall non-profit funding. Individual allocations will be determined by partnering with United Way to establish recommendations for the distribution of funding.

**Board Department Increases:** The FY 2020-21 Recommended Budget includes:

### Airport/ Seaport:

- |   |           |
|---|-----------|
| ○ Airport Professional Services Increase      | \$442,054 |
| ○ Airfield Signage and Lighting Update        | \$360,000 |
| ○ Design Taxiway E Realignment and C4/C5 Demo | \$144,000 |
| ○ Airport Pavement Marking Project            | \$120,000 |
| ○ Operational increases at the Airport        | \$117,092 |

○ Port Special Assessment Increase	\$17,291
<b>Community Services:</b>	
○ Transit Services Operational Enhancements	\$731,000
○ Human Services – State Mandated Medicaid Hospital Increase	\$325,000
○ Transit Administration and Operations Facility	\$217,976
○ Human Services City Hall Annex Lease	\$49,000
○ Transit Professional Services Increase	\$5,000
○ Transit Bus Shelter Construction	\$4,214
○ Veterans Services Operating Supplies Increase	\$3,000
<b>County Administration:</b>	
○ Tourism Operating Increase	\$7,369
<b>County Attorney</b>	
○ County Juvenile Detention Share Cost	\$146,001
○ Property Acquisitions - Land Management System User Licenses	\$14,641
○ Criminal Justice Communications Increase	\$1,000
<b>Environmental Resources:</b>	
○ Regulations Division Operational Increase	\$10,000
○ Sea Turtle Monitoring Contract Increase	\$2,681
<b>Facilities:</b>	
○ Light Fleet Replacement Program	\$600,000
○ Rock Road Jail AHU Replacement – A Side	\$267,176
○ Chiller 2 Upgrade at Stadium	\$200,000
○ Facilities Maintenance Improvement Plan Increase	\$29,043
○ Courthouse “A” Fan Coil Unit Replacement Phase 1 – 2 <sup>nd</sup> Floor	\$150,000
○ Custodial Services Contract of FDH	\$55,560
○ Fairgrounds Bathroom HVAC Replacement	\$45,000
○ IM Waters HVAC – Chilled Water AHU (Air Handling Units)	\$40,000
○ Smithsonian Roof Unit Replacements	\$32,750
○ Operations Adjustment	\$820
<b>Human Resources:</b>	
○ Inmate Medical Increase	\$1,000,000
○ Deferred Compensation Plan	\$19,600
<b>Information Technology:</b>	
○ Cisco Unity Phone System Replacement	\$153,000
○ Banner Finance Failover System	\$100,000
○ Other Contractual Increases	\$75,000
○ Time Clock Replacement	\$73,000
<b>Library Services:</b>	
○ Morningside Library Studio Unit Replacement	\$110,000
○ RFID Kilmer Branch Library	\$37,550
<b>Parks &amp; Recreation / Regional Parks &amp; Stadiums:</b>	
○ LPCC Summer Camp	\$29,850

- Youth Recreation Program \$4,400
- Winter Break Camp \$1,200
- Spring Break Camp \$700

**Planning & Development:**

- Software Support Contract Increases– Tyler EnerGov \$64,828
- ROK Technologies – GIS Hosting and Managed Services Solutions \$42,000
- Transportation Administrator Position \$26,943
- Treasure Coast Regional Planning Council Operating Increase \$10,000
- Building & Code Updated Code Enforcement Books \$1,500
- Zoning Technician Computer Monitors for EnerGov Program \$1,200

**Public Safety:**

- Animal Safety – Humane Society Temporary Site \$250,000
- Animal Emergency and Referral \$50,000
- CAD (Computer Aided Dispatch) Consultant \$50,000
- Emergency Operation Center Kitchen Update \$10,000
- Animal Safety Operating Budget Increase \$7,150

**Public Works:**

- Indian River Drive Traffic Study \$250,000

**ST. LUCIE COUNTY  
FISCAL YEAR 2021  
RECOMMENDED BUDGET  
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# INTRODUCTION

# **USER’S GUIDE**

This document is the recommended budget for FY 2020-2021 for the period beginning October 1, 2020 and ending September 30, 2021. The intent of this document is to provide the public with concise and readable information about St. Lucie County. It contains general information, analysis of revenues and expenditures, as well as a budget history.

## **SUMMARIES/ANALYSIS**

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

## **BUDGET BY FUND**

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

## **DEPARTMENTAL SUMMARIES**

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

## **CONSTITUTIONAL OFFICERS**

This section contains budgetary information as it applies to the Constitutional Officers. Each Constitutional section includes organizational charts, a three-year budget summary, along with the mission, function and goals of the Constitutional Officers.

## **OUTSIDE AGENCIES SUMMARIES**

The information contained in this section includes budgetary information about outside agencies that are Statutorily Mandated or Non-County organizations. Each section includes a three-year summary along with the mission, function, and goals of the Statutorily Mandated and Non County agencies.

## **CAPITAL BUDGET**

The heart of this section is the St. Lucie County Board of County Commissioners Five-Year Capital Improvement Plan. This plan is designed to address the foreseeable capital improvement needs of St. Lucie County. This section also provides information on the planning and approval process involved in the development of the Five-Year Capital Improvement Plan.

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

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

## **MAJOR MAINTENANCE PROJECTS**

This section also contains information related to maintenance projects that are at a cost of \$25,000 or more. These projects have a major impact to a department's operational budget, but are not capitalized from an accounting perspective related to real property.

Major maintenance projects are updated annually, but are planned for a five-year timeframe. Since these projects have an impact to the department's operational budget, these funds are expected to be spent in the fiscal year that they are budgeted. If the life of the project is expected to go past the current fiscal year, the departments are instructed to request the funds for the project to be carried into the new fiscal year.

## **DEBT SERVICE**

This section contains important information regarding outstanding debt issued by the County or, in the case of Community Development District Bonds and Industrial Revenue Bonds, in which the County has a vested interest. Others were issued after the Board of County Commissioners approved the funding of improvements through debt financing. The Board, on behalf of County utilities or a third party, issued other debts. The Office of Management and Budget carefully monitors the amount of debt the County issues in order to preserve its creditworthiness.

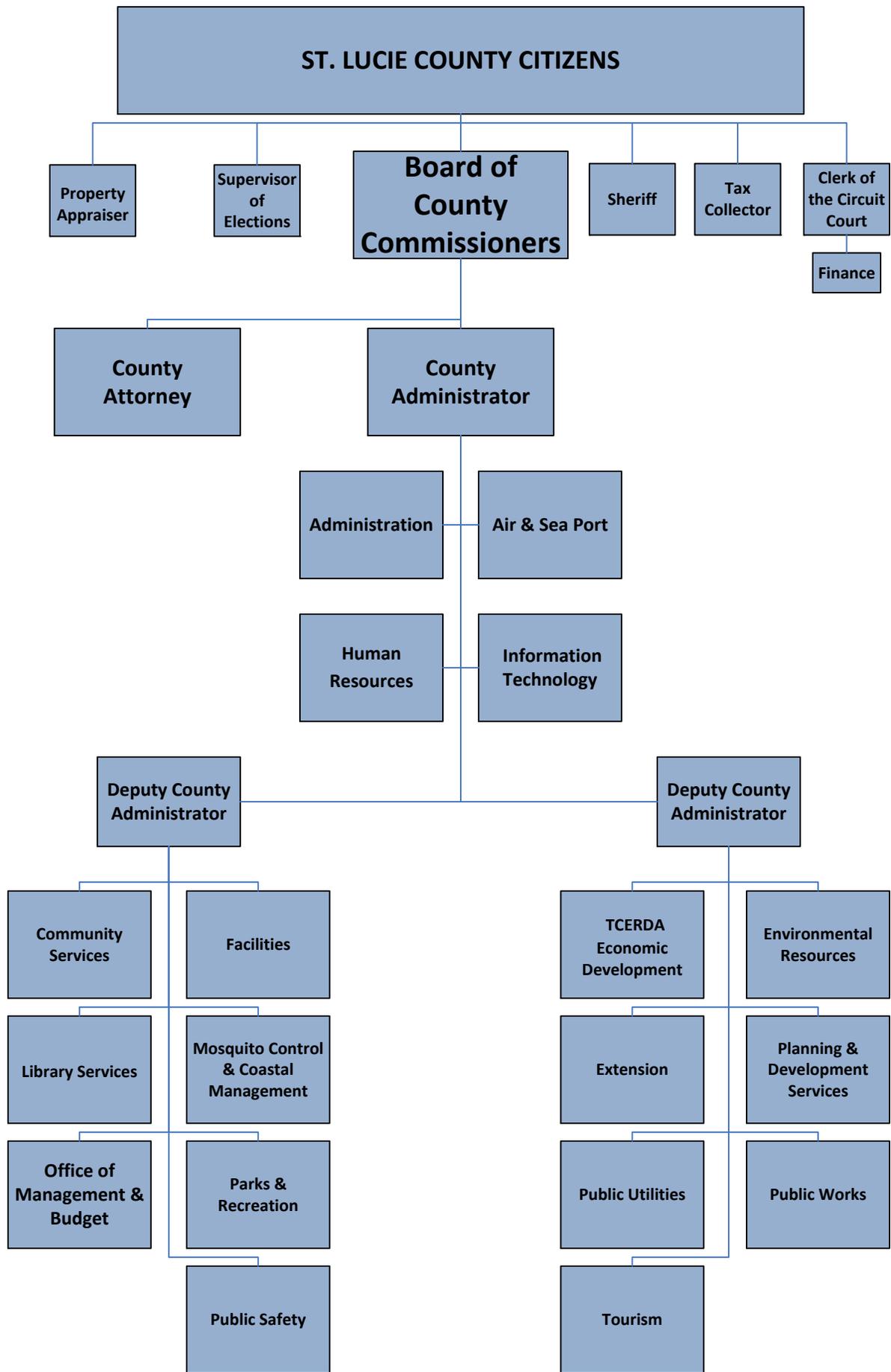
## **APPENDICES**

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

For any additional information, contact our office:

**ST. LUCIE BOARD OF COUNTY COMMISSIONERS**  
OFFICE OF MANAGEMENT & BUDGET  
2300 Virginia Avenue,  
Fort Pierce, FL 34982-5652  
Telephone (772) 462-1670 • Fax (772) 462-2117

Or, visit the St. Lucie County website: **[www.stlucieco.org](http://www.stlucieco.org)**



# FINANCIAL POLICIES AND PROCEDURES

## 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. 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 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 four generic fund types as follow:

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

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

- X **Enterprise Funds** are used to account for the provision of public services that are similar to services provided by business enterprises. Operating costs of such funds are paid from user

charges or other non-governmental revenue.

- X **Internal Service Funds** is the financing of goods or services provided by one department to other departments within the same government on a cost reimbursement basis.

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

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

- X **Agency Funds** account for assets belonging to others, which are held pending disposition.

## **BUDGETARY BASIS**

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

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

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

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

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

## **GRANTS BUDGETING**

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

## **CAPITAL BUDGETING**

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

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

## **GENERAL BUDGET POLICY**

1. The operating budget authorizing expenditure of County money will be adopted annually by the Board at the fund level.
2. The budget shall reflect the estimated beginning balances of all funds and all planned revenues or receipts for each fund for which the County must maintain accounts. Once the prior year's books are closed, staff may prepare a Budget Resolution to adjust the beginning balances from the estimated to the actual. Budget staff may also adjust the budget in the capital improvement program to reflect the prior year's ending balance.
3. No monies shall be expended or disbursed from accounts of the Board of County Commissioners except pursuant to authorization reflected in the adopted budget. The Clerk of Courts shall advise the Board of any exceptions to this policy required by law or generally accepted accounting practice.
4. Florida law states that a county must have a balanced budget. Therefore, the budgeted expenditures and reserves of each fund (including reserves for contingencies, cash flow and all other purposes) will equal the sum of projected fund balance at the beginning of the fiscal year and all revenues and receipts, which reasonably can be expected to be received during the fiscal year.
5. Reserves:
  - a. A reserve for contingency may be budgeted in each of the funds. At the Board's discretion, these funds may be allocated as needed during the year to fund unexpected operations or events.

- b. In line with GFOA guidelines, an allocation \$16.5 million and would be used for storm events and emergencies/issues that are not anticipated in normal budget development.
- c. One year of budget stabilization, which if we take our most critical year in 2010, equals \$14 million.
- d. An allocation of \$6 million in a transportation infrastructure reserve as our current repaving cycle is not sustainable.
- e. When these reserves are utilized, full funding may not be available in the following years. These reserves may be replenished during the budget process, if funding is available.

6. Transfers:

- a. Transfers to reserve accounts may be made during the fiscal year by the County Administrator or the Management & Budget Director as required for proper management of the budget.
  - b. Transfers among expenditure or revenue accounts may be made during the fiscal year by County Administration and/or the Office of Management & Budget, if re-allocations within a fund are determined to be needed. Additional procedures will be established by the County Administrator. No transfers having an impact on capital facility improvement will be made without Board authority.
  - c. No transfer affecting the total allocations to a Constitutional Officer may be made without Board approval.
  - d. No transfer may be made between funds if the result of such transfer will be to change the adopted total budget of a fund, except pursuant to a public hearing and Board action to amend the adopted budget.
  - e. Transfers from reserves for contingency will require approval of the Board.
7. Changes in the adopted total budget of a fund will be made only with Board approval of a budget amendment resolution.
8. 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.
9. 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.
10. The Capital Improvement Budget showing estimated annualized costs of capital projects will be updated on an annual basis.

## **REVENUE POLICY**

1. The use of general ad valorem tax revenues will be limited to the General, Law Enforcement & Courts (Fine & Forfeiture), MSTU Funds, and dependent special districts, unless required in other funds by bond indenture agreements or by the terms of municipal service taxing units ordinance.
2. The use of ad valorem tax revenues based on millage levied for the Mosquito Control, and Erosion Control Special Districts will be limited to those districts.
3. The use of gas tax revenues will be limited to the Transportation Trust and Transportation Projects Funds, unless required in other funds by bond indenture agreements.
4. The use of sales tax revenues will be limited to the General and Law Enforcement & Courts (Fine & Forfeiture) funds except when allocated to debt service funds to meet non-ad valorem debt service requirements.
5. Pursuant to Ordinance, Tourist Development Tax proceeds will be appropriated as follows:
  - a. 20% for tourist advertising and promotion within St. Lucie County.
  - b. 40% to provide a sports stadium and related facilities in St. Lucie County.
  - c. 33.40% debt service for stadium renovations.
  - d. 6.60% for capital facilities that promote tourism in the Fairgrounds and the area north of Midway Road.
6. The use of revenues pledged to bondholders will conform in every respect to the bond covenants committing those revenues.
7. Periodic cost studies of all County services for which user fees are imposed will be prepared, and proposed fee adjustments will be presented for Board consideration. Fee revenues will be anticipated for purposes of budget preparation using fee schedules, which have been adopted by the Board.
8. County staff will continue to aggressively pursue grant funds. For purposes of preparing the annual budget, revenues will be budgeted at actual award levels when known, and at anticipated grant award levels for continuing grants. Other grants will be budgeted upon notice of award.
9. Ad valorem taxes will be anticipated for purposes of operating budget preparation at 95% of the final assessed taxable value as determined by the Property Appraiser.
10. Millages for Debt Service will be established at the amounts, which will generate sufficient revenue, to make all required payments plus any reserve amount deemed prudent by the Office of Management and Budget or prescribed by covenant or ordinance.
11. All revenues, which are reasonably expected to be unexpended and unencumbered at the end of the fiscal year, will be anticipated as "fund balance" in the budget of the following fiscal year.

## **DEBT POLICY**

1. Neither the Florida Constitution, Florida Statutes, nor the Board of County Commissioners place a limit on the amount of debt the voters may approve by referendum. However, as a practical matter, debt is limited by the availability of revenue streams to pay debt service, by market factors, and by Board/voter discretion.
2. In concert with the County Administrator and the County Finance Team, and to facilitate better short-term decisions, the Office of Management and Budget creates an annual debt schedule to the Board, which lists current debt and projects debt requirements.
3. The County will not fund operations or normal maintenance from the proceeds of long-term financing and will confine long-term borrowing and capital leases to capital improvements, projects, or equipment that cannot be financed from current or projected financial resources. To conserve debt capacity as well as maintain a high bond rating the County will utilize pay-as-you-go financing to the maximum extent possible.
4. Notwithstanding extenuating circumstances, the County's debt capacity will be maintained within the following generally accepted benchmarks:
  - Direct debt per capita shall remain below four hundred dollars (\$400.00). Direct debt includes general obligations and governmental fund bond debt.
  - Direct debt per capita as a percentage of income per capita should not exceed 2%.
  - Direct debt as a percentage of the final assessment value of taxable property as provided by the Office of the Property Appraiser shall not exceed 1%.
  - The ratio of direct debt service expenditures as a percentage of general governmental expenditures will not exceed 10%. General governmental expenditures are considered General Fund expenditures, Fine and Forfeitures Fund expenditures plus transfers to the Constitutional Officers, the Airport, the Port and all transfers to Internal Service Funds.
5. The County strives to maintain a minimum underlying bond rating equivalent to 'Upper Medium Grade' (Moody Rating Service A or Standard & Poor's A). The County shall request an evaluation of their underlying rating every five years or as deemed necessary by the Board.
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.
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, organization codes, projects, and line item object codes as deemed appropriate by the Management & Budget Director, with the approval of the County Administrator, to facilitate managerial control and reporting of financial operations.
2. Each year, before Department Directors and Division Managers begin to prepare operating budget requests, the Office of Management & Budget will issue budget preparation instructions. These instructions will take into consideration: 1) County financial policies; 2) The expressed desires of the Board and County Administrator for changes in service or service levels; 3) Projected costs of authorized services; 4) Forecasted revenues. County managers will prepare annual budget consistent with these instructions.
3. The County, in conjunction with an independent consultant, will prepare and maintain an indirect cost allocation plan, which conforms to federal guidelines for grant reimbursement of administrative costs. Managers will bill and collect indirect cost charges to eligible grant projects, enterprise funds, and other funds as appropriate.
4. The budget requests of County agencies will include itemized lists of all desired operating equipment, and of any equipment in inventory for which replacement is being requested. Purchase of equipment valued in excess of \$1,000 not on the approved budget list will require approval by the County Administrator or 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.

FY 2020 / 2021

**BUDGET PREPARATION AND IMPLEMENTATION CALENDAR**

**Date: 2019**

**ACTIVITY**

***October***

- The new 2019/2020 fiscal year begins on October 1<sup>st</sup>.
- Implementation of the FY 2019/2020 adopted budget.
- Prepare Truth In Millage (TRIM) compliance packet for Florida Department of Revenue.
- Comply with GFOA requirements for submission for the budget awards program.
- Monitor FY 2019/2020 beginning year activity.
- Prepare any needed budget amendments.
- Begin policy planning for FY 2020/2021.

***November***

- Close out FY 2018/2019.

***December***

- Adjust prior year estimates to unaudited actual.
- The FY 2019/2020 final budget book is printed and uploaded to the County's website.

**Date: 2020**

**ACTIVITY**

***January***

- Citizens Budget Committee elects chair and vice chair members and schedules meeting dates for the calendar year.

***February***

- Work on payroll projections and Department's approved positions.
- OMB calculates preliminary fund balance estimates.

**Date: 2020**

**ACTIVITY**

***March***

- Distribute budget preparation guidelines to departments.
- OMB opens GovMax— enabling departments to input requested budget data.
- GovMax & Microsoft Office training for Budget Coordinators as needed.
- Departments prepare budget requests.
- Provide budget assistance to Departments. Department Directors review budgets.
- Update audited carryover amounts.
- Make preliminary revenue, expense, and Fund Balance Forward estimates.

***April***

- Departmental budget packages and Capital Improvement Plans due to OMB.
- Departmental GovMax input completed.
- Analyze budget requests.
- Balance Funds.
- Make preliminary revenue, expense, and Fund Balance Forward estimates.
- OMB conducts technical budget reviews with departments.
- Judges, Court Administrator, Public Defender, State Attorney, Guardian Ad Litem and Medical Examiner budgets are due.

***May***

- County Administrator's budget review with Departments.
- Work with Departments and enter the County Administrator's budget changes into Banner's recommended phase of the FY 2020/2021 budget.

**Date: 2020**

**ACTIVITY**

***May***

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

***June***

- Compile the tentative budget packets for the Board's review in July.
- Property Appraiser's budget and Property Value Estimates are due.
- Distribute budget summaries to Departments for review.

***July***

- Property Appraiser certifies property values to the BOCC (DR420's).
- Distribute budget to the Commissioners.
- The County Administrator presents the proposed budget to the BOCC.
- Conduct the BOCC Budget Review Workshops.
- The BOCC sets the proposed millage rates to be advertised in the Notice of Proposed Property Taxes.
- Enter the BOCC's budget changes into Banner's tentative phase of the FY 2020/2021 budget.
- Complete tentative phase budget changes.
- OMB returns completed DR420's to Property Appraiser.

**Date: 2020**

**ACTIVITY**

***August***

- Tax Collector's budget is due on August 1<sup>st</sup>.
- Prepare and print the tentative budget book.
- Departments turn in their purchase order roll-over requests for FY 2019/2020 to OMB.
- Property Appraiser distributes TRIM notices to all property owners. The TRIM notice notifies property owners of the 1st public hearing for the tentative budget and millage.
- Prepare for public hearings.

***September***

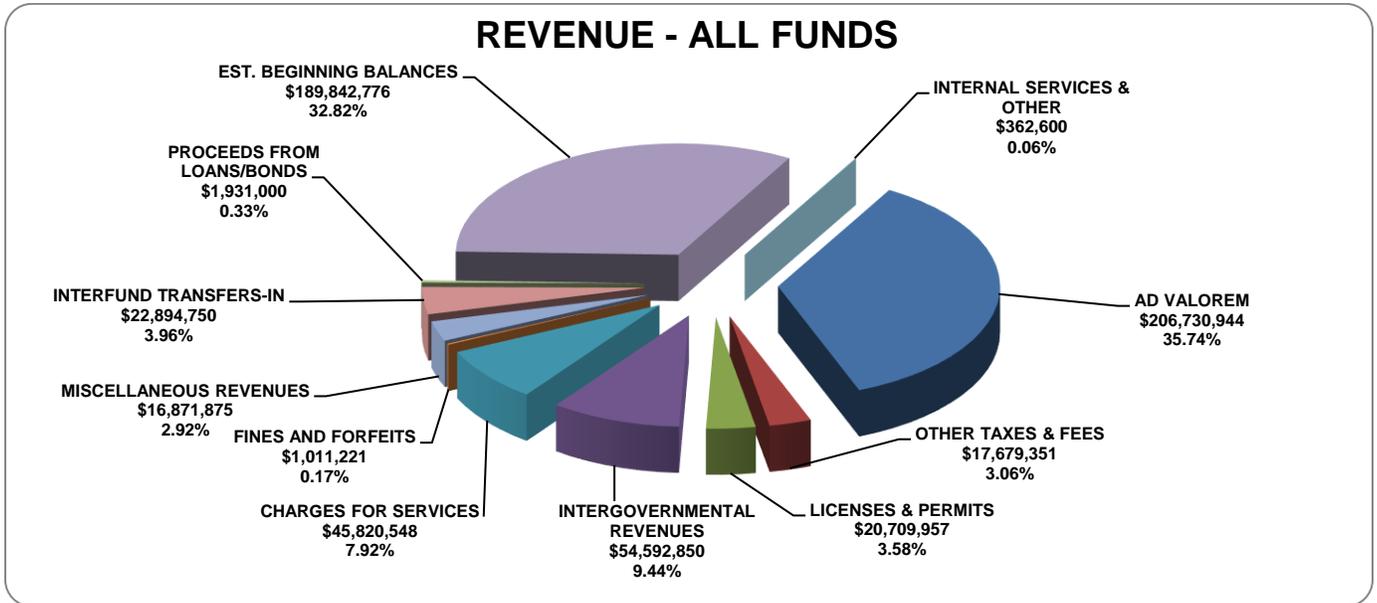
- The BOCC holds the 1<sup>st</sup> public hearing of the FY 2020/2021 budget in September and tentatively adopts the budget and millage rates.
- The County advertises in newspapers the 2<sup>nd</sup> public hearing for the adoption of the final budget and millage.
- The BOCC holds the 2<sup>nd</sup> public hearing of the FY 2020/2021 budget in September and adopts the final budget and millage rates.
- Certify final millage with the Property Appraiser and State of Florida Department of Revenue within 3 days of final adoption.
- The 2019/2020 fiscal year ends on September 30<sup>th</sup>.

SUMMARIES  
& ANALYSIS

# WHERE THE MONEY COMES FROM

## TOTAL OF ALL FUNDS \$563,363,231

### FISCAL YEAR 2020-2021



\*Revenues are reduced by \$15,084,641 to reflect an allowance for uncollectible amounts.

**Ad Valorem Tax** otherwise known as property tax.

**Other Taxes & Fees** include local option fuel tax, local communication service tax electric, tourist development tax & local business tax.

**Licenses & Permits** include solid waste assessment, electric franchise, impact fees, building permits & fees, and capital improvement assessment.

**Intergovernmental Revenues** include state shared revenue, half cent sales tax, constitutional gas tax, and state and federal grants.

**Charges for Services** include landfill fees, water & sewer fees, revenue from parks user fees, court facility fee, and health & life insurance premiums paid on behalf of employees.

**Fines and Forfeits** include code violations, driver's education safety fine and sale of contraband property seized by law enforcement.

**Miscellaneous Revenues** include interest on investment, contributions from property owners for MSBU's, and general & administration fees charged by the County's General Fund to other funds.

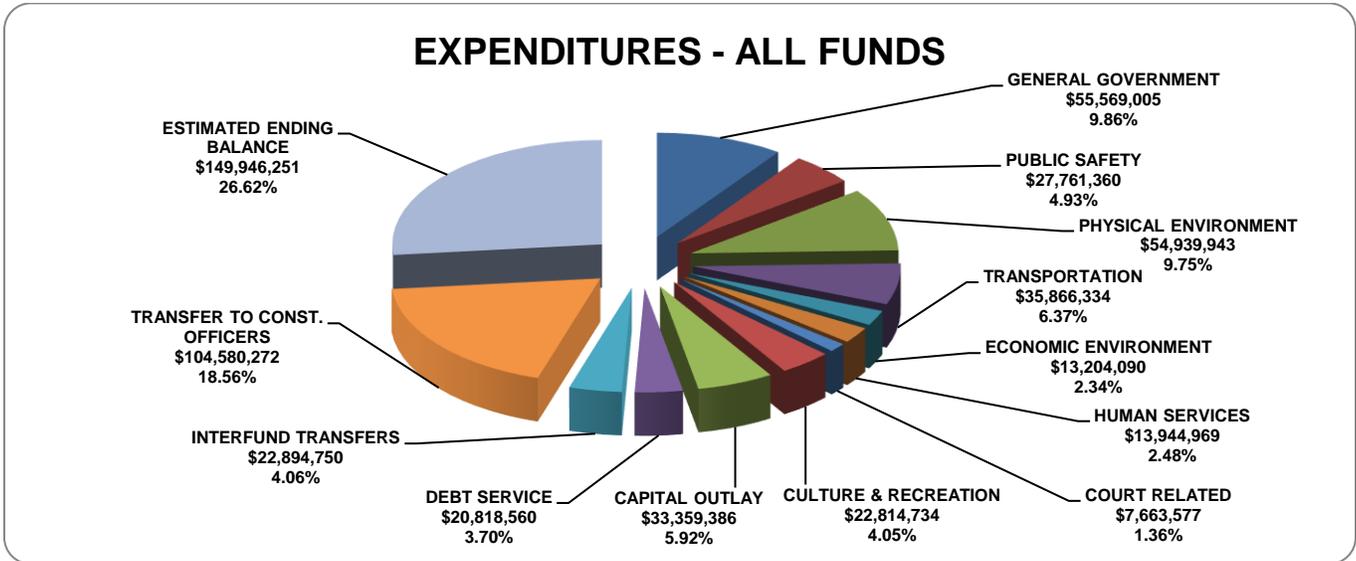
**Interfund Transfers-In** represent transfers in from other funds.

**Proceeds from Loans/Bonds** are revenues from loans & bonds, which will be used to finance projects.

# Where the Money Goes

## Total of all Funds \$563,363,231

### Fiscal Year 2020-2021



**General Government** – Services provided by the County for the benefit of the public and general governmental body as a whole. This includes budgets for the Board of County Commissioners, County Administrator, County Attorney, Facilities, Human Resources, the Office of Management & Budget, and Information Technology.

**Public Safety** – Services provided by the County for the safety and security of the public. This includes budgets for Public Safety, and Criminal Justice. Expenditures relating to the operations of the Sheriff for law enforcement and the jail is included in Transfers to Constitutional Officers.

**Physical Environment** – Function performed by the County to achieve a satisfactory living environment for the community as a whole. This includes budgets for Environmental Resources, Public Works, Solid Waste & Recycling, and Utilities.

**Transportation** – Expenditures for developing and improving the safe and adequate flow of vehicles, travelers, and pedestrians. This includes budgets for Engineering, Transit, and the Port and Airport.

**Economic Environment** – Expenditures for developing and improving the living conditions of residents. This includes budgets for Housing Services, Veteran Services and Tourist Development.

**Human Services** – Expenditures with the purpose of promoting the general health and wellbeing of the community as a whole. This includes budgets for Community Services and Mosquito Control.

**Culture and Recreation** – Expenditures to provide residents opportunities and facilities for cultural, recreational and educational programs. This includes budgets for Parks, Library, Environmental Resources, and Coastal Management Services.

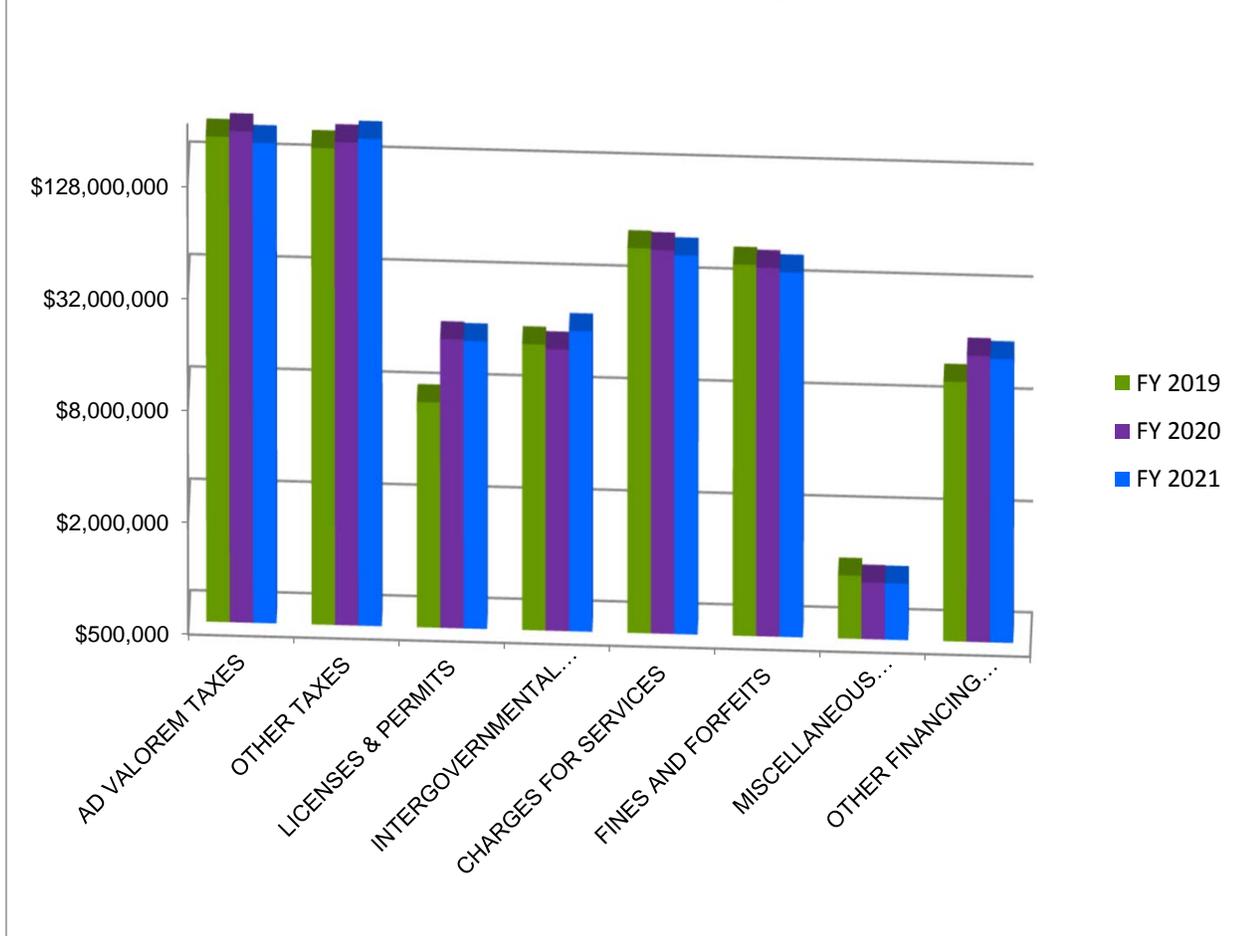
**Capital Outlay** – Expenditures for all departments for land, buildings and infrastructure.

**Debt Service – Principal and Interest & Fees** – Expenditure for the repayment of principal and interest on loans.

**Interfund Transfers** – Transfers to other funds.

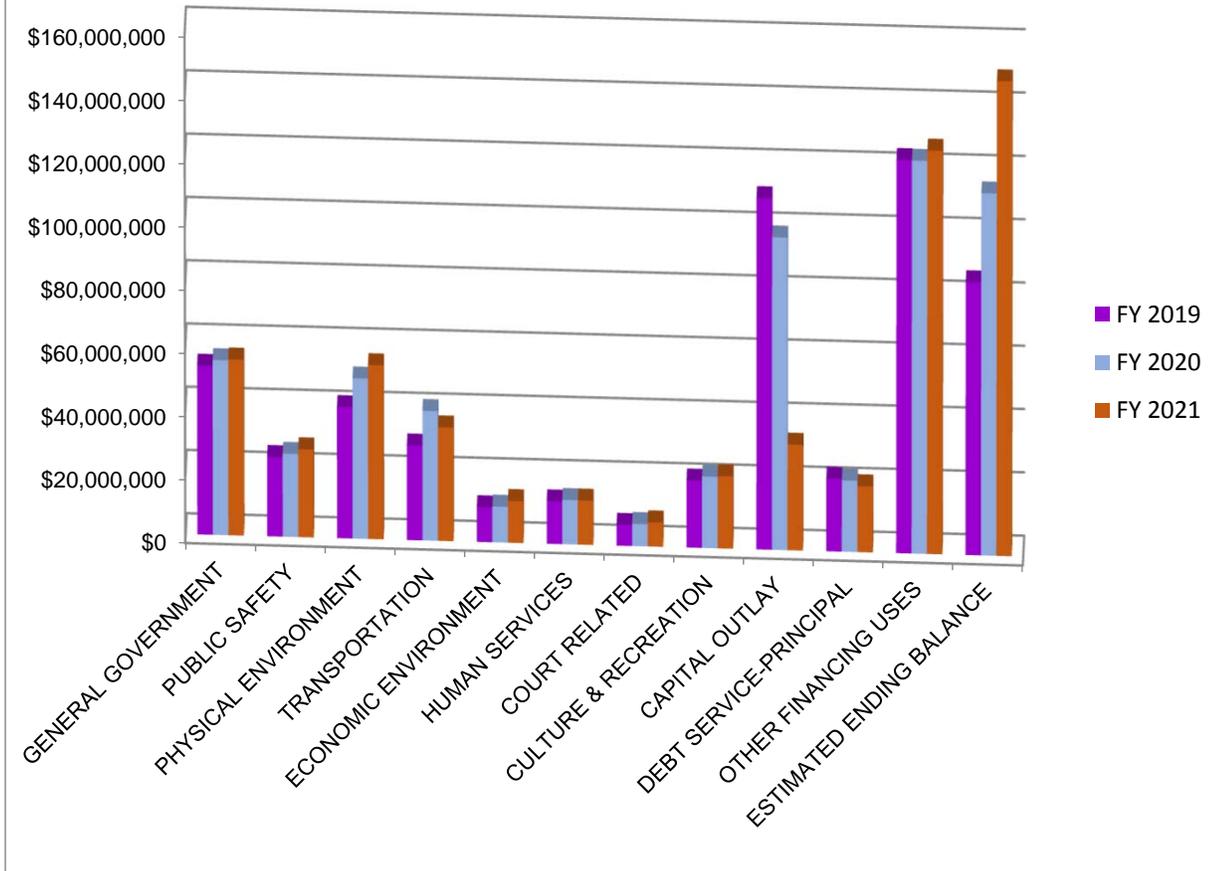
**Transfers to Constitutional Officers** – Transfers to the Clerk of Circuit Court, Sheriff, Property Appraiser, Tax Collector and the Supervisor of Elections for the operations of their department.

## Revenue Summary



ESTIMATED REVENUES:	FY 2019 Adopted Budget	FY 2020 Adopted Budget	FY 2021 Recommended Budget
<b>EST. BEGINNING BALANCES</b>	\$202,043,104	\$217,764,124	\$189,842,776
AD VALOREM TAXES	181,717,691	196,909,388	206,730,944
OTHER TAXES	8,194,231	17,952,716	17,679,351
LICENSES & PERMITS	17,323,547	16,417,417	20,709,957
INTERGOVERNMENTAL REVENUES	58,673,319	57,820,094	54,592,850
CHARGES FOR SERVICES	49,615,649	48,101,073	45,820,548
FINES AND FORFEITS	1,100,947	1,016,221	1,011,221
MISCELLANEOUS REVENUES	12,543,987	17,425,953	16,871,875
OTHER FINANCING SOURCES	28,060,013	28,468,851	25,188,350
LESS 5%	-12,962,978	-14,336,097	-15,084,641
<b>TOTAL EST. REVENUE SOURCES</b>	<b>\$546,309,510</b>	<b>\$587,539,740</b>	<b>\$563,363,231</b>

## Expenditure Summary



ESTIMATED EXPENDITURES:	FY 2019 Adopted Budget	FY 2020 Adopted Budget	FY 2021 Recommended Budget
GENERAL GOVERNMENT	\$53,337,179	\$55,219,291	\$55,569,005
PUBLIC SAFETY	25,059,196	26,197,312	27,761,360
PHYSICAL ENVIRONMENT	41,429,923	50,611,179	54,939,943
TRANSPORTATION	29,876,066	40,917,759	35,866,334
ECONOMIC ENVIRONMENT	10,977,099	11,306,458	13,204,090
HUMAN SERVICES	13,413,644	13,990,960	13,944,969
COURT RELATED	6,593,836	7,005,263	7,663,577
CULTURE & RECREATION	21,179,342	22,532,203	22,814,734
CAPITAL OUTLAY	111,032,142	98,738,103	33,359,386
DEBT SERVICE-PRINCIPAL	22,926,869	22,461,901	20,818,560
OTHER FINANCING USES	124,256,997	124,139,343	127,475,022
ESTIMATED ENDING BALANCE	86,227,217	114,419,968	149,946,251
<b>TOTAL EXPENDITURES, USES</b>	<b>\$546,309,510</b>	<b>\$587,539,740</b>	<b>\$563,363,231</b>

**BUDGET SUMMARY**  
**BOARD OF COUNTY COMMISSIONERS OF ST. LUCIE COUNTY**

	GENERAL			SPECIAL REVENUE			DEBT SERVICE		
	FUND			FUNDS			FUNDS		
	FY 2019 Adopted Budget	FY 2020 Adopted Budget	FY 2021 Recmd Budget	FY 2019 Adopted Budget	FY 2020 Adopted Budget	FY 2021 Recmd Budget	FY 2019 Adopted Budget	FY 2020 Adopted Budget	FY 2021 Recmd Budget
<b>ESTIMATED REVENUES:</b>									
<b>EST. BEGINNING BALANCES</b>	<b>42,675,971</b>	<b>46,101,565</b>	<b>45,841,278</b>	<b>38,142,770</b>	<b>39,317,980</b>	<b>45,474,453</b>	<b>4,905,476</b>	<b>6,418,497</b>	<b>5,960,165</b>
TAXES:									
AD VALOREM	83,932,118	95,161,016	99,320,355	97,785,573	101,748,372	107,410,589	0	0	0
OTHER TAXES & FEES	25,000	25,000	25,000	4,000,441	3,129,627	3,981,023	2,391,295	2,439,121	2,437,448
LICENSES & PERMITS	4,029,146	4,109,729	4,109,729	423,037	564,998	593,723	664,070	482,502	482,502
INTERGOVERNMENTAL REVENUES	14,935,645	14,971,831	13,536,798	26,009,112	26,334,469	28,027,778	6,220,692	6,377,313	6,383,146
CHARGES FOR SERVICES	1,524,266	1,568,893	1,575,835	2,567,543	2,487,963	2,539,963	0	0	0
FINES AND FORFEITS	79,800	79,800	74,800	593,338	603,421	603,421	324,809	230,000	230,000
MISCELLANEOUS REVENUES	4,064,447	5,055,503	5,143,763	5,407,346	4,974,944	5,118,246	1,271,917	1,233,129	1,454,989
OTHER FINANCING SOURCES									
INTERFUND TRANSFERS-IN	398,407	452,907	694,475	11,476,135	12,572,655	11,935,695	6,732,455	5,637,601	6,181,357
PROCEEDS FROM LOANS/BONDS	0	0	0	250,000	1,611,000	1,661,000	0	0	0
INTERNAL SERVICES & OTHER	0	0	0	0	0	0	0	0	0
LESS 5%	-4,998,761	-5,520,104	-5,951,911	-5,731,536	-6,096,182	-6,247,694	-353,581	-348,333	-348,333
<b>TOTAL EST. REVENUE SOURCES</b>	<b>146,666,039</b>	<b>162,006,140</b>	<b>164,370,122</b>	<b>180,923,759</b>	<b>187,249,247</b>	<b>201,098,197</b>	<b>22,157,133</b>	<b>22,469,830</b>	<b>22,781,274</b>
<b>ESTIMATED EXPENDITURES:</b>									
GENERAL GOVERNMENT	24,597,141	26,604,221	25,830,702	6,928,032	6,811,886	7,132,539	0	0	0
PUBLIC SAFETY	4,955,840	5,124,440	6,149,496	14,827,097	14,940,659	15,075,107	0	0	0
PHYSICAL ENVIRONMENT	2,817,333	3,308,943	3,368,421	10,353,714	16,525,884	17,132,027	0	0	0
TRANSPORTATION	0	1,664,956	2,815,573	26,358,694	26,559,425	25,614,978	0	0	0
ECONOMIC ENVIRONMENT	5,922,776	6,471,608	6,288,629	4,325,837	3,976,154	6,066,138	0	0	0
HUMAN SERVICES	9,002,579	9,396,801	8,942,086	4,209,327	4,594,159	5,002,883	0	0	0
COURT RELATED	0	0	0	6,392,098	6,824,264	7,482,578	0	0	0
CULTURE & RECREATION	14,012,838	15,084,228	14,875,405	5,657,816	5,781,151	5,973,720	0	0	0
CAPITAL OUTLAY	3,406,310	3,438,271	2,391,634	15,989,437	10,808,291	8,026,952	0	0	0
DEBT SERVICE	0	0	0	1,827,793	1,376,355	1,369,548	18,307,322	19,087,792	17,642,912
<b>TOTAL EXPENDITURES/EXPENSES</b>	<b>64,714,817</b>	<b>71,093,468</b>	<b>70,661,946</b>	<b>96,869,845</b>	<b>98,198,228</b>	<b>98,876,470</b>	<b>18,307,322</b>	<b>19,087,792</b>	<b>17,642,912</b>
OTHER FINANCING USES									
INTERFUND TRANSFERS	7,219,652	6,959,459	6,829,104	11,850,170	12,256,135	12,570,169	0	0	1,000,000
TRANSFER TO CONST. OFFICERS	39,978,413	43,746,301	44,731,298	59,663,195	58,365,320	59,683,195	181,117	108,488	108,488
<b>TOTAL EXPENDITURES &amp; USES</b>	<b>111,912,882</b>	<b>121,799,228</b>	<b>122,222,348</b>	<b>168,383,210</b>	<b>168,819,683</b>	<b>171,129,834</b>	<b>18,488,439</b>	<b>19,196,280</b>	<b>18,751,400</b>
<b>ESTIMATED ENDING BALANCE</b>	<b>34,753,157</b>	<b>40,206,912</b>	<b>42,147,774</b>	<b>12,540,549</b>	<b>18,429,564</b>	<b>29,968,363</b>	<b>3,668,694</b>	<b>3,273,550</b>	<b>4,029,874</b>
<b>TOTAL EXPENDITURES, USES</b>	<b>146,666,039</b>	<b>162,006,140</b>	<b>164,370,122</b>	<b>180,923,759</b>	<b>187,249,247</b>	<b>201,098,197</b>	<b>22,157,133</b>	<b>22,469,830</b>	<b>22,781,274</b>

**BUDGET SUMMARY**  
**BOARD OF COUNTY COMMISSIONERS OF ST. LUCIE COUNTY**

	CAPITAL			ENTERPRISE			INTERNAL SERVICE		
	FUNDS			FUNDS			FUNDS		
	FY 2019 Adopted Budget	FY 2020 Adopted Budget	FY 2021 Recmd Budget	FY 2019 Adopted Budget	FY 2020 Adopted Budget	FY 2021 Recmd Budget	FY 2019 Adopted Budget	FY 2020 Adopted Budget	FY 2021 Recmd Budget
<b>ESTIMATED REVENUES:</b>									
<b>EST. BEGINNING BALANCES</b>	<b>87,028,467</b>	<b>91,975,312</b>	<b>56,697,412</b>	<b>15,492,482</b>	<b>17,938,245</b>	<b>23,193,561</b>	<b>11,766,219</b>	<b>12,966,288</b>	<b>10,073,208</b>
TAXES:									
AD VALOREM	0	0	0	0	0	0	0	0	0
OTHER TAXES & FEES	1,039,395	11,607,268	10,513,625	0	0	0	0	0	0
LICENSES & PERMITS	4,102,514	4,132,514	7,591,329	7,211,045	7,127,674	7,932,674	0	0	0
INTERGOVERNMENTAL REVENUES	10,434,960	9,134,306	5,564,881	0	0	0	0	0	0
CHARGES FOR SERVICES	0	0	0	25,542,853	23,663,230	23,486,030	19,705,487	20,105,487	17,943,220
FINES AND FORFEITS	0	0	0	3,000	3,000	3,000	0	0	0
MISCELLANEOUS REVENUES	661,433	1,657,633	1,651,433	347,500	4,113,400	3,054,900	775,144	375,144	419,344
OTHER FINANCING SOURCES									
INTERFUND TRANSFERS-IN	793,374	800,000	1,800,000	3,932,442	1,505,775	1,256,050	0	0	0
PROCEEDS FROM LOANS/BONDS	3,084,764	4,672,640	270,000	0	0	0	0	0	0
INTERNAL SERVICES & OTHER	0	0	0	196,000	196,000	207,600	155,000	155,000	155,000
LESS 5%	-130,828	-662,011	-714,737	-1,621,547	-1,621,547	-1,743,851	-30,750	-30,750	-30,750
<b>TOTAL EST. REVENUE SOURCES</b>	<b>107,014,079</b>	<b>123,317,662</b>	<b>83,373,943</b>	<b>51,103,775</b>	<b>52,925,777</b>	<b>57,389,964</b>	<b>32,371,100</b>	<b>33,571,169</b>	<b>28,560,022</b>
<b>ESTIMATED EXPENDITURES:</b>									
GENERAL GOVERNMENT	4,084	3,211	1,503	16,620	16,620	66,614	21,674,068	21,660,143	22,482,281
PUBLIC SAFETY	0	0	0	2,866,350	3,072,880	3,764,065	0	0	0
PHYSICAL ENVIRONMENT	2,425,042	3,297,262	4,264,188	25,833,834	27,479,090	30,175,307	0	0	0
TRANSPORTATION	3,517,372	12,693,378	7,435,783	0	0	0	0	0	0
ECONOMIC ENVIRONMENT	0	0	0	0	0	0	0	0	0
HUMAN SERVICES	0	0	0	0	0	0	0	0	0
COURT RELATED	0	0	0	0	0	0	0	0	0
CULTURE & RECREATION	55,000	177,780	386,708	1,443,641	1,478,997	1,568,854	0	0	0
CAPITAL OUTLAY	85,858,600	77,052,629	18,449,794	5,546,139	7,207,256	4,225,700	0	0	0
DEBT SERVICE	240,854	240,854	0	1,696,650	1,756,900	1,806,100	0	0	0
<b>TOTAL EXPENDITURES/EXPENSES</b>	<b>92,100,952</b>	<b>93,465,114</b>	<b>30,537,976</b>	<b>37,403,234</b>	<b>41,011,743</b>	<b>41,606,640</b>	<b>21,674,068</b>	<b>21,660,143</b>	<b>22,482,281</b>
OTHER FINANCING USES									
INTERFUND TRANSFERS	796,078	536,935	663,520	4,508,349	2,081,682	1,831,957	0	0	0
TRANSFER TO CONST. OFFICERS	45,413	70,413	42,681	0	0	0	0	0	0
<b>TOTAL EXPENDITURES &amp; USES</b>	<b>92,942,443</b>	<b>94,072,462</b>	<b>31,244,177</b>	<b>41,911,583</b>	<b>43,093,425</b>	<b>43,438,597</b>	<b>21,674,068</b>	<b>21,660,143</b>	<b>22,482,281</b>
<b>ESTIMATED ENDING BALANCE</b>	<b>14,071,636</b>	<b>29,245,200</b>	<b>52,129,766</b>	<b>9,192,192</b>	<b>9,832,352</b>	<b>13,951,367</b>	<b>10,697,032</b>	<b>11,911,026</b>	<b>6,077,741</b>
<b>TOTAL EXPENDITURES,USES</b>	<b>107,014,079</b>	<b>123,317,662</b>	<b>83,373,943</b>	<b>51,103,775</b>	<b>52,925,777</b>	<b>57,389,964</b>	<b>32,371,100</b>	<b>33,571,169</b>	<b>28,560,022</b>

**BUDGET SUMMARY**  
**BOARD OF COUNTY COMMISSIONERS OF ST. LUCIE COUNTY**

	EXPENDABLE TRUST			TOTAL ALL		
	FUNDS			FUNDS		
	FY 2019 Adopted Budget	FY 2020 Adopted Budget	FY 2021 Recmd Budget	FY 2019 Adopted Budget	FY 2020 Adopted Budget	FY 2021 Recmd Budget
<b>ESTIMATED REVENUES:</b>						
<b>EST. BEGINNING BALANCES</b>	<b>2,031,719</b>	<b>3,046,237</b>	<b>2,602,699</b>	<b>202,043,104</b>	<b>217,764,124</b>	<b>189,842,776</b>
TAXES:						
AD VALOREM	0	0	0	181,717,691	196,909,388	206,730,944
OTHER TAXES & FEES	738,100	751,700	722,255	8,194,231	17,952,716	17,679,351
LICENSES & PERMITS	893,735	0	0	17,323,547	16,417,417	20,709,957
INTERGOVERNMENTAL REVENUES	1,072,910	1,002,175	1,080,247	58,673,319	57,820,094	54,592,850
CHARGES FOR SERVICES	275,500	275,500	275,500	49,615,649	48,101,073	45,820,548
FINES AND FORFEITS	100,000	100,000	100,000	1,100,947	1,016,221	1,011,221
MISCELLANEOUS REVENUES	16,200	16,200	29,200	12,543,987	17,425,953	16,871,875
OTHER FINANCING SOURCES						
INTERFUND TRANSFERS-IN	1,041,436	865,273	1,027,173	24,374,249	21,834,211	22,894,750
PROCEEDS FROM LOANS/BONDS	0	0	0	3,334,764	6,283,640	1,931,000
INTERNAL SERVICES & OTHER	0	0	0	351,000	351,000	362,600
LESS 5%	-95,975	-57,170	-47,365	-12,962,978	-14,336,097	-15,084,641
<b>TOTAL EST. REVENUE SOURCES</b>	<b>6,073,625</b>	<b>5,999,915</b>	<b>5,789,709</b>	<b>546,309,510</b>	<b>587,539,740</b>	<b>563,363,231</b>
<b>ESTIMATED EXPENDITURES:</b>						
GENERAL GOVERNMENT	117,234	123,210	55,366	53,337,179	55,219,291	55,569,005
PUBLIC SAFETY	2,409,909	3,059,333	2,772,692	25,059,196	26,197,312	27,761,360
PHYSICAL ENVIRONMENT	0	0	0	41,429,923	50,611,179	54,939,943
TRANSPORTATION	0	0	0	29,876,066	40,917,759	35,866,334
ECONOMIC ENVIRONMENT	728,486	858,696	849,323	10,977,099	11,306,458	13,204,090
HUMAN SERVICES	0	0	0	13,413,644	13,990,960	13,944,969
COURT RELATED	201,738	180,999	180,999	6,593,836	7,005,263	7,663,577
CULTURE & RECREATION	10,047	10,047	10,047	21,179,342	22,532,203	22,814,734
CAPITAL OUTLAY	231,656	231,656	265,306	111,032,142	98,738,103	33,359,386
DEBT SERVICE	854,250	0	0	22,926,869	22,461,901	20,818,560
<b>TOTAL EXPENDITURES/EXPENSES</b>	<b>4,553,320</b>	<b>4,463,941</b>	<b>4,133,733</b>	<b>335,825,296</b>	<b>348,980,429</b>	<b>285,941,958</b>
OTHER FINANCING USES						
INTERFUND TRANSFERS	0	0	0	24,374,249	21,834,211	22,894,750
TRANSFER TO CONST. OFFICERS	14,610	14,610	14,610	99,882,748	102,305,132	104,580,272
<b>TOTAL EXPENDITURES &amp; USES</b>	<b>4,567,930</b>	<b>4,478,551</b>	<b>4,148,343</b>	<b>460,082,293</b>	<b>473,119,772</b>	<b>413,416,980</b>
<b>ESTIMATED ENDING BALANCE</b>	<b>1,505,695</b>	<b>1,521,364</b>	<b>1,641,366</b>	<b>86,227,217</b>	<b>114,419,968</b>	<b>149,946,251</b>
<b>TOTAL EXPENDITURES, USES</b>	<b>6,073,625</b>	<b>5,999,915</b>	<b>5,789,709</b>	<b>546,309,510</b>	<b>587,539,740</b>	<b>563,363,231</b>

**Department Budget Summary Report**  
**St. Lucie County Board of County Commissioners**

**Board of County Commissioners**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recom'd</b>	<b>Change</b>
BOCC - District 1	231,785	238,677	236,148	-2,529
BOCC - District 2	234,860	250,989	257,332	6,343
BOCC - District 3	237,623	243,867	249,779	5,912
BOCC - District 4	237,416	246,246	250,981	4,735
BOCC - District 5	221,938	235,900	242,485	6,585
BOCC - General Government	43,440	65,992	69,672	3,680
	<b>1,207,062</b>	<b>1,281,671</b>	<b>1,306,397</b>	<b>24,726</b>

**County Attorney**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recom'd</b>	<b>Change</b>
County Attorney	1,487,324	1,733,882	1,820,353	86,471
Criminal Justice	2,825,963	3,195,916	3,311,108	115,192
	<b>4,313,287</b>	<b>4,929,798</b>	<b>5,131,461</b>	<b>201,663</b>

**County Administration**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recom'd</b>	<b>Change</b>
Communications	590,930	575,530	704,065	128,535
County Administration	1,333,374	990,343	1,006,067	15,724
Research & Education Park	330,257	575,443	569,654	-5,789
Tourism	1,024,975	2,149,404	2,151,097	1,693
Innovation and Performance Management	239,286	439,374	366,560	-72,814
Legislative Affairs	0	422,590	511,417	88,827
	<b>3,518,821</b>	<b>5,152,684</b>	<b>5,308,860</b>	<b>156,176</b>

**Information Technology**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recom'd</b>	<b>Change</b>
Information Technology	5,756,495	5,817,528	6,073,157	255,629
	<b>5,756,495</b>	<b>5,817,528</b>	<b>6,073,157</b>	<b>255,629</b>

**Human Resources**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recom'd</b>	<b>Change</b>
Human Resources	931,767	1,033,195	974,159	-59,036
Insurance Program	3,206,842	19,879,517	19,799,999	-79,518
Risk Management	2,205,824	1,780,626	2,682,282	901,656
	<b>6,344,433</b>	<b>22,693,338</b>	<b>23,456,440</b>	<b>763,102</b>

**Department Budget Summary Report**  
**St. Lucie County Board of County Commissioners**

**Office of Management & Budget**

	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>FY 2021 Change</b>
Management & Budget	599,403	659,902	795,622	135,720
Purchasing	360,491	396,077	418,115	22,038
	<b>959,894</b>	<b>1,055,979</b>	<b>1,213,737</b>	<b>157,758</b>

**Community Services**

	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>FY 2021 Change</b>
Human Services	1,575,143	2,061,855	1,254,140	-807,715
Housing Services	1,657,779	3,600,830	3,505,755	-95,075
Transit	7,480,999	12,104,317	12,661,748	557,431
Veteran Services	683,163	1,012,634	785,080	-227,554
	<b>11,397,085</b>	<b>18,779,636</b>	<b>18,206,723</b>	<b>-572,913</b>

**Extension**

	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>FY 2021 Change</b>
Extension	766,200	797,967	870,541	72,574
	<b>766,200</b>	<b>797,967</b>	<b>870,541</b>	<b>72,574</b>

**Environmental Resources**

	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>FY 2021 Change</b>
Admin - Environmental Resources	278,756	321,066	416,194	95,128
Environmental Education	515,244	537,523	627,575	90,052
Land Management	1,773,898	9,365,903	6,831,940	-2,533,963
Environmental Regulations	0	0	713,461	713,461
	<b>2,567,898</b>	<b>10,224,492</b>	<b>8,589,170</b>	<b>-1,635,322</b>

**Facilities**

	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>FY 2021 Change</b>
Capital Projects & Construction Management	3,380,853	5,051,267	5,009,726	-41,541
Building Maintenance Operations	5,507,859	5,570,743	5,645,028	74,285
Facilities Administration	883,525	470,230	488,050	17,820
Records Management & Facility Logistics	442,753	1,349,483	1,653,072	303,589
	<b>10,214,989</b>	<b>12,441,723</b>	<b>12,795,876</b>	<b>354,153</b>

**Department Budget Summary Report**  
**St. Lucie County Board of County Commissioners**

**Library Services**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recom'd</b>	<b>Change</b>
Library Services	5,185,913	5,622,716	5,522,398	-100,318
	<u>5,185,913</u>	<u>5,622,716</u>	<u>5,522,398</u>	<u>-100,318</u>

**Mosquito Control & Coastal Management Svcs**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recom'd</b>	<b>Change</b>
Inspection Division	1,266,192	1,738,792	1,541,194	-197,598
Admin - Mosquito Control	929,921	1,174,408	1,130,064	-44,344
Coastal Management Services	953,788	13,035,567	14,270,460	1,234,893
Impoundment Operations	1,174,277	1,713,214	1,394,436	-318,778
	<u>4,324,178</u>	<u>17,661,981</u>	<u>18,336,154</u>	<u>674,173</u>

**Parks and Recreation**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recom'd</b>	<b>Change</b>
Regional Parks & Stadiums	23,392,908	53,222,386	10,444,419	-42,777,967
Admin - Parks and Recreation	368,862	502,685	471,296	-31,389
Fairwinds Golf Course	1,584,161	1,918,457	1,785,800	-132,657
Regional Parks & Stadiums	2,504	0	0	0
Parks & Special Facilities	6,360,049	9,240,816	6,952,242	-2,288,574
	<u>31,708,485</u>	<u>64,884,344</u>	<u>19,653,757</u>	<u>-45,230,587</u>

**Air & Seaport**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recom'd</b>	<b>Change</b>
Treasure Coast International Airport	4,687,059	11,333,079	8,682,793	-2,650,286
Port	1,181,512	3,436,546	3,019,827	-416,719
	<u>5,868,572</u>	<u>14,769,625</u>	<u>11,702,620</u>	<u>-3,067,005</u>

**Planning & Development Services**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recom'd</b>	<b>Change</b>
Planning	1,525,510	1,898,875	1,776,642	-122,233
Building and Code Regulation	3,124,594	4,349,564	4,898,194	548,630
Admin. - Planning & Development Svc.	457,417	416,993	531,529	114,536
Business and Strategic Initiatives	895,731	1,707,989	1,192,671	-515,318
	<u>6,003,252</u>	<u>8,373,421</u>	<u>8,399,036</u>	<u>25,615</u>

**Department Budget Summary Report**  
**St. Lucie County Board of County Commissioners**

**Public Safety**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recom'd</b>	<b>Change</b>
Public Safety - Animal Safety Services and Protection	600,613	644,965	926,823	281,858
Public Safety - Marine Safety	593,512	631,700	684,071	52,371
Public Safety - Emergency Mgmt.	764,475	883,992	863,079	-20,913
Public Safety - RAD Plan	315,218	515,704	515,698	-6
Public Safety - Cent. Communications	5,972,971	7,969,203	8,095,657	126,454
	<b>8,246,791</b>	<b>10,645,564</b>	<b>11,085,328</b>	<b>439,764</b>

**Public Works**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recom'd</b>	<b>Change</b>
Road & Bridge	10,599,077	11,067,238	10,896,986	-170,252
Administration - Public Works	542,305	648,762	539,854	-108,908
Engineering	14,845,333	37,044,323	20,344,327	-16,699,996
Water Quality	3,290,119	6,710,468	3,801,912	-2,908,556
	<b>29,276,834</b>	<b>55,470,791</b>	<b>35,583,079</b>	<b>-19,887,712</b>

**Public Utilities**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recom'd</b>	<b>Change</b>
Utilities	8,445,705	11,238,683	11,026,707	-211,976
Solid Waste & Recycling	21,951,443	23,235,283	23,331,300	96,017
	<b>30,397,147</b>	<b>34,473,966</b>	<b>34,358,007</b>	<b>-115,959</b>

**Constitutional Officers**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recom'd</b>	<b>Change</b>
Clerk of Circuit Court	1,795,225	1,618,242	1,729,682	111,440
Property Appraiser Fees	4,987,381	5,835,907	5,912,709	76,802
Sheriff	85,006,781	86,016,507	87,999,324	1,982,817
Supervisor of Elections	3,184,222	3,914,857	3,675,149	-239,708
Tax Collector Fees	4,444,112	4,919,619	5,263,408	343,789
	<b>99,417,721</b>	<b>102,305,132</b>	<b>104,580,272</b>	<b>2,275,140</b>

**Department Budget Summary Report**  
**St. Lucie County Board of County Commissioners**

**Constitutional Officers (BOCC)**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recom'd</b>	<b>Change</b>
Clerk of Circuit Court (Communications)	54,116	70,000	70,000	0
Property Appraiser (TRIM & Comm.)	80,270	115,000	115,000	0
Sheriff (Inmate Med., Training)	7,949,496	4,609,079	5,743,791	1,134,712
Supervisor of Elections (Rent, Util.)	307,719	292,647	307,746	15,099
Tax Collector (Postage)	1,172,116	237,455	24,000	-213,455
	<b>9,563,716</b>	<b>5,324,181</b>	<b>6,260,537</b>	<b>936,356</b>

**Statutorily Mandated & Non-County Agencies**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recom'd</b>	<b>Change</b>
Community Service Mandates	4,581,327	4,847,808	5,172,808	325,000
Court - Other	123,231	637,856	588,213	-49,643
Court Related	2,009,070	2,671,024	3,131,759	460,735
Guardian Ad Litem	389,063	614,212	720,135	105,923
Juvenile Detention	1,192,968	1,302,544	1,302,544	0
Medical Examiner	821,314	2,968,259	2,715,268	-252,991
Non-County Agencies	1,416,851	1,487,857	1,487,857	0
Public Defender	444,075	506,807	526,706	19,899
Public Health	843,235	1,122,647	1,122,647	0
Soil & Water Conservation	76,804	75,840	76,600	760
State Attorney	1,061,603	1,187,837	1,247,394	59,557
Transportation Planning Organization	842,433	1,802,985	1,811,935	8,950
	<b>13,801,973</b>	<b>19,225,676</b>	<b>19,903,866</b>	<b>678,190</b>

**Non-Departmental**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recom'd</b>	<b>Change</b>
CRA Payments to PSL & FP	5,086,367	5,784,856	6,389,864	605,008
Debt Service	19,198,838	22,461,901	20,818,560	-1,643,341
Financial and Administrative	15,463,788	1,341,297	1,356,187	14,890
General Government	1,341,821	3,594,161	3,573,722	-20,439
Other - Nondepartmental	-5,178,122	0	0	0
Reserves	92,039	110,544,620	149,946,251	39,401,631
Transfers	24,781,105	21,834,211	22,894,750	1,060,539
Value Adjustment Board	45,591	46,481	46,481	0
	<b>60,831,427</b>	<b>165,607,527</b>	<b>205,025,815</b>	<b>39,418,288</b>
Total County Budget	<b>351,672,171</b>	<b>587,539,740</b>	<b>563,363,231</b>	<b>-24,176,509</b>

# PROPERTY TAXES

A “property tax” more specifically called an “ad valorem” tax, is a tax based on the value of the property. In Florida there are three factors for calculating the amount of property tax assessed on a piece of real estate: the value of the property, the amount of the value exempted from tax and the tax rate.

Yearly, taxing authorities decide how much tax money their budgets require to operate and provide public services. The rate at which the tax is charged is called the “millage rate”. One mill is equal to \$.001. This means that if the millage rate is 8 mills then the amount of tax paid per dollar value is \$.008. It is much easier to think of the rate as how many dollars of tax will be paid per thousand dollars of property value. For example, if the property is valued at \$10,000 and the millage rate is 8 mills, you would pay \$8 per \$1000 value or \$80.

## **AGGREGATE MILLAGE RATE**

A rate obtained by dividing the sum of all ad valorem taxes levied by the Board of County Commissioners by the taxable value of the County. Expresses an average tax rate.

## **2019-2020 MILLAGE**

This figure represents the millage that was approved for the previous fiscal year. It is interpreted as dollars per thousand.

## **2019-2020 TAXES**

This is the computed taxes derived by multiplying the 2019-2020 Millage by the Prior Years Value and then dividing by 1,000.

## **2020-2021 ROLLBACK RATE**

The Rollback Rate is the millage that would have to be levied in 2020-2021 to produce the same computed tax revenue as last year. The calculation is 2019-2020 Taxes (less Tax Increment Financing-TIF) divided by 2020-2021 Adjusted Value (less TIF) and multiplied by 1,000.

## **2020-2021 ROLLBACK TAXES**

Rollback Taxes is the amount of computed taxes that would be generated in 2020-2021 if the millage imposed was the 2019-2020 Rollback Rate. The formula is: 2020-2021 Rollback Rate multiplied by the 2020-2021 Gross Value and then divided by 1,000.

## **2020-2021 MILLAGE**

This figure represents the millage for the 2020-2021 fiscal year. It is interpreted as dollars per thousand.

## **2020-2021 TAXES**

This is derived by multiplying the 2019-2020 Millage by the 2020-2021 Gross Value and then dividing by 1,000.

## **PRIOR YEARS VALUE**

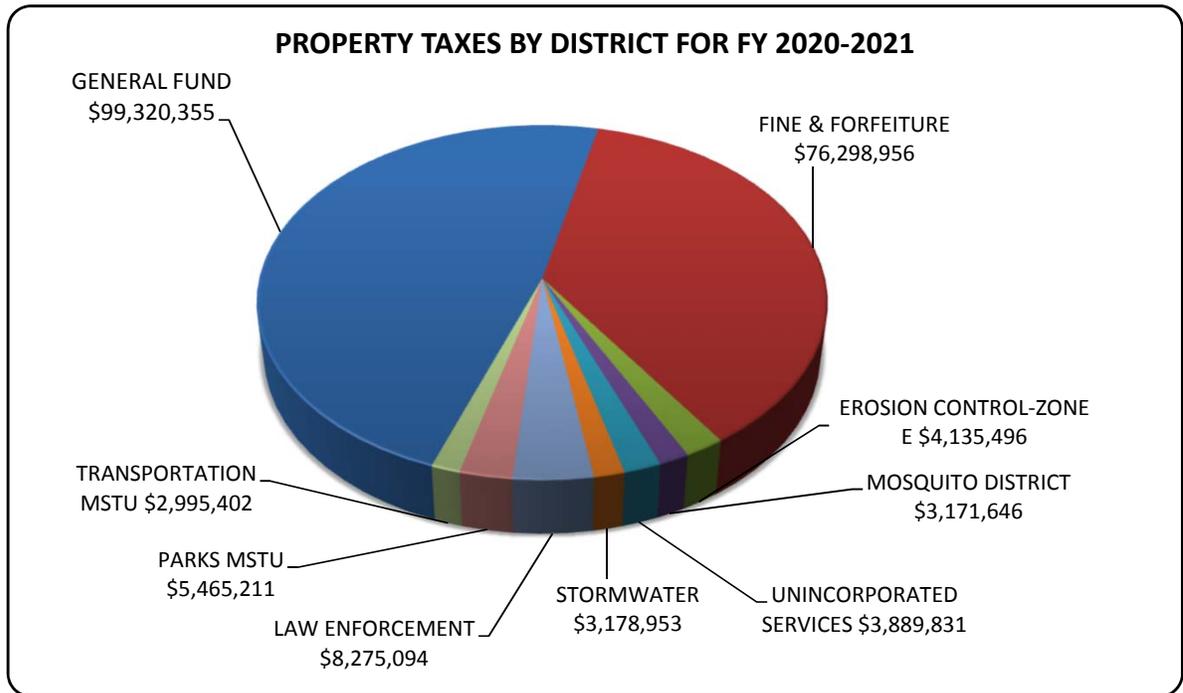
This is the prior year’s Final Value as determined by the Office of the Property Appraiser.

## **2020-2021 GROSS VALUE**

This is the 2020-2021 fiscal year Gross Value as determined by the Office of the Property Appraiser.

## PROPERTY TAXES BY DISTRICT FOR FY 2020-2021

<u>FUND NAME</u>	<u>TAXES</u>
GENERAL FUND	\$99,320,355
FINE & FORFEITURE	\$76,298,956
EROSION CONTROL-ZONE E	\$4,135,496
MOSQUITO DISTRICT	\$3,171,646
UNINCORPORATED SERVICES	\$3,889,831
STORMWATER	\$3,178,953
LAW ENFORCEMENT	\$8,275,094
PARKS MSTU	\$5,465,211
TRANSPORTATION MSTU	\$2,995,402
<b>GRAND TOTAL OF TAXES</b>	<b><u>\$206,730,944</u></b>



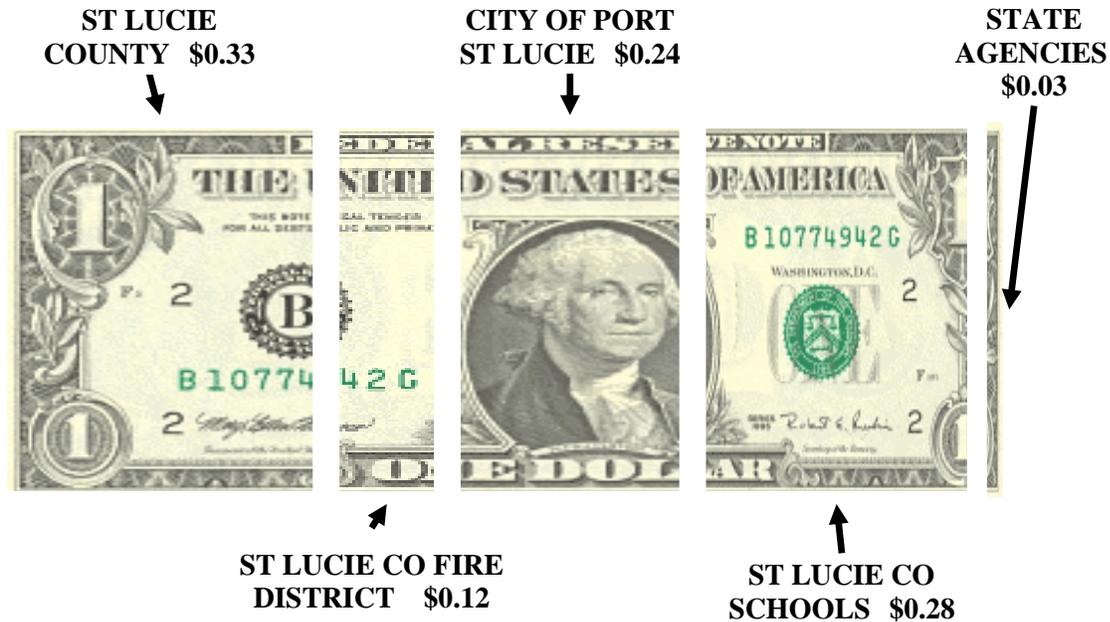
**WORKSHEET ANALYSIS OF ROLL-BACK MILLAGE RATE FOR FISCAL YEAR 2020-2021**

	A	B	C	D	E	F	G	H
FUND NAME	2019-20 Millage	2019-20 Taxes	2020-21 Rollback Rate	2020-21 Rollback Taxes	2020-21 Millage	2020-21 Taxes	Prior Year's Value <sup>1</sup>	2020-21 Gross Value <sup>1</sup>
<b>COUNTY</b>								
GENERAL FUND	4.3077	95,028,783	4.1288	97,457,966	4.2077	99,320,355	22,060,213,812	23,604,428,779
FINE & FORFEITURE	3.2324	71,307,435	3.0902	72,942,406	3.2324	76,298,956	22,060,213,812	23,604,428,779
<b>SUBTOTAL COUNTY</b>	<b>7.5401</b>	<b>166,336,218</b>	<b>7.2190</b>	<b>170,400,371</b>	<b>7.4401</b>	<b>175,619,311</b>		
<b>DEPENDENT DISTRICTS</b>								
EROSION CONTROL - ZONE E	0.1497	3,302,414	0.1429	3,373,073	0.1752	4,135,496	22,060,213,812	23,604,428,779
MOSQUITO DISTRICT <sup>2</sup>	0.1806	3,898,954	0.1725	3,984,770	0.1373	3,171,646	21,588,893,633	23,100,116,187
<b>SUBTOTAL DEPENDENT DIST.</b>	<b>0.3303</b>	<b>7,201,368</b>	<b>0.3154</b>	<b>7,357,843</b>	<b>0.3125</b>	<b>7,307,142</b>		
<b>TOTAL COUNTY/DEPENDENT DIST.</b>	<b>7.8704</b>	<b>173,537,586</b>	<b>7.5344</b>	<b>177,758,214</b>	<b>7.7526</b>	<b>182,926,453</b>		
<b>MUNICIPAL SERVICE TAXING UNITS (MSTUs)</b>								
UNINCORPORATED SERVICES <sup>3</sup>	0.3840	3,372,712	0.3739	3,398,943	0.4279	3,889,831	8,783,104,653	9,090,513,316
STORMWATER <sup>3</sup>	0.3497	3,071,452	0.3405	3,095,320	0.3497	3,178,953	8,783,104,653	9,090,513,316
LAW ENFORCEMENT <sup>3</sup>	0.9103	7,995,260	0.8863	8,056,922	0.9103	8,275,094	8,783,104,653	9,090,513,316
PARKS MSTU <sup>4</sup>	0.2313	5,107,673	0.2208	5,217,114	0.2313	5,465,211	22,082,461,678	23,628,233,995
TRANSIT MSTU	0.1269	2,799,441	0.1212	2,860,857	0.1269	2,995,402	22,060,213,812	23,604,428,779
SHI BEACH EROSION CONTROL	0.0000	0	0.0000	0	0.0000	0	0	1,160,178,003
<b>SUBTOTAL MSTU</b>	<b>2.0022</b>	<b>22,346,538</b>	<b>1.9427</b>	<b>22,629,155</b>	<b>2.0461</b>	<b>23,804,491</b>		
<b>TOTAL AGGREGATE MILLAGE</b>	<b>8.8795</b>	<b>195,884,124</b>	<b>8.5418</b>	<b>201,624,310</b>	<b>8.7581</b>	<b>206,730,944</b>	22,060,213,812	23,604,428,779
<b>AGGREGATE MILLAGE INCREASE (DECREASE)</b>						<b>-0.1214</b>		
<b>PERCENT INCREASE(DECREASE) IN AGGREGATE MILLAGE OVER PREVIOUS YEAR</b>						<b>-1.37%</b>		
<b>INCREASE (DECREASE) OVER ROLL-BACK</b>						<b>0.2163</b>		
<b>PERCENT INCREASE(DECREASE) IN AGGREGATE MILLAGE OVER ROLL-BACK</b>						<b>2.53%</b>		
<b>GRAND TOTAL OF TAXES</b>		<b>195,884,124</b>				<b>206,730,944</b>		

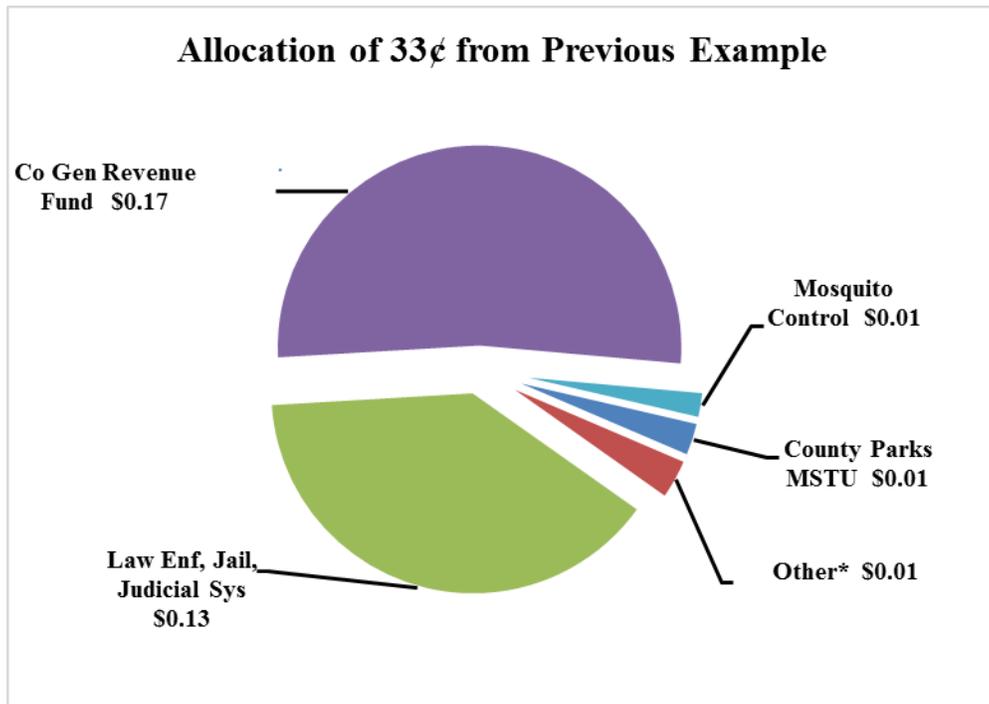
**NOTES:**

1. The property values are as certified by the Property Appraiser.
2. There is a small portion of the County that the Mosquito Control Millage does not apply to.
3. The Unincorporated Services MSTU, Stormwater MSTU and Law Enforcement MSTU do not apply to properties within the Cities.
4. The Parks MSTU runs through December 31, 2023.

## ALLOCATION OF \$1.00 OF PROPERTY TAXES AND ASSESSMENTS CITY OF PORT ST LUCIE

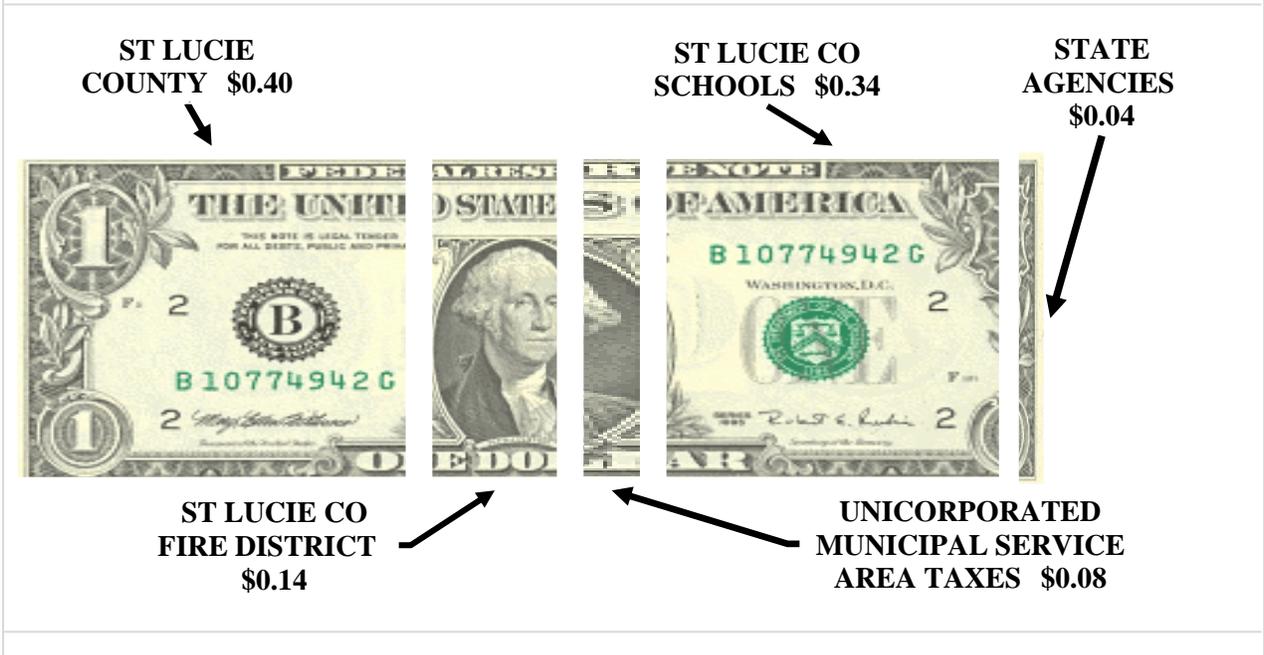


The above diagram represents how each dollar of property tax assessed in the City of Port St. Lucie is allocated between the taxing authorities for FY 2020.

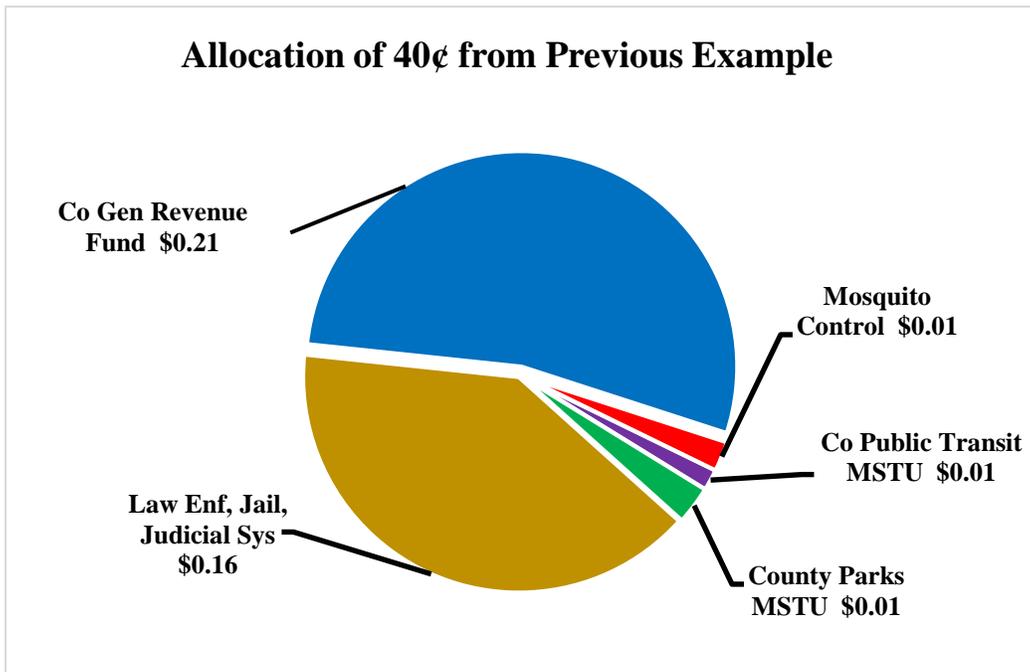


The above chart shows how 33¢ from the previous diagram is allocated between the agencies of St. Lucie County for FY 2020.

## ALLOCATION OF \$1.00 OF PROPERTY TAXES AND ASSESSMENTS UNINCORPORATED ST LUCIE COUNTY



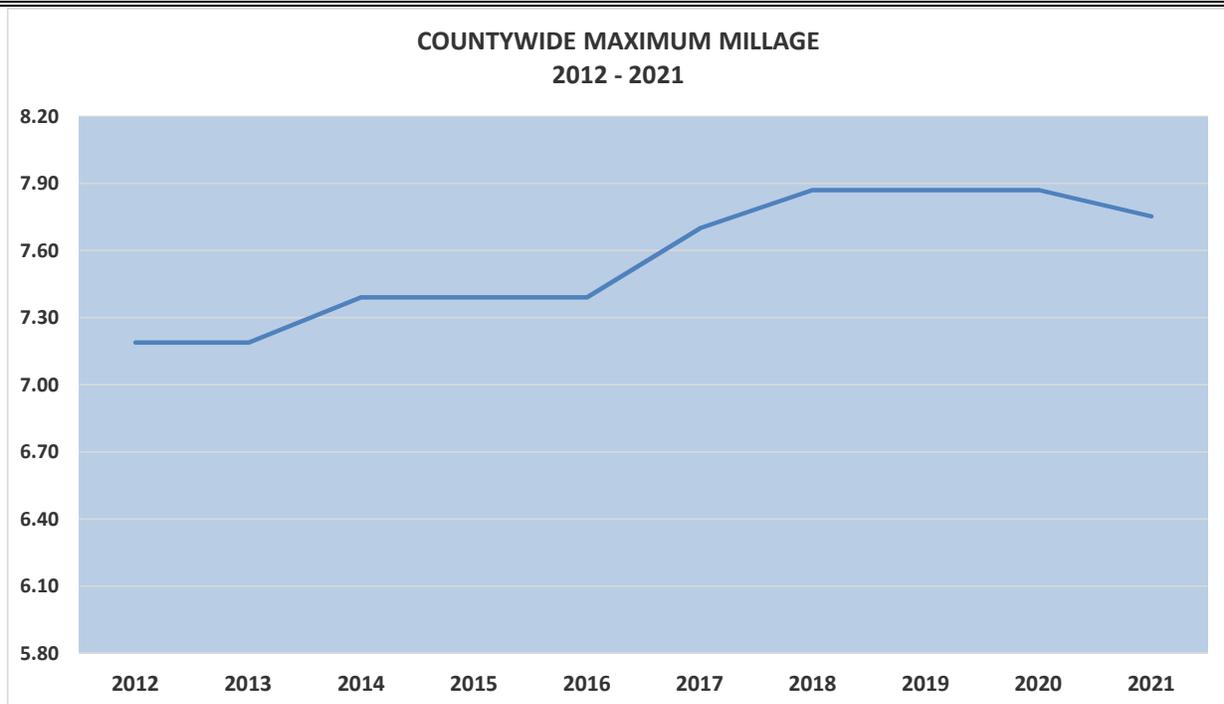
The above diagram represents how each dollar of property tax assessed in the unincorporated area of St. Lucie County is allocated between the taxing authorities for FY 2020.



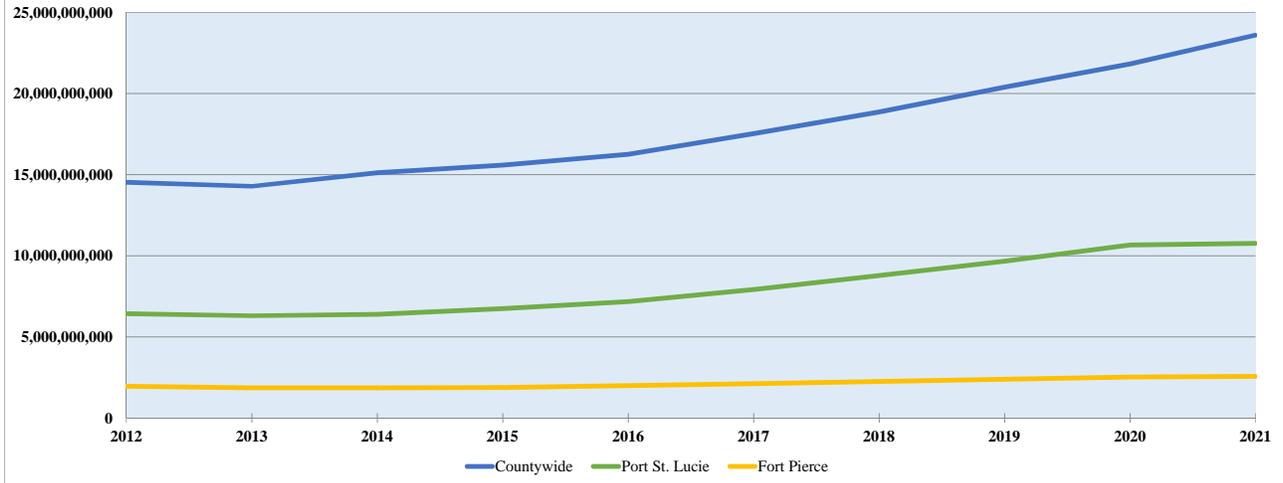
The above chart shows how 40¢ from the previous diagram is allocated between the agencies of St. Lucie County for FY 2020.

**ST. LUCIE COUNTY**  
**MILLAGE RATES HISTORY FISCAL YEARS 2012 - 2021**

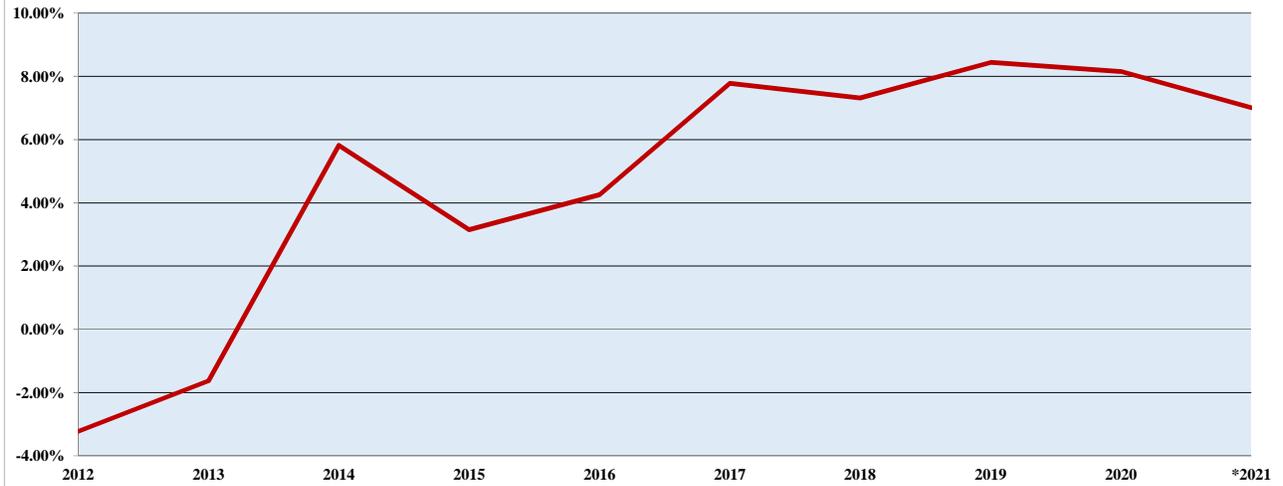
FISCAL YEAR	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>COUNTY COMMISSION</b>										
GENERAL FUND	2.9221	2.9221	2.9221	3.7764	4.1273	4.1077	4.1077	4.1077	4.3077	4.2077
FINE & FORFEITURE	3.9699	3.9699	3.9699	3.2699	3.2699	3.2838	3.4538	3.4538	3.2324	3.2324
PORT & AIRPORT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
EROSION DIST E	0.0925	0.0925	0.0925	0.0925	0.0925	0.0925	0.0925	0.0925	0.1497	0.1752
<b>SUBTOTAL COUNTYWIDE MILLAGE</b>	<b>6.9845</b>	<b>6.9845</b>	<b>6.9845</b>	<b>7.1388</b>	<b>7.4897</b>	<b>7.4840</b>	<b>7.6540</b>	<b>7.6540</b>	<b>7.6898</b>	<b>7.6153</b>
MOSQUITO CONTROL	0.2036	0.2036	0.4065	0.2522	0.2413	0.2164	0.2164	0.2164	0.1806	0.1373
<b>COUNTYWIDE MAX MILL.</b>	<b>7.1881</b>	<b>7.1881</b>	<b>7.3910</b>	<b>7.3910</b>	<b>7.3910</b>	<b>7.7004</b>	<b>7.8704</b>	<b>7.8704</b>	<b>7.8704</b>	<b>7.7526</b>
<b>MUNICIPAL SERVICE TAXING UNITS (MSTU)</b>										
COMMUNITY DEVELOPMENT MSTU	0.4380	0.4380	0.4380	0.4380	0.4380	0.3840	0.3840	0.3840	0.3840	0.4279
LAW ENFORCEMENT MSTU	0.5103	0.5103	0.5103	0.5103	0.5103	0.5103	0.9103	0.9103	0.9103	0.9103
STORMWATER	0.3497	0.3497	0.3497	0.3497	0.3497	0.3497	0.3497	0.3497	0.3497	0.3497
PARKS MSTU	0.2313	0.2313	0.2313	0.2313	0.2313	0.2313	0.2313	0.2313	0.2313	0.2313
COUNTY TRANSIT MSTU	0.1269	0.1269	0.1269	0.1269	0.1269	0.1269	0.1269	0.1269	0.1269	0.1269
<b>SUBTOTAL - MSTUs</b>	<b>1.6562</b>	<b>1.6562</b>	<b>1.6562</b>	<b>1.6562</b>	<b>1.6562</b>	<b>1.6022</b>	<b>2.0022</b>	<b>2.0022</b>	<b>2.0022</b>	<b>2.0461</b>
<b>DEBT SERVICE FUNDS</b>										
BEACH I & S (COUNTYWIDE)	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
PORT PROPERTY BOND	0.0154	0.0154	0.0154	0.0154	0.0154	0.0154	0.0000	0.0000	0.0000	0.0000
ENVIRONMENTAL LAND (CTYWIDE)	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
<b>SUBTOTAL - DEBT MAXIMUM MILLAGE</b>	<b>0.0154</b>	<b>0.0154</b>	<b>0.0154</b>	<b>0.0154</b>	<b>0.0154</b>	<b>0.0154</b>	<b>0.0000</b>	<b>0.0000</b>	<b>0.0000</b>	<b>0.0000</b>



**TAXABLE PROPERTY VALUES  
FISCAL YEARS 2011 - 2021**



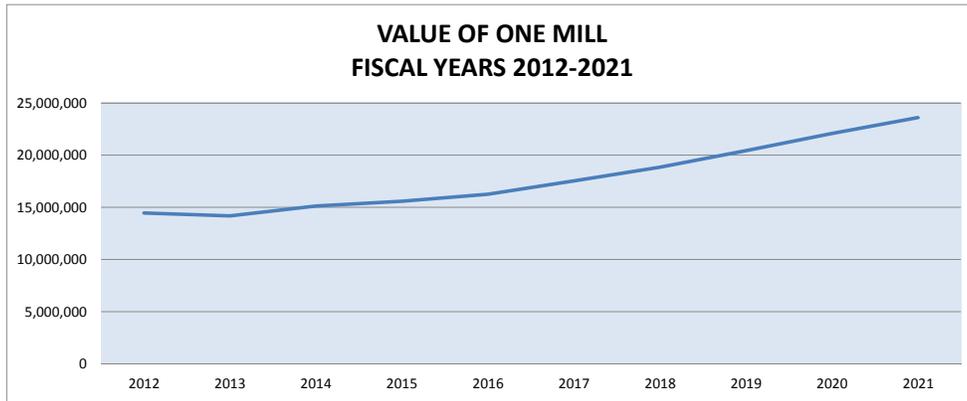
**PERCENTAGE CHANGE IN COUNTYWIDE PROPERTY VALUES  
FISCAL YEARS 2011 - 2020**



<u>FISCAL YEAR</u>	<u>GENERAL FUND FINAL CERTIFIED VALUE</u>	<u>DIFFERENCE</u>	<u>PERCENT DIFFERENCE</u>	<u>FISCAL YEAR</u>	<u>GENERAL FUND FINAL CERTIFIED VALUE</u>	<u>DIFFERENCE</u>	<u>PERCENT DIFFERENCE</u>
1981	2,300,802,183			2001	8,139,395,362	-50,771,262	-0.62%
1982	2,521,586,744	220,784,561	9.60%	2002	8,667,691,605	528,296,243	6.49%
1983	2,867,734,704	346,147,960	13.73%	2003	9,440,470,969	772,779,364	8.92%
1984	3,083,530,363	215,795,659	7.52%	2004	10,794,450,475	1,353,979,506	14.34%
1985	3,897,879,971	814,349,608	26.41%	2005	13,635,067,852	2,840,617,377	26.32%
1986	4,194,714,452	296,834,481	7.62%	2006	17,531,857,063	3,896,789,211	28.58%
1987	4,416,000,387	221,285,935	5.28%	2007	24,412,809,790	6,880,952,727	39.25%
1988	4,720,251,700	304,251,313	6.89%	2008	25,554,081,157	1,141,271,367	4.67%
1989	5,204,587,267	484,335,567	10.26%	2009	21,301,295,874	-4,252,785,283	-16.64%
1990	5,621,419,606	416,832,339	8.01%	2010	16,850,268,512	-4,451,027,362	-20.90%
1991	6,309,634,141	688,214,535	12.24%	2011	15,013,709,614	-1,836,558,898	-10.90%
1992	6,703,624,675	393,990,534	6.24%	2012	14,529,243,377	-484,466,237	-3.23%
1993	6,867,017,584	163,392,909	2.44%	2013	14,292,317,878	-236,925,499	-1.63%
1994	6,975,159,041	108,141,457	1.57%	2014	15,123,381,622	831,063,744	5.81%
1995	7,103,725,228	128,566,187	1.84%	2015	15,599,739,461	476,357,839	3.15%
1996	7,167,166,187	63,440,959	0.89%	2016	16,263,608,260	663,868,799	4.26%
1997	7,486,030,190	318,864,003	4.45%	2017	17,529,028,758	1,265,420,498	7.78%
1998	7,937,402,083	451,371,893	6.03%	2018	18,810,646,535	1,281,617,777	7.31%
1999	7,738,060,581	-199,341,502	-2.51%	2019	20,398,038,676	1,587,392,141	8.44%
2000	8,190,166,624	452,106,043	5.84%	2020	22,060,213,812	1,662,175,136	8.15%
				*2021	23,604,428,779	1,544,214,967	7.00%

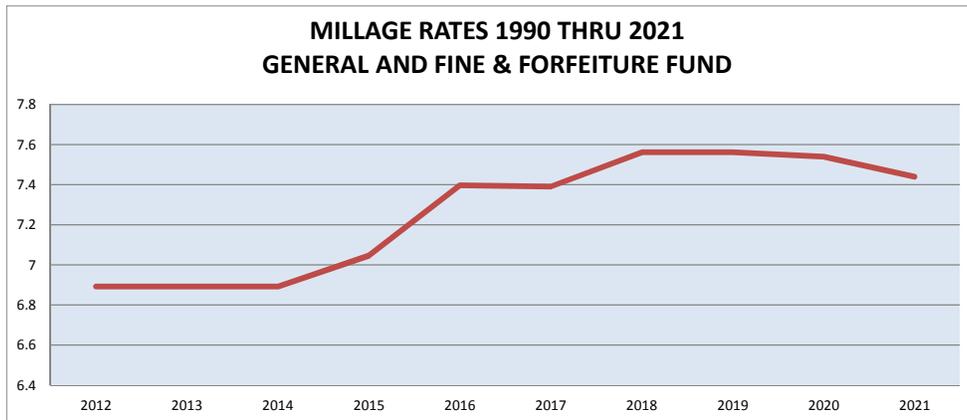
\* = Property Appraiser's June 1st for the 2019 Tax Year/2020 Fiscal Year

Note: All other years reflect final property values after the Value Adjustment Board's final decisions were completed.



Note: One mill represents \$1.00 levied against every \$1,000.00 of property value.

Fiscal Year	Value of 1 Mill						
1990	5,621,419	1998	7,937,402	2006	17,531,857	2014	15,123,382
1991	6,309,634	1999	7,738,060	2007	24,412,810	2015	15,599,739
1992	6,703,625	2000	8,190,167	2008	25,554,081	2016	16,263,608
1993	6,867,018	2001	8,139,395	2009	21,301,296	2017	17,529,029
1994	6,975,159	2002	8,667,692	2010	16,850,269	2018	18,810,646
1995	7,103,725	2003	9,440,471	2011	15,013,710	2019	20,432,874
1996	7,167,166	2004	10,794,450	2012	14,529,243	2020	22,090,911
1997	7,486,030	2005	13,635,068	2013	14,292,318	2021	23,604,429

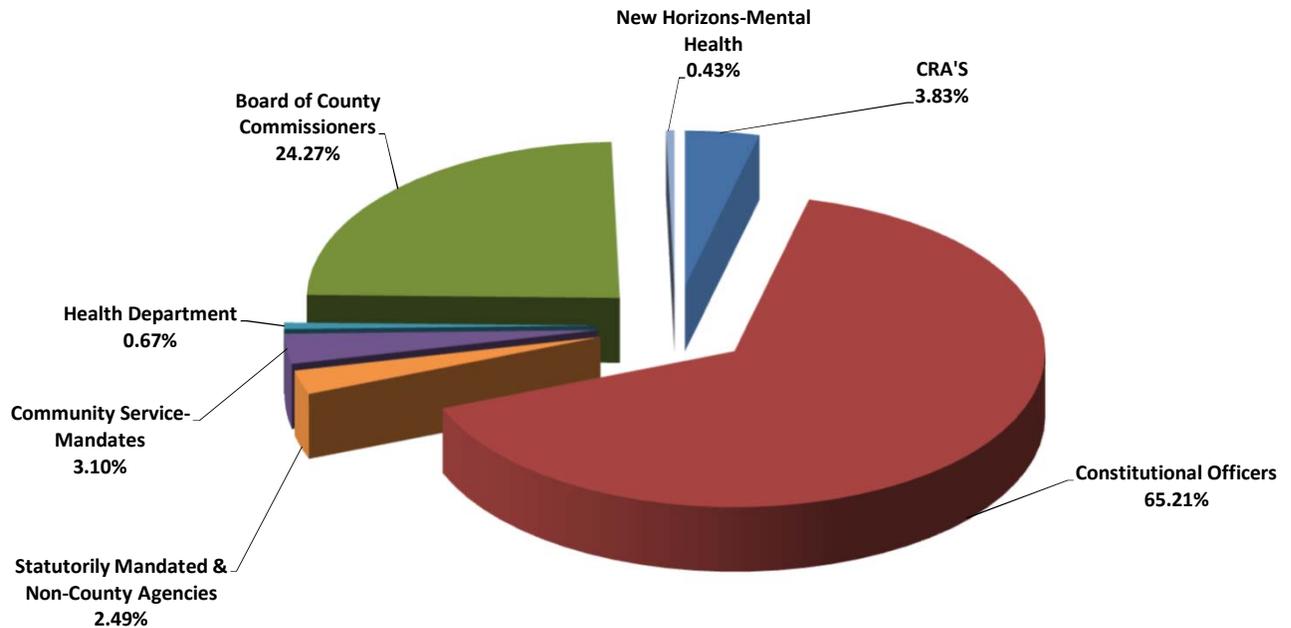


FISCAL YEAR	GENERAL	FINE & FORFEITURE	COMBINED	FISCAL YEAR	GENERAL	FINE & FORFEITURE	COMBINED
1990	3.0100	4.1562	7.1662	2006	4.2619	2.9807	7.2426
1991	2.5314	4.6258	7.1572	2007	4.2734	2.3778	6.6512
1992	2.3617	4.6769	7.0386	2008	4.2299	1.9352	6.1651
1993	3.4438	4.3393	7.7831	2009	3.6173	2.5478	6.1651
1994	3.3561	4.2804	7.6365	2010	2.7694	3.3957	6.1651
1995	2.9942	4.5227	7.5169	2011	2.8707	3.9699	6.8406
1996	2.9565	4.5230	7.4795	2012	2.9221	3.9699	6.892
1997	2.5596	4.9233	7.4829	2013	2.9221	3.9699	6.892
1998	2.6595	4.7356	7.3951	2014	2.9221	3.9699	6.892
1999	2.7328	4.8466	7.5794	2015	3.7764	3.2699	7.0463
2000	3.1328	4.4466	7.5794	2016	4.1273	3.2699	7.3972
2001	2.8486	4.7308	7.5794	2017	4.1077	3.2838	7.3915
2002	2.9639	4.6155	7.5794	2018	4.1077	3.4538	7.5615
2003	2.9639	4.6155	7.5794	2019	4.1077	3.4538	7.5615
2004	4.0728	3.5066	7.5794	2020	4.3077	3.2324	7.5401
2005	4.1248	3.3178	7.4426	2021	4.2077	3.2324	7.4401

**DISTRIBUTION OF GENERAL FUND AND FINE & FORFEITURE AD VALOREM TAX REVENUES  
FISCAL YEAR 2020-2021**

1	TOTAL GENERAL FUND & FINE & FORFEITURE AD VALOREM TAX REVENUE *		<b>\$166,838,345</b>
2	ALLOCATIONS/FEES TO CONSTITUTIONAL OFFICERS		\$108,799,029
3	STATUTORILY MANDATED & OTHER NON-COUNTY AGENCIES		
	HEALTH DEPARTMENT	\$1,122,647	
	NEW HORIZONS-MENTAL HEALTH	\$712,843	
	COMMUNITY SERVICES-MANDATES		
	HEALTH CARE RESP. ACT	\$50,000	
	MEDICAID HOSPITAL	\$5,097,808	
	PAUPER BURIALS	<u>\$25,000</u>	
	TOTAL COMMUNITY SERVICES-MANDATES	\$5,172,808	
	OTHER MANDATES & NON-COUNTY AGENCIES	<u>\$4,156,188</u>	
	TOTAL STATUTORILY MANDATED & OTHER NON-COUNTY AGENCIES		\$11,164,486
4	COMMUNITY REDEVELOPMENT AGENCY'S (CRA'S)		
	CITY OF PORT ST. LUCIE	\$2,415,070	
	CITY OF FORT PIERCE	<u>\$3,974,794</u>	
	TOTAL CRA'S		\$6,389,864
5	SUB-TOTAL		<u>\$126,353,379</u>
6	NET AVAILABLE FOR BOARD ALLOCATIONS		<b>\$40,484,966</b>
*	Total anticipated Ad Valorem revenue less statutorily mandated 5%.		

**DISTRIBUTION OF GENERAL FUND AND FINE & FORFEITURE AD VALOREM TAX REVENUES  
FISCAL YEAR 2020-2021**

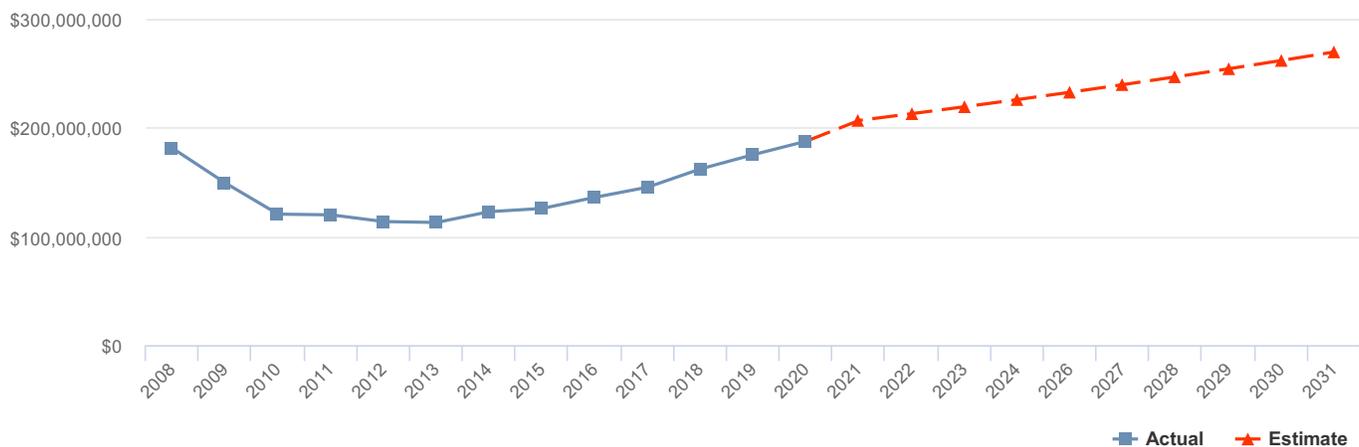


# MAJOR REVENUES

## Description

The Ad Valorem Tax is levied against all property within the County and is based on the Taxable Assessed Value. The Tax Collector sends bills to property owners in October with the option of paying a discounted amount if the bill is paid between November and March. State statutes prohibit the County from budgeting less than 95% of the total amount it expects to receive, and the Florida Constitution limits the amount of Ad Valorem millage the counties may levy to 10 mills.

## Ad Valorem



## Legal Authority

Florida Statute, Chapter 200

## Fund / Account Number

Various Funds/311XXX

## Discussion and Concerns

The Board of County Commissioners is continuing their efforts to alleviate the amount of taxes borne by the property owners by encouraging environmentally friendly industries and retailers to locate within St. Lucie County. Their Job Incentive Program has been successful in attracting companies like Liberty Medical, Torrey Pines and a Wal-Mart Distribution Center. Each entity has or will add a number of jobs that pay well above the average wage that county residents have received in the past. In January of 2008, the State of Florida imposed legislation regarding property tax reform. This legislation combined with falling property values, lead to a reduction in ad valorem revenue beginning in fiscal years 2009 through 2016.

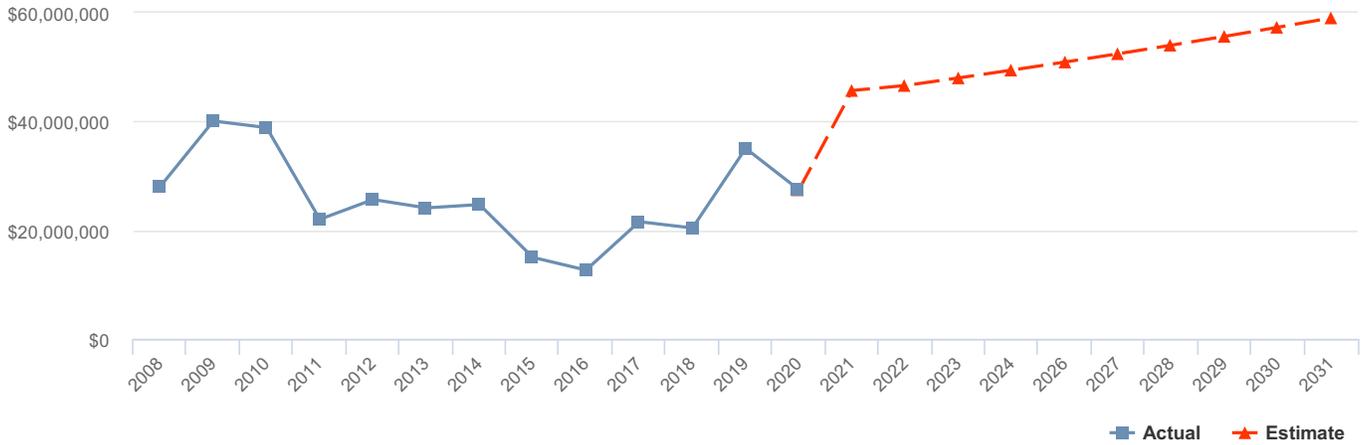
## Assumptions and Projections

The fiscal year 2021 budget reflects the total taxes levied. However, discounts are allowed for early payment at the rate of 4% in November, 3% in December, 2% in January, and 1% in February. As a result, the actual collections are less than the taxes levied.

**Description**

Intergovernmental Revenues include Federal, State and Local grants, the Half-Cent Sales Tax, State Shared Revenue, and Gasoline Taxes (with the exception of those designated Local Option). For the purpose of this report, revenues received from the Half-Cent Sales Tax, State Shared Revenue and all Gasoline Taxes are reported in separate sections.

**Intergovernmental Revenue**



**Legal Authority**

**Fund / Account Number**

Various Funds/33XXXX

**Discussion and Concerns**

Although Revenues generated through grants have not been consistent year to year; they do show an upward trend. Given the recent economic situation and its impact on the State and Federal Governments, there are reduced grant opportunities available. Due to the timing of grants starting and ending during the fiscal year, and to the spending pattern of the currently active grants, not all of the grant revenues are reflected in Fiscal Year 2021's Estimate. Fiscal year 2020 saw a reduction in intergovernmental revenue, which was related to COVID-19.

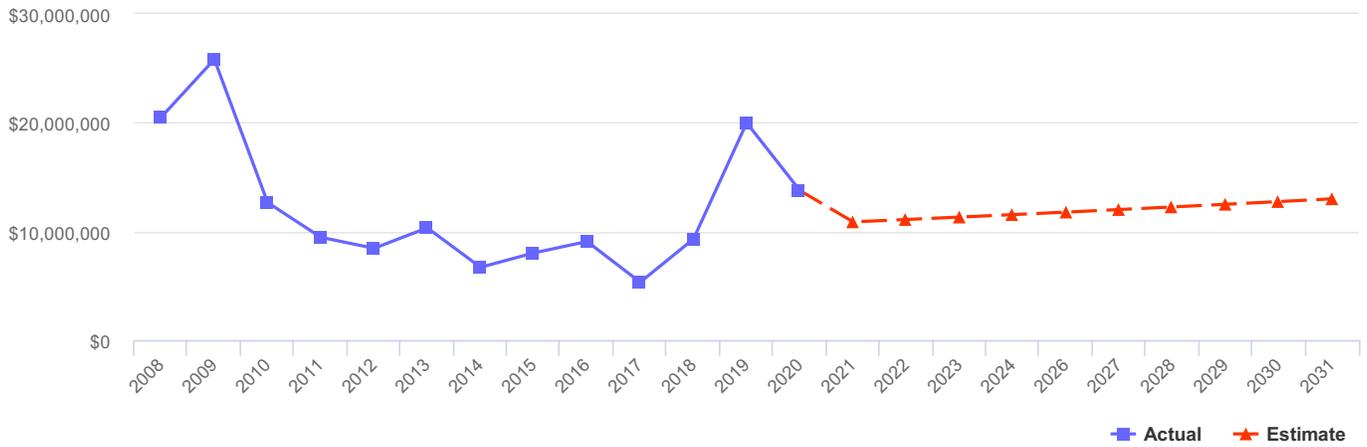
**Assumptions and Projections**

Staff expects revenues to increase next fiscal year, and then expects revenues to generate an estimated 2% annual increase each year thereafter.

**Description**

This source of revenue is mainly comprised of earned interest, rent/lease agreement, reimbursements and concession receipts.

**Interest and Miscellaneous Revenue**



**Legal Authority**

N/A

**Fund / Account Number**

Various Funds/36XXXX

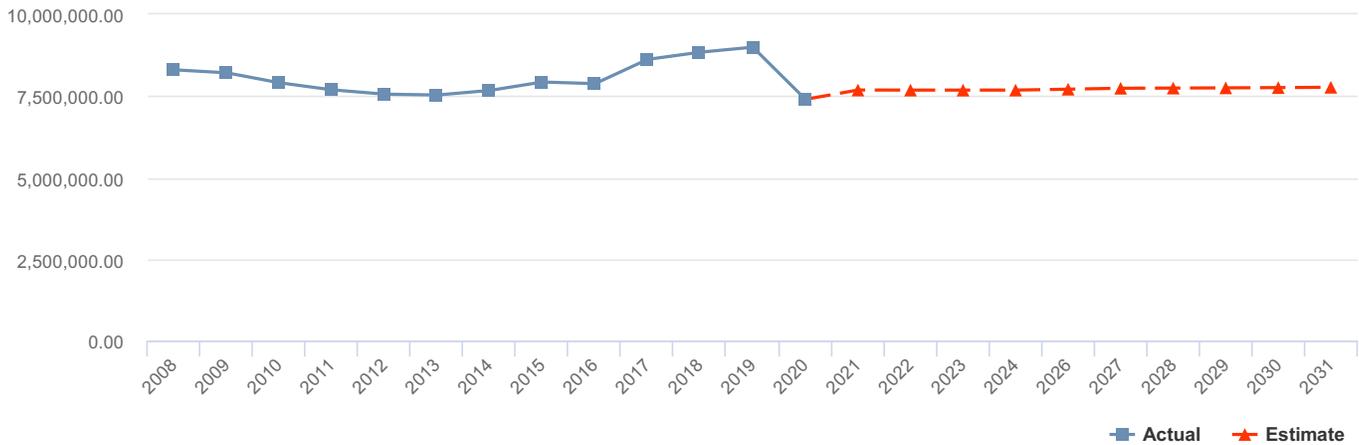
**Assumptions and Projections**

Due to the erratic nature of this revenue source, it is impossible to accurately predict future income. In the interest of long-range planning, staff has prepared projections based on the following assumptions: 1) Interest rates will remain relatively level for the foreseeable future. 2) Departments, particularly Public Works and Parks, Recreation & Facilities, and Airport, will begin spending more of the funds allocated to them for capital improvement projects. 3) This increased spending will reduce the amount of funds on deposit resulting in a further reduction in earned interest. Based on the above assumptions, we project Interest and Miscellaneous Revenue income to remain stable.

**Description**

In addition to the Constitutional Gas Taxes and the County Gas Tax, local governments are authorized to levy up to 12 cents of local option fuel taxes in the form of three separate gas taxes. The first is a 1 to 6-Cent Local Option Gas Tax imposed on every gallon of motor and diesel fuel sold within the County. The second is a 1 to 5-Cent Local Option Gas Tax imposed on every gallon of motor fuel sold. The third is a tax of one-cent on every gallon of motor and diesel fuel sold. Revenue collected from the Local Option Gas Taxes is distributed between the County and the municipalities of Fort Pierce, Port St. Lucie and St. Lucie Village according to interlocal agreements. These distributions are based on a moving five-year accumulation of reported transportation related expenditures by each entity.

**Gasoline Taxes**



**Legal Authority**

Constitutional Gas Tax, Florida Constitution Art. XII, s. 9(c) (4), F.S. Chapter 206.41 and 206.47 Local Option Gas Tax, F.S. Chapter 336.025 (1) (a & b) Ninth-Cent Fuel Tax, F.S. Chapter 336.021 County Fuel Tax, F.S. Chapter 206.60

**Fund / Account Number**

101 / 312410, 312425, 312300, 335420, 335490, 335491, & 335495

**Discussion and Concerns**

The Ninth Cent Gas Tax was approved effective September 1, 1995 and will continue until repealed. The Local Option 1-6 Gas Tax and the Local Option 1-5 Cent Gas Tax are set up to run through December 31, 2023, unless extended by the Board.

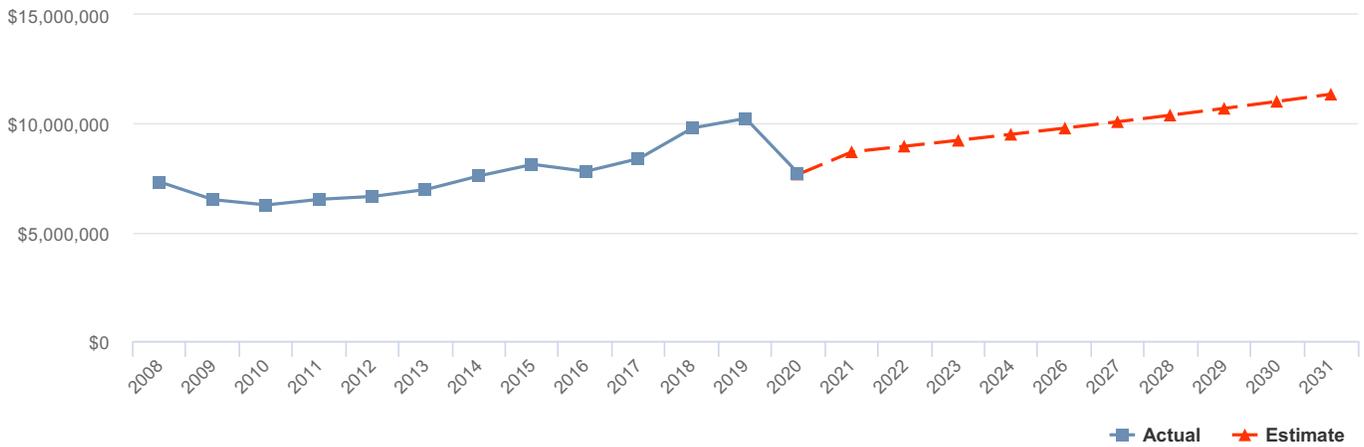
**Assumptions and Projections**

After considering the expected reduction in Local Option Gas Tax revenue due to the allocation formula, staff is projecting an annual reduction of 2% in total gas tax revenue.

**Description**

Local Governments receive a share of the State sales tax collections that is roughly equal to, and is referred to as, the “Half-Cent” Sales Tax. It generates the largest amount of revenue for local governments than any other State shared revenue program.

**Half-Cent Sales Tax**



**Legal Authority**

Florida Statutes Chapter 218, Part IV

**Fund / Account Number**

001, 102, 215/335180

**Discussion and Concerns**

Beginning in fiscal year 2005, Article V, Revision 7 reduced this source of revenue. The legislature diverted a portion of the Half Cent Sales Tax to help fund the courts. After the initial reduction, the normal growth in this revenue resumed and was passed on to the counties. Due to the economy, we have been experiencing a reduction of half-cent sales tax over the last few years, as seen in 2008 through 2010. But, from recent activity in the economy, the half-cent sales tax revenue trend has shown an improvement from 2011 to 2019. Fiscal year 2020 saw a reduction in intergovernmental revenue, which was related to COVID-19.

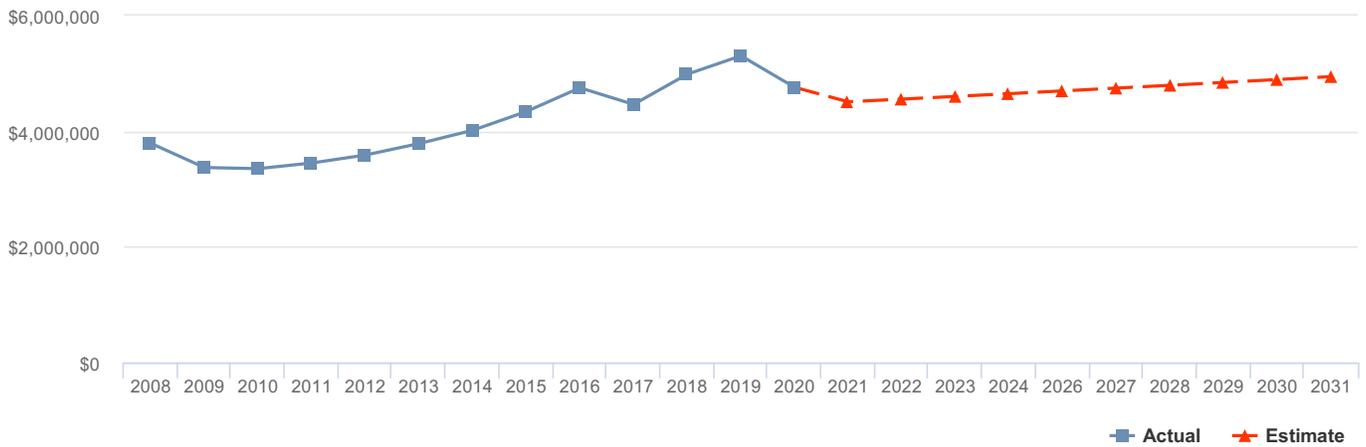
**Assumptions and Projections**

We are taking a conservative approach when budgeting anticipated revenue from the Half-Cent Sales Tax. Staff projects a 3% annual increase in half-cent sales tax revenue beginning in fiscal year 2021.

**Description**

The Florida State Department of Revenue uses an established formula to apportion to each eligible county a certain amount of revenue collected from cigarette and intangible taxes levied by the State. The formula is based on county population, unincorporated population, and county sales tax collections. Distributions are usually consistent from month to month with the exception of July when the State makes an annual adjustment based on the past fiscal year collections.

**State Shared Revenue**



**Legal Authority**

Florida Statutes Chapter 218 Part II, the Florida Revenue Sharing Act of 1972

**Fund / Account Number**

001, 217/335120

**Discussion and Concerns**

Beginning in Fiscal Year 1999 the State Legislature reduced the Intangibles Tax with the intent of eventually eliminating it. This was the main source of Shared Revenue receipts allocated to the counties. During the fiscal year 2000 session, legislators agreed to replace most of the lost revenue with an increase in State sales tax distributions using Fiscal Year 1999-2000 as the base year. The Article V, Revision 7 Constitutional Amendment, reduced this source of revenue in fiscal year 2005. Fiscal year 2020 saw a reduction in intergovernmental revenue, which was related to COVID-19.

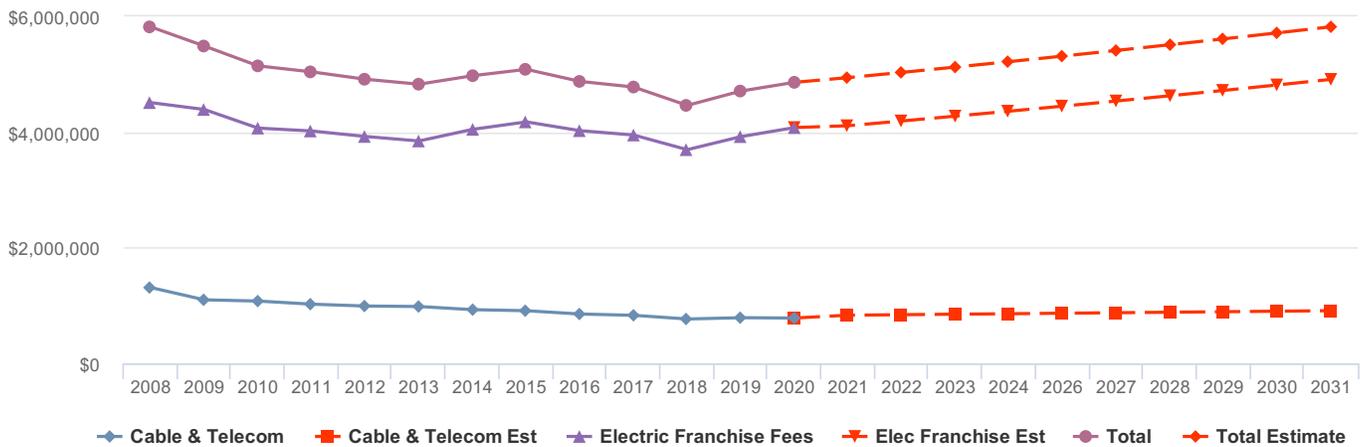
**Assumptions and Projections**

Beginning in fiscal year 2021, staff predicts this revenue stream to increase by 3% annually.

**Description**

The County negotiated agreements with the Florida Power and Light Company (FPL) and the Fort Pierce Utilities Authority (FPUA) allowing each a non-exclusive franchise to operate facilities within County rights-of-ways in the unincorporated areas of the County. In consideration for the franchise, each entity has agreed to pay a fee. In the case of the electric companies, this fee is remitted to the County. In addition, fees charged to telecommunications related companies pay the fee to the State who then distributes the revenue to each respective county. This fee is an agreed upon percentage of their revenues, less actual write-offs, which are 'billed' to customers living within the unincorporated area of the County.

**Franchise and Privilege Fees**



**Legal Authority**

N/A

**Fund / Account Number**

Various Funds / 315000, 323150, & 323100

**Discussion and Concerns**

The Communications Services Tax Simplification Law, Chapter 00-260 Laws of Florida (the Communications Tax Law) combined State and local taxes under a single law administered by the Florida Department of Revenue (DOR). Beginning October 1, 2001, all communication services are taxed at the same rate. The Communications Tax Law repealed all State, county and municipal taxes and fees on communications services and replaced them with a new, simplified communications services tax.

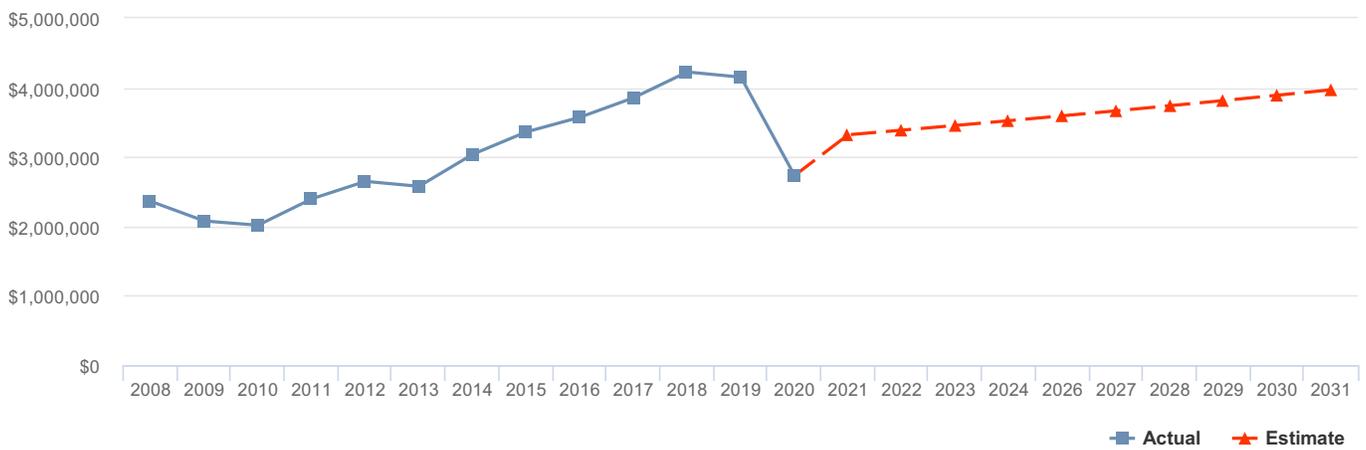
**Assumptions and Projections**

St. Lucie County began collecting Franchise and Privilege Fees in Fiscal Year 1998. Receipts from this source have grown significantly each year. From fiscal years 2006 through 2014, there was a gradual decline attributed to the declining economy. The major contributors to this source are the electric companies but blending the three streams results in a projected 2% annual growth rate beginning in fiscal year 2021.

**Description**

In 1984, the County's voters approved a referendum levying a two cent Tourist Development Tax. Revenue from these two cents is pledged to pay for the St. Lucie County Sports Complex operations and to the extent available, to pay for debt service on industrial revenue bonds issued to finance construction of the stadium complex. In 1987, the Board of County Commissioners adopted Ordinance No. 87-82 levying a third cent tourist development tax to promote and advertise tourism in St. Lucie County. By adopting Ordinance No. 97-14 in 1997, the Board levied a fourth cent for the express purpose of paying debt service on bonds issued to finance the renovation of the St. Lucie County Sports Complex. In 2003, the Board approved Ordinance 03-12, levying a fifth cent for the purpose of paying debt service on bonds issued to finance improvements at the St. Lucie County Sports Complex and to pay for capital facilities that promote tourism at the St. Lucie County Fairgrounds and the area north of Midway Road.

**Tourist Development Tax**



**Legal Authority**

Florida Statutes, Section 125.0104

**Fund / Account Number**

162/312100, 262/312100, 610/312100, and 611/312100

**Discussion and Concerns**

Generally, collections of the Tourist Development Tax have shown a positive trend, and we expect this positive trend to continue. The county's 'Investment for the Future' program has resulted in improved access to the local beaches, construction of additional boat ramps and improvements to existing ones, all of which will attract additional visitors. Fiscal year 2020 saw a reduction in intergovernmental revenue, which was related to COVID-19.

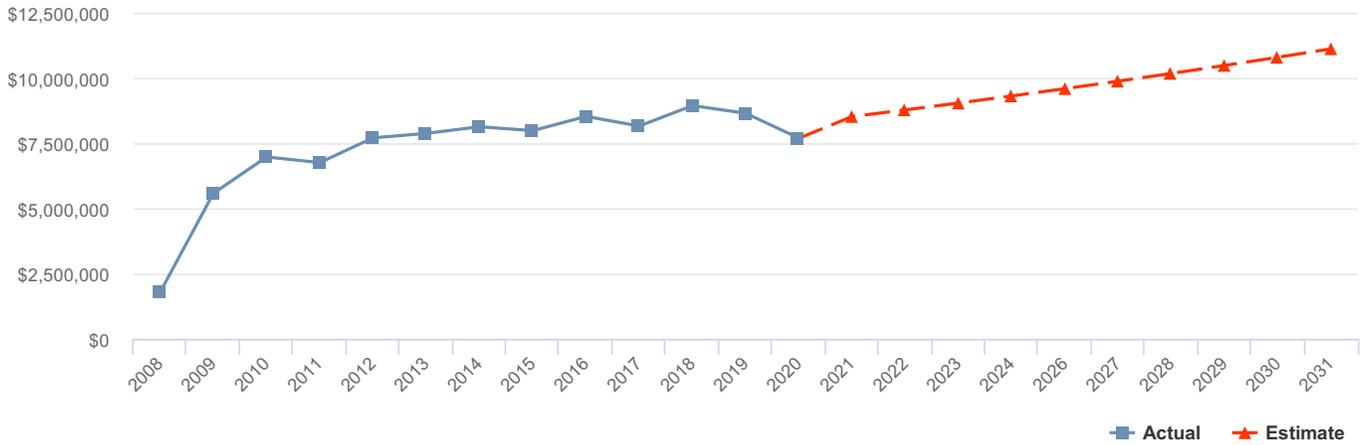
**Assumptions and Projections**

Realizing that this source of revenue is highly correlated with the tourist industry and the state of the economy, staff anticipates the annual rate of change to increase as the economy improves. However, due to the impact of the COVID-19 pandemic, staff projects an initial revenue drop in fiscal year 2020. Staff projects Tourist Development Tax Revenues will increase by an average annual rate of 2% starting in fiscal year 2021.

**Description**

This revenue source includes occupational licenses, building permits, special assessments and certification fees. Impact fees are normally considered a part of this classification of revenue; however, because this source is not normally recognized until it is expended; staff has chosen not to include impact fees in this analysis.

**Licenses and Permits**



**Legal Authority**

N/A

**Fund / Account Number**

Various Funds/32XXXX

**Discussion and Concerns**

Before 1972, the State had imposed an occupational license tax and shared the revenues with the counties. In 1972, Florida repealed the State tax and authorized counties to impose an occupational tax at the State rate then in effect. Chapter 80-274, Laws of Florida, authorized an increase in the tax but capped the rate of increase.

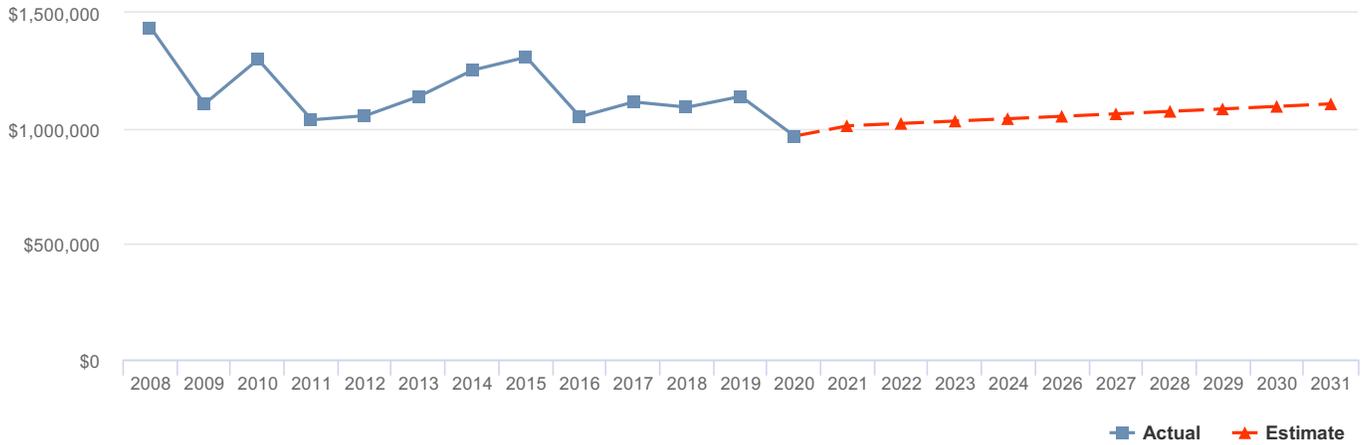
**Assumptions and Projections**

Rapid growth in the area lead to increased revenue from building permits. Building permits dropped in fiscal years 2006 through 2009 as a result of a slowdown in the housing market. Changes in the State's chart of accounts reclassified expenses for capital improvement assessments and solid waste assessments into this category during fiscal year 2009. Future growth is anticipated to continue at a rate of 3% per year beginning in fiscal year 2021.

**Description**

This revenue source includes revenues received from fines and penalties imposed for the commission of statutory offenses and violation of unlawful administrative rules and regulations. Forfeits include revenues resulting from confiscation of deposits or bonds held as performance guarantees and proceeds from the sale of contraband property seized by law enforcement agencies.

**Fines and Forfeits**



**Legal Authority**

N/A

**Fund / Account Number**

Various Funds/35XXXX

**Discussion and Concerns**

In FY 2005, there was a large decline in the revenues due to the Article V, Revision 7 Constitutional Amendment that diverted fine and forfeiture revenue from the County and to the State.

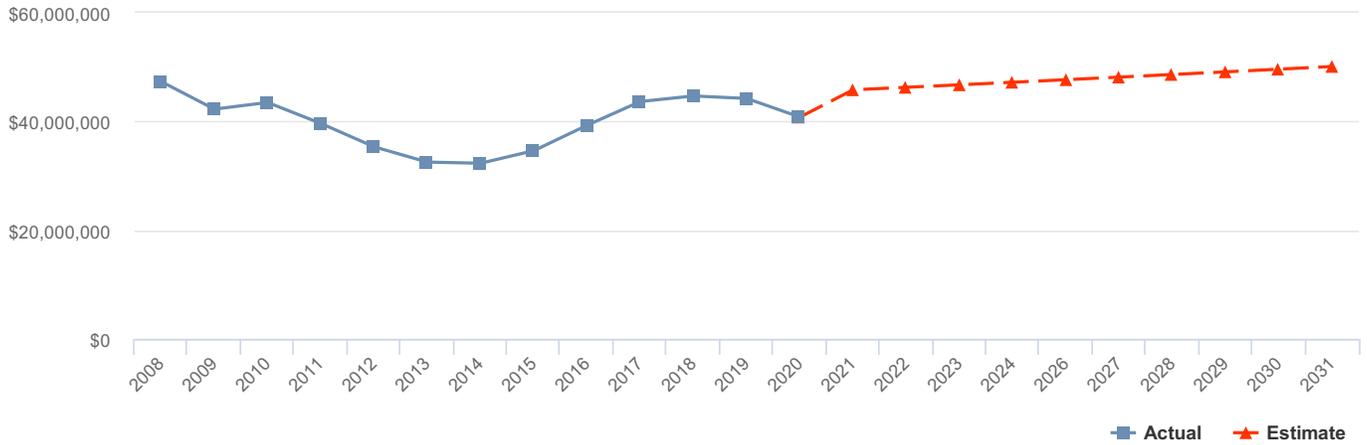
**Assumptions and Projections**

The County expects this revenue source to slow in growth in in the outer years.

**Description**

This revenue source reflects all revenues stemming from charges for current services including recording fees, insurance reimbursements, and insurance premiums charged to county departments, landfill fees, water fees, and sewer fees. These sources are estimated using trend analysis.

**Charges for Service**



**Legal Authority**

N/A

**Fund / Account Number**

Various Funds/34XXXX

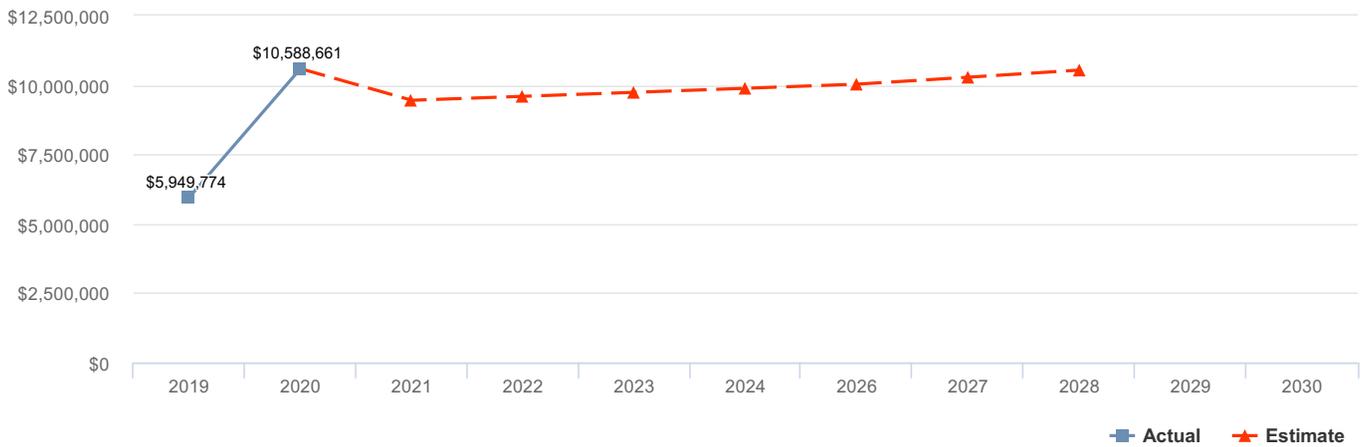
**Assumptions and Projections**

In fiscal year 2005, the County began receiving an additional service charge of \$2 per page for instruments recorded in the official records. This revenue is to be used exclusively to fund court-related technology and court technology needs as defined in Florida Statute 29.008(1) (f) 2 and (h). This revenue source is expected to remain stable.

**Description**

This revenue source is a 0.5% increase to the existing 6.5% sales tax that is currently levied in St. Lucie County. The levy of this tax was put to referendum in November 2018, and was passed by the voters. Revenues generated from the tax can only be used on infrastructure projects in St. Lucie County. The tax will not be applied to gas purchases or unprepared food (i.e. groceries). For automobile purchases, the tax is only applied to the first \$5,000 of the purchase, or a \$25 cap. This surtax expires in ten years.

**Infrastructure Sales Tax**



**Legal Authority**

Florida Statute 212.08

**Fund / Account Number**

319 / 312600

**Assumptions and Projections**

This surtax is projected to generate approximately \$10 million per year.

**St. Lucie County Board of County Commissioners  
Fiscal Year 2021 Recommended Full Time Equivalent Summary**

**Board of County Commissioners**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recommended</b>	<b>Change</b>
BOCC - District 1	2.00	2.00	2.00	0.00
BOCC - District 2	2.00	2.00	2.00	0.00
BOCC - District 3	2.00	2.00	2.00	0.00
BOCC - District 4	2.00	2.00	2.00	0.00
BOCC - District 5	2.00	2.00	2.00	0.00
	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>

**County Attorney**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recommended</b>	<b>Change</b>
County Attorney	9.00	10.00	10.00	0.00
Criminal Justice	24.00	26.00	26.00	0.00
	<b>33.00</b>	<b>36.00</b>	<b>36.00</b>	<b>0.00</b>

**County Administration**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recommended</b>	<b>Change</b>
Communications	4.00	4.00	5.00	1.00
County Administration	7.00	6.00	6.00	0.00
Innovation & Performance Management	3.00	3.00	2.00	-1.00
Legislative Affairs	0.00	2.00	2.00	0.00
Research & Education Park	1.00	1.00	1.00	0.00
Tourism	2.50	3.00	3.00	0.00
	<b>17.50</b>	<b>19.00</b>	<b>19.00</b>	<b>0.00</b>

**Information Technology**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recommended</b>	<b>Change</b>
Information Technology	34.00	34.00	34.00	0.00
	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>	<b>0.00</b>

**Human Resources**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recommended</b>	<b>Change</b>
Human Resources	8.85	8.80	7.65	-1.15
Insurance Program	1.80	1.10	1.20	0.10
Risk Management	1.35	2.10	3.15	1.05
	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>0.00</b>

**Office of Management & Budget**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recommended</b>	<b>Change</b>
Management & Budget	6.00	6.00	7.00	1.00
Purchasing	4.00	4.00	4.00	0.00
	<b>10.00</b>	<b>10.00</b>	<b>11.00</b>	<b>1.00</b>

**Community Services**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recommended</b>	<b>Change</b>
Housing Services	5.00	5.00	5.00	0.00
Human Services	8.00	8.00	8.00	0.00
Transit	5.00	5.00	5.00	0.00
Veteran Services	11.00	11.00	10.00	-1.00
	<b>29.00</b>	<b>29.00</b>	<b>28.00</b>	<b>-1.00</b>

**Extension**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recommended</b>	<b>Change</b>
Extension	11.00	11.50	11.50	0.00
	<b>11.00</b>	<b>11.50</b>	<b>11.50</b>	<b>0.00</b>

**St. Lucie County Board of County Commissioners  
Fiscal Year 2021 Recommended Full Time Equivalent Summary**

Environmental Resources

	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recommended</b>	<b>FY 2021 Change</b>
Admin - Environmental Resources	2.00	2.00	3.00	1.00
Environmental Education	5.00	4.47	4.47	0.00
Land Management	13.00	13.00	12.00	-1.00
	20.00	19.47	19.47	0.00

Facilities

	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recommended</b>	<b>FY 2021 Change</b>
Building Maintenance Operations	37.95	28.00	27.00	-1.00
Capital Projects & Construction Mgmt.	12.00	14.00	14.00	0.00
Facilities Administration	10.00	4.00	4.00	0.00
Records Mgmt. & Facility Logistics	11.82	28.77	29.77	1.00
	71.77	74.77	74.77	0.00

Library Services

	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recommended</b>	<b>FY 2021 Change</b>
Library Services	63.00	63.50	63.50	0.00
	63.00	63.50	63.50	0.00

Mosquito Control & Coastal Management Svcs

	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recommended</b>	<b>FY 2021 Change</b>
Admin - Mosquito Control	4.50	4.53	4.53	0.00
Coastal Management Services	2.00	2.00	2.00	0.00
Impoundment Operations	9.00	9.00	9.00	0.00
Inspection Division	13.86	13.86	13.86	0.00
	29.36	29.39	29.39	0.00

Parks and Recreation

	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recommended</b>	<b>FY 2021 Change</b>
Admin - Parks and Recreation	3.00	3.00	3.00	0.00
Fairwinds Golf Course	17.40	17.40	17.40	0.00
Parks & Special Facilities	69.67	68.17	64.37	-3.80
Regional Parks & Stadiums	47.63	49.83	53.63	3.80
	137.70	138.40	138.40	0.00

Air & Seaport

	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recommended</b>	<b>FY 2021 Change</b>
Port	3.00	3.00	2.00	-1.00
Treasure Coast International Airport	8.50	8.50	8.50	0.00
	11.50	11.50	10.50	-1.00

Planning & Development Services

	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recommended</b>	<b>FY 2021 Change</b>
Admin. - Planning & Development Svc.	2.33	2.33	3.08	0.75
Building and Code Regulation	34.17	35.47	38.93	3.46
Planning	14.33	14.03	12.82	-1.21
	50.83	51.83	54.83	3.00

Public Safety

	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recommended</b>	<b>FY 2021 Change</b>
Public Safety - Animal Control	5.00	5.00	5.00	0.00
Public Safety - Cent. Communications	66.34	66.34	67.00	0.66
Public Safety - Emergency Mgmt.	4.00	5.00	4.34	-0.66
Public Safety - Marine Safety	8.50	8.50	8.50	0.00
Public Safety - RAD Plan	2.00	2.00	2.00	0.00
	85.84	86.84	86.84	0.00

**St. Lucie County Board of County Commissioners**  
**Fiscal Year 2021 Recommended Full Time Equivalent Summary**

Public Works

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recommended</b>	<b>Change</b>
Administration - Public Works	4.00	4.00	4.00	0.00
Engineering	24.00	25.00	25.00	0.00
Road & Bridge	56.00	56.00	56.00	0.00
Water Quality	10.33	12.33	12.33	0.00
	94.33	97.33	97.33	0.00

Public Utilities

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Recommended</b>	<b>Change</b>
Solid Waste & Recycling	56.80	56.80	67.60	10.80
Utilities	9.20	9.20	9.40	0.20
	66.00	66.00	77.00	11.00

Total County FTEs	786.83	800.53	813.53	13.00
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## St. Lucie County Board of County Commissioners Fiscal Year 2021 Position Changes

Department/Division	Change in Positions	Comment
<b>County Administration</b>		
Communications	1.00	FY20 (1.00) FTE for Webmaster position, reallocated from Veterans Division
Innovation & Performance Mgmt.	-1.00	Transfer of a (-1.00) position to OMB, Budget Division
	<u>0.00</u>	
<b>Human Resources</b>		
Human Resources	-1.15	1.15 decrease, reallocated (-1.05) FTE to Risk Management Division and (-.10) FTE to Insurance Program
Insurance Program	0.10	.10 FTE position increase from Human Resources Division
Risk Management	1.05	1.05 FTE Reallocation from Human Resources to Risk Management
	<u>0.00</u>	
<b>Office of Management &amp; Budget</b>		
Management & Budget	1.00	Budget Analyst position transferred from the Innovation and Performance Management Division (1.00)
	<u>1.00</u>	
<b>Community Services</b>		
Veterans	-1.00	FY20 (1.00) position transferred to Communications Division, Webmaster position
	<u>-1.00</u>	Transferred and reclassified to Human Resources
<b>Facilities</b>		
Building Maintenance Operations	-1.00	Transfer of a position to Records Mgt. & Facility Logistics Division
Records Mgt. & Facility Logistics	1.00	The addition of a position from the Building Maintenance Division
	<u>0.00</u>	
<b>Parks and Recreation</b>		
Parks & Special Facilities	-3.80	(-3.80) Reallocation of LPCC personnel to Regional Parks & Stadiums
Regional Parks & Stadiums	3.80	(3.80) Reallocation of Lincoln Park staff from Parks & Special Facilities to Regional Parks & Stadiums
	<u>0.00</u>	
<b>Air &amp; Seaport</b>		
Port	-1.00	(1.00) removed positions; funds transferred to Professional Services
	<u>-1.00</u>	
<b>Planning &amp; Development Services</b>		
Admin-Planning & Dev Services	1.00	New Positions, Transportation Administrator (1.00 fund 102)
Bldg. & Code Regulation	2.00	New Positions, Plan Reviewer (1.00 FTE), Assistant Bldg. Official (1.00 FTE)
	<u>3.00</u>	
<b>Public Safety</b>		
Communications	0.66	Change in job classification for division creating (0.66 FTE)
Emergency Management	-0.66	Change in job classification for reduction (-0.66 FTE)
	<u>0.00</u>	
<b>Public Utilities</b>		
Solid Waste & Recycling	10.80	FY 20 installation of Single Stream second shift of 11 FTEs to accommodate the MOU with Indian River County and FY21 reallocation (reduction) of 0.20 FTE of Director salary from Solid Waste to Utilities Division
Utilities	0.20	FY21 reallocation of 0.20 FTE of Director's salary to the Utilities Division
	<u>11.00</u>	
<hr/>		
<b>Total County FTE's Change in Positions</b>	<b>13.00</b>	

BUDGET BY  
FUND

**ST. LUCIE COUNTY  
FUND DEFINITIONS**

**FUND DEFINITIONS:**

An independent fiscal and accounting entity consisting of a self-balancing set of accounts for recording cash and/or other assets together with related liabilities, reserves, and equities segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with certain defined regulations, restrictions, and limitations.

**GOVERNMENTAL FUND TYPES:**

These are funds through which most governmental functions typically are financed.

**001 GENERAL FUND**

To account for all financial resources except those required to be accounted for in another fund. Most government entities maintain a General Fund.

**101-199 SPECIAL REVENUE FUNDS**

To account for the proceeds of specific revenue sources which are restricted to expenditures for a specific purpose other than debt service or capital projects.

**201-299 DEBT SERVICE FUNDS**

To account for financial resources that are restricted, committed, or assigned to expenditure for principal and interest.

**301-399 CAPITAL PROJECT FUNDS**

To account for financial resources that are restricted, committed, or assigned to expenditure for capital outlays.

**PROPRIETARY FUNDS:**

These funds are used to account for government activities that are similar to a business.

**401-499 ENTERPRISE FUNDS**

To account for the operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

**501-599 INTERNAL SERVICE FUNDS**

To account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis.

**FIDUCIARY FUNDS:**

These are funds held in trust by government for the benefit of individuals or other entities.

**601-699 TRUST AND AGENCY FUNDS**

To account for assets held by a government in a purely custodial capacity.

Source: State of Florida, Uniform Accounting System Manual, 2011 Edition.

# ST. LUCIE COUNTY FUND DESCRIPTIONS

FUND	FL STATUTE	SOURCES AND USES
<b><u>GENERAL FUND</u></b>		
001 GENERAL FUND	129.02 (1) F.S.	REV Ad Valorem Taxes, Sales Tax, Licenses, Racing Tax, User fees, "General" revenue EXP: Parks & Recreation Services, Central Services, Health Services, Administrative, Property Appraiser, Tax Collector, Clerk to Board, Supervisor of Elections, General, Commission
<b><u>SPECIAL REVENUE FUNDS</u></b>		
101 TRANSPORTATION TRUST	129.02 (2) F.S.	REV Gas Taxes, Franchise Fees, Impact Fees, Mobile Home Tags, EXP: Capital Transportation Projects, Road & Bridge, Engineering, Public Works Administration
102 UNINCORPORATED SERVICES	129.01 (2) F.S.	REV Ad Valorem Taxes, Fees, Fines EXP: Planning, Economic Development, Building & Zoning, Code Compliance, Community Development, Admin, Animal Control, Urban Forester
102001 DRAINAGE MAINTENANCE MSTU	129.01 (2) F.S.	REV Ad Valorem EXP: Stormwater Drainage
103 LAW ENFORCEMENT MSTU	129.01 (2) F.S.	REV Ad Valorem EXP: Transfer to fund 107 for Unincorporated Area Road Patrol
104 GRANTS & DONATIONS	129.01 (2) F.S.	REV Grants EXP: Grant Projects
105 LIBRARY SPECIAL GRANTS	129.01 (2) F.S.	REV State Library Grant, Donations EXP: Library
107 FINE & FORFEITURE FUND	129.02 (3) F.S.	REV Ad Valorem Taxes, Fines, E911 Fee EXP: Sheriff, Judicial, Central Communications, Facilities (Jail & Judicial Maintenance)
109 DRUG ABUSE TRUST FUND	129.01 (2) F.S.	REV Fees EXP: Drug Abuse Programs
111-139 SPECIAL DISTRICTS, MSBU's, MSTU's	129.01 (2) F.S.	REV Ad Valorem Taxes, Special Assessments EXP: Street Lights, Road/Drainage Improvements to special districts, Parks, Transit
140 AIRPORT FUND	129.01 (2) F.S.	REV FAA Grants, FDOT Grants, Ad Valorem Taxes, Airport Operating Revenue EXP: Airport Expansion, Port Improvement, Airport operations
140001 SEAPORT FUND	129.01 (2) F.S.	REV Operating Revenue, FDOT Grants, FIND Grants

## ST. LUCIE COUNTY FUND DESCRIPTIONS

FUND	FL STATUTE	SOURCES AND USES
		EXP: Seaport Capital Improvements, Seaport operations
141	AIRPORT REVOLVING LOAN FUND 129.01 (2) F.S.	REV Reimbursement Revenue EXP: Revolving Loan
142	SEAPORT MSBU DEVELOPMENT 129.01 (2) F.S.	REV Special Assessments EXP: Seaport Development
145-147	MOSQUITO CONTROL FUNDS 129.02 (6) F.S.	REV Ad Valorem Taxes, State Allocation, Grants EXP: Mosquito Control
150	IMPACT FEES 129.01 (2) F.S.	REV Impact Fees EXP: Administration Operations
160	PLAN MAINTENANCE RAD FUND 129.01 (2) F.S.	REV FPL/State Grant EXP: Radiological Planning and Exercises
162	TOURISM DEV - 5TH CENT 129.01 (2) F.S.	REV Tourism Dev- 5th Cent EXP: Sports Complex Parks and Recreation Improvements
170	COURT FACILITIES FUND 129.01 (2) F.S.	REV Court Fees EXP: Judicial Maintenance & Capital
181	SLC HOUSING FINANCE AUTHORITY 129.01 (2) F.S.	REV Residual Funds from Loan program  EXP: St. Lucie County Housing Authority
182	ENVIRONMENTAL LAND ACQUISITION 129.01 (2) F.S.	REV Ad Valorem Taxes  EXP: Environmental Land Acquisition
183	COURT ADMINISTRATOR 129.01 (2) F.S.	REV Transfer from Fine & Forfeiture (Fund 107), Grants, Circuit Counties Share EXP: Court Administrator, Mediation
184	EROSION CONTROL OPERATING FUND 129.02 (6) F.S.	REV Ad Valorem Taxes EXP: Erosion Control Operations, Maintenance, Construction
185	HOUSING ASSISTANCE (SHIP) 129.01 (2) F.S.	REV Grants EXP: Housing Assistance Program

## ST. LUCIE COUNTY FUND DESCRIPTIONS

FUND	FL STATUTE	SOURCES AND USES
187	BOATING IMPROVEMENT PROJECTS 129.01 (2) F.S.	REV Vessel Fees  EXP: Interest on Projects
188	BLUEFIELD RANCH IMPROVEMENTS 129.01 (2) F.S.	REV Private Contributions and Campsite User Fees  EXP: Bluefield Ranch Property Management and Restoration
189	HOUSING ASSISTANCE (HUD) 129.01 (2) F.S.	REV Housing Grants EXP: Housing Assistance Program
190	SPORTS COMPLEX 129.01 (2) F.S.	REV Sports Complex operating revenues, 2-cent Tourism Tax (transfer from Fund 610) EXP: Sports Complex operations, maintenance, and payment to St. Lucie West
191	SLC SUSTAINABILITY DISTRICT 129.01 (2) F.S.	REV Bond Proceeds, Special Assessments EXP: Sustainability and renewable energy improvement operations
 <b><u>DEBT SERVICE FUNDS</u></b>		
201-298	INTEREST & SINKING FUNDS 129.02 (5) F.S.	REV Ad Valorem Taxes, State Revenue Sharing, Special Assessments EXP: Debt Service on Bonds
 <b><u>CAPITAL PROJECT FUNDS</u></b>		
310	IMPACT FEES FUND 129.02 (4) F.S.	REV Impact Fees EXP: Parks, Libraries, Public Building and Correctional Building
316	COUNTY/TRANSPORTATION CAPITAL 129.02 (4) F.S.	REV Franchise Fees, Gas taxes  EXP: Capital Transportation Projects, Parks Capital Projects, Capital projects as approved by Board of County Commissioners
317	COUNTY CAPITAL - STATE REV SHARE 129.02 (4) F.S.	REV State Revenue Sharing  EXP: Clerk of Courts Building, Judicial Air Conditioner Chiller, Land and Capital Improvements
318	COUNTY CAPITAL - TRANSPORTATION 129.02 (4) F.S.	REV Bond Proceeds  EXP: Transportation Capital

## ST. LUCIE COUNTY FUND DESCRIPTIONS

FUND	FL STATUTE	SOURCES AND USES
319	1/2 CENT INFRASTRUCTURE SURTAX	129.02 (4) F.S. REV Sales Tax  EXP Road & Bridge Infrastructure and Stormwater/Water Quality Improvements
320	JAIL SECURITY UPGRADE	129.02 (4) F.S. REV Proceeds From Refunding-Principal EXP: Rock Rd Correction Center - Upgrade Security Sys
321	CAPITAL IMP REV BOND 2015	129.02 (4) F.S. REV Bond Proceeds EXP: Tax Collector Building
324	CAPITAL IMP REV BOND 2016A	129.02 (4) F.S. REV Bond Proceeds EXP: Airport, Fisherman's Wharf
362	SPORT COMPLEX IMPROVEMENT	129.02 (4) F.S. REV Cash Balance from Bond Proceeds  EXP: Sports Complex improvements
363	SPORTS COMPLEX CAPITAL PROJECT FUND	129.02 (4) F.S. REV Cash Balance from Bond Proceeds  EXP: Sports Complex improvements
370	MSBU INHOUSE FINANCING	129.02 (4) F.S. REV Transportation Trust Fund EXP: Assessment Proceeds from Property Owners
382	ENVIRONMENTAL LAND CAPITAL FUND	129.02 (4) F.S. REV Bond Proceeds  EXP: Environmental Land Acquisition
389-399	CAPITAL MSBU FUNDS	129.02 (4) F.S. REV Bond Proceeds, Special Assessments EXP: MSBU Capital costs
<b><u>ENTERPRISE FUNDS</u></b>		
401	SANITARY LANDFILL FUND	129.01 (2) F.S. REV Landfill fees, Garbage Franchise, Grants EXP: Landfill operations, capital, reserves, debt service
418	GOLF COURSE FUND	129.01 (2) F.S. REV Golf Course User Fees, Sales EXP: Golf Course Operations
471-489	WATER & SEWER FUNDS	129.01 (2) F.S. REV Utility User Fees, Bond Proceeds EXP: Utility operations, capital
491	BUILDING CODE FUND	129.01 (2) F.S. REV Permit Fees EXP: Code Compliance (Building Inspections)

# ST. LUCIE COUNTY FUND DESCRIPTIONS

FUND	FL STATUTE	SOURCES AND USES
<b><u>INTERNAL SERVICE FUNDS</u></b>		
505 INSURANCE & RISK MANAGEMENT FUND	129.01 (2) F.S.	REV Charges to departments, and constitutional officers  EXP: Health and Life Programs, Property, Workers Compensation, and Liability coverage
<b><u>TRUST AND AGENCY FUNDS</u></b>		
610-611 TOURIST DEVELOPMENT TRUST	129.01 (2) F.S.	REV One-cent Tourism Tax EXP: Tourism Division Salaries & Promotions
620 LAW ENFORCEMENT TRUST FUND	129.01 (2) F.S.	REV Confiscated Property  EXP: Sheriff
625 LAW LIBRARY	129.01 (2) F.S.	REV Law Library Fees EXP: Law Library Operations and books
630 MEDICAL EXAMINER AGENCY FUND	129.01 (2) F.S.	REV Other Counties Share, Court Administration, transfer from Fine & Forfeiture EXP: Medical Examiner operations
665 SLC ART IN PUBLIC PLACES TRUST FUND	129.01 (2) F.S.	REV Transfer from various capital projects  EXP: Art work as per ordinance
666 SLC ECONOMIC DEV TRUST FUND	129.01 (2) F.S.	REV Delinquent Taxes , Occupational Licenses  EXP: SLC Economic Development Trust Fund
670-699 CAPITAL MSBU FUNDS	129.01 (2) F.S.	REV Bond Proceeds, Special Assessments EXP: MSBU Capital costs

FUND SOURCES & USES are listed in major revenue/expenditure order for each fund.

## DEPARTMENT / DIVISION TO FUND RELATIONSHIP

The tables below summarize show the relationship between County departments / divisions and the funds in the accounting and budgetary groupings previously described.

### Governmental Fund Types

#### General Fund

---

##### *Board of County Commissioners*

---

##### *Community Services*

- ✓ Housing Services
  - ✓ Human Services
  - ✓ Transit
  - ✓ Veterans Program
- 

##### *County Administration*

- ✓ Administration
  - ✓ Media Relations
  - ✓ Research & Education Park
  - ✓ Innovations & Performance Mgmt
  - ✓ Tourism
  - ✓ Legislative Affairs
- 

##### *County Attorney*

- ✓ County Attorney
  - ✓ Criminal Justice
- 

##### *Environmental Resources*

- ✓ Administration
  - ✓ Environmental Education
  - ✓ Land Management
- 

##### *Extension*

---

##### *Facilities*

---

##### *Human Resources & Support Services*

- ✓ Human Resources
  - ✓ Risk Management
- 

##### *Information Technology*

---

##### *Library Services*

---

##### *Office of Management & Budget*

- ✓ Management & Budget
  - ✓ Purchasing
- 

##### *Parks, Recreation & Facilities*

- ✓ Administration
  - ✓ Parks & Special Facilities
  - ✓ Regional Parks & Stadiums
- 

##### *Planning & Development Services*

- ✓ Planning
- 

##### *Public Safety & Communications*

- ✓ Emergency Management
- ✓ Marine Safety

#### Special Revenue Funds

---

##### *Air & Seaport*

- ✓ TC International Airport
  - ✓ Port
- 

##### *Community Services*

- ✓ Housing Services
  - ✓ Human Services
  - ✓ Transit
- 

##### *County Administration*

- ✓ Tourism
- 

##### *County Attorney*

- ✓ Criminal Justice
- 

##### *Environmental Resources*

- ✓ Environmental Education
  - ✓ Environmental Regulation
  - ✓ Land Management
- 

##### *Extension*

---

##### *Facilities*

---

##### *Library Services*

---

##### *Mosquito Control & Coastal Management Services*

- ✓ Administration
  - ✓ Coastal Management Services
  - ✓ Impound Division
  - ✓ Inspection Division
- 

##### *Parks, Recreation & Facilities*

- ✓ Fairwinds Golf Course
  - ✓ Parks & Special Facilities
  - ✓ Regional Parks & Stadiums
- 

##### *Planning & Development Services*

- ✓ Building & Code Regulation
  - ✓ Planning
- 

##### *Public Safety & Communications*

- ✓ Animal Control
  - ✓ Central Communications
  - ✓ Emergency Management
  - ✓ Radiological Planning
- 

##### *Public Works*

- ✓ Engineering
- ✓ Road & Bridge
- ✓ Water Quality

### Governmental Fund Types

# Governmental Fund Types

## Debt Service

### Non-Departmental

#### Parks, Recreation & Facilities

- ✓ Regional Parks & Stadiums

#### Public Works

- ✓ Engineering

## Capital Projects

### County Administration

- ✓ Research & Education Park

### Air & Seaport

- ✓ Port

- ✓ TC International Airport

### Environmental Resources

- ✓ Land Management

### Facilities

### Library Services

### Mosquito Control & Coastal Management Services

- ✓ Impound Division

### Parks, Recreation & Facilities

- ✓ Parks & Special Facilities
- ✓ Regional Parks & Stadiums
- ✓ Venues

### Public Works

- ✓ Engineering
- ✓ Road & Bridge
- ✓ Water Quality

# Proprietary Fund Types

## Enterprise Funds

### Parks, Recreation & Facilities

- ✓ Fairwinds Golf Course

### Planning & Development Services

- ✓ Building & Code Regulation

### Public Utilities

- ✓ Solid Waste & Recycling
- ✓ Water & Sewer District

## Internal Service

### Human Resources & Support Services

- ✓ Insurance Program
- ✓ Risk Management

# Agency Funds

## Trust & Agency Funds

### Constitutional Officers (BOCC)

- ✓ Sheriff

### County Administration

- ✓ Tourism

### Non-Departmental

#### Parks, Recreation & Facilities

- ✓ Administration
- ✓ Venues

#### Public Works

- ✓ Engineering

#### Statutorily Mandated & Non-County Agencies

- ✓ Court - Other

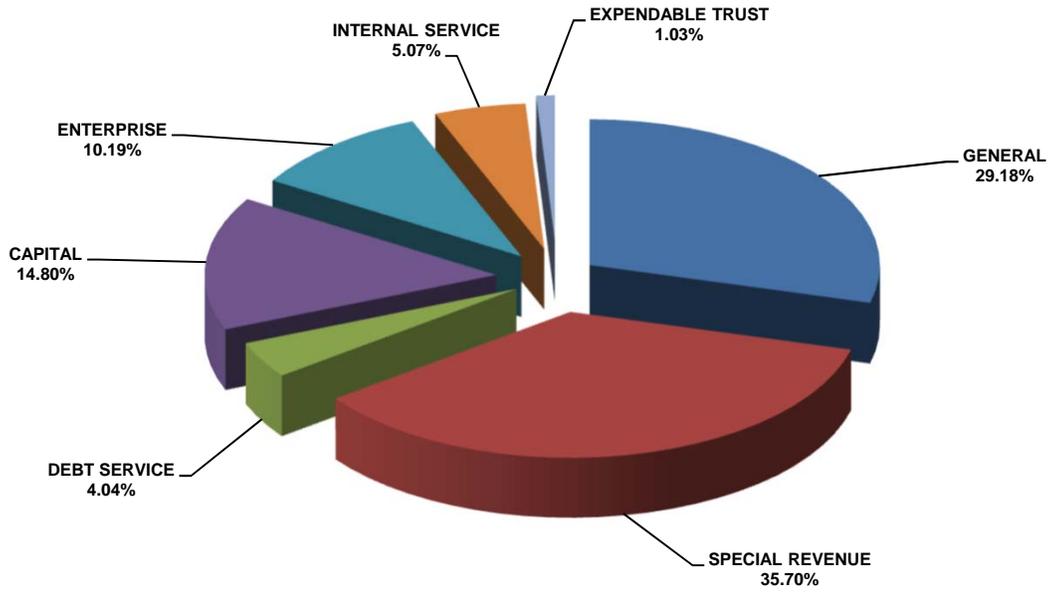
**Fund Expenditure Budget Summary Report**  
**St. Lucie County Board of County Commissioners**

	FY 2019 Actual	FY 2020 Adopted	FY 2021 Recom'd	FY 2021 Change
001 General Fund	106,071,771	154,932,962	157,385,995	2,453,033
001S General Fund Subfunds	3,523,538	7,073,178	6,984,127	-89,051
101 Transportation Trust Fund	11,218,735	11,656,377	12,357,920	701,543
102 Unincorporated Services Fund	4,716,712	6,067,595	5,538,014	-529,581
102001 Drainage Maintenance MSTU	3,320,563	7,162,123	7,798,078	635,955
103 Law Enforcement MSTU	7,854,647	8,858,648	9,084,290	225,642
104 Grants & Donations Fund	173,968	451,825	404,553	-47,272
105 Library Special Grants Fund	106,234	110,926	113,257	2,331
107 Fine & Forfeiture Fund	77,503,560	79,398,079	88,395,070	8,996,991
107S Fine & Forfeiture Fund Subfunds	3,258,804	6,681,924	6,869,404	187,480
109 Drug Abuse Fund	65,000	244,819	244,819	0
111 River Park I Fund	45,698	55,850	81,942	26,092
112 River Park II Fund	10,696	12,941	18,095	5,154
113 Harmony Heights 3 Fund	3,198	3,575	10,050	6,475
114 Harmony Heights 4 Fund	7,932	24,882	27,074	2,192
115 Sheraton Plaza Fund	7,961	19,906	25,475	5,569
116 Sunland Gardens Fund	8,680	23,122	28,428	5,306
117 Sunrise Park Fund	1,977	6,551	7,551	1,000
118 Paradise Park Fund	4,914	23,403	29,736	6,333
119 Holiday Pines Fund	11,428	27,044	28,708	1,664
120 The Grove Fund	3,168	4,368	5,647	1,279
121 Blakely Subdivision Fund	55	3,114	3,730	616
122 Indian River Estates Fund	14,469	62,969	75,155	12,186
123 Queens Cove Lighting Dist#13 Fund	5,381	9,905	10,489	584
124 Lakewood Park Drainage MSBU	0	92,000	145,341	53,341
126 Southern Oak Estates Lighting	2,225	3,238	3,442	204
127 Pine Hollow Street Lighting MSTU	7,136	9,265	9,087	-178
128 Kings Hwy Industrial Park Lighting	8,760	11,634	12,595	961
129 Parks MSTU Fund	4,707,913	6,011,286	6,848,801	837,515
130 SLC Public Transit MSTU	7,548,074	12,346,325	11,170,345	-1,175,980
131 Property Cleanup SAD	20,224	48,450	48,450	0
136 Meadowood MSTU	32,272	34,482	41,485	7,003
138 Palm Lake Gardens MSTU Fund	4,448	6,966	6,966	0
139 Palm Grove Fund	13,751	16,476	16,476	0
140 Airport Fund	3,242,158	4,890,045	8,024,159	3,134,114
140001 Port Fund	1,403,708	2,035,920	1,371,500	-664,420
142 Port MSBU Development Fund	29,222	87,019	88,946	1,927
145 Mosquito Fund	3,484,435	9,691,150	8,860,580	-830,570
146 Mosquito State I Fund	4,125	0	0	0
147 Bear Point Mitigation Fund	0	721,666	614,967	-106,699
150 Impact Fee Collections	450	97,610	97,610	0
160 Plan Maintenance RAD Fund	315,218	515,704	515,698	-6
162 Tourism Dev-5th Cent	161,355	963,621	1,272,176	308,555
170 Court Facilities Fund	518,298	820,584	607,180	-213,404
181 SLC Housing Finance Authority Fund	3,923	119,317	119,317	0
182 Environmental Land Acquisition Fund	0	817,832	766,614	-51,218
183 Ct Administrator-19th Judicial Cir	1,039,049	3,431,643	3,892,378	460,735
184 Erosion Control Operating Fund	1,316,727	16,574,959	17,664,180	1,089,221
185 Housing Assistance SHIP Program	314,404	273,544	512,804	239,260
187 Boating Improvement Projects	92,153	906,306	1,105,418	199,112
188 Bluefield Ranch Improvements	0	141,785	147,965	6,180
189 Florida Housing Grant	618,485	1,105,626	1,653,140	547,514

**Fund Expenditure Budget Summary Report**  
**St. Lucie County Board of County Commissioners**

	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>FY 2021 Change</b>
190 Sports Complex Fund	2,513,664	2,803,848	2,491,292	-312,556
191 SLC Sustainability District	316,784	1,761,000	1,831,800	70,800
210 Impact Fees I&S	172,110	184,811	184,811	0
215 Sales Tax Revenue Bonds I&S Fund	4,751,325	5,356,751	6,107,630	750,879
216 County Capital I&S	1,034,025	676,653	676,653	0
218 Transportation I&S Fund	1,256,404	1,297,659	1,298,729	1,070
219 Capital Impro. Rev Refunding 2014	1,285,146	1,415,991	1,699,564	283,573
220 Cap Imp Rev Bonds, Series 2016	273,060	371,134	371,134	0
221 Capital Imp Rev Bonds 2015	455,907	484,876	465,737	-19,139
222 Lease/Purchase FPL	902,758	1,355,557	1,355,557	0
223 Lease/Purchase Motorola	699,185	759,908	759,908	0
224 Capital Imp. Revenue Bond, 2016A	296,471	335,134	334,956	-178
225 Taxable Capital Imp Rev Bond, 2019	0	0	222,669	222,669
240 Port Taxable NonAdValorem Bond2017A	975,071	1,108,773	1,656,762	547,989
250 Capital Projects I&S	27,169	0	0	0
262 Tourism Dev 4th Cent I&S Fund	764,897	1,313,554	1,311,102	-2,452
263 Non-Ad Valorem Bonds, Series 2017	3,506,076	5,929,205	4,456,238	-1,472,967
296 No Lennard Rd 1	412,643	1,879,824	1,879,824	0
310 Impact Fee Funds	9,383,677	40,845,897	47,615,329	6,769,432
316 County Capital	1,964,940	6,555,770	6,370,926	-184,844
317 County Capital-St Rev Share Bnd	0	2,836,968	2,931,894	94,926
318 County Capital - Transportation	364,006	912,799	816,070	-96,729
319 Infrastructure Surtax Capital	2,930,137	12,958,792	14,378,708	1,419,916
320 Jail Security Upgrade	0	14,583	15,278	695
321 Capital Imp Rev Bonds 2015	1,150,295	213,455	0	-213,455
322 Energy Efficiency FPL 2016	313	0	0	0
324 Capital Imp. Revenue Bond, 2016A	1,416,782	8,125,298	3,851,549	-4,273,749
362 Sports Complex Improv Fund	29,441	311,920	311,920	0
363 Non-Ad Valorem Debt Project Fund	15,064,022	43,590,922	0	-43,590,922
364 Sports Complex Addit'l Improvements	0	0	1,000,000	1,000,000
370 MSBU Inhouse Financing Projects	252,796	1,097,007	986,091	-110,916
382 Environmental Land Capital Fund	653	2,090,239	1,886,700	-203,539
390 MSBU Capital Funds-Outside Financed	600,658	3,764,012	3,209,478	-554,534
401 Sanitary Landfill Fund	22,445,465	24,809,203	24,891,578	82,375
418 Golf Course Fund	1,447,801	1,711,246	1,732,092	20,846
471 Water & Sewer District Operations	12,520,491	14,112,285	14,904,506	792,221
478 Water & Sewer Dist Renewal & Replacement	-81,691	1,366,799	1,842,373	475,574
479 Water & Sewer Dist Capital Facilities	-3,092,445	3,628,126	6,721,297	3,093,171
491 Building Code Fund	2,275,105	7,298,118	7,298,118	0
505 Health Insurance Fund	19,646,192	33,571,169	28,560,022	-5,011,147
610 Tourist Development Trust Fund	0	1,214,049	1,214,049	0
611 Tourist Development Trust-Adv Fund	808,037	1,170,795	988,076	-182,719
620 Law Enforcement Trust Fund	50,200	97,424	97,424	0
625 Law Library	0	406,305	406,305	0
630 Medical Examiner Agency Fund	0	2,968,259	2,845,268	-122,991
665 SLC Art in Public Places Trust Fund	0	68,026	163,530	95,504
666 SLC Economic Development Trust Fund	25,000	75,057	75,057	0
<b>Total</b>	<b>351,672,171</b>	<b>587,539,740</b>	<b>563,363,231</b>	<b>-24,176,509</b>

### TOTAL BUDGET BY FUND TYPE



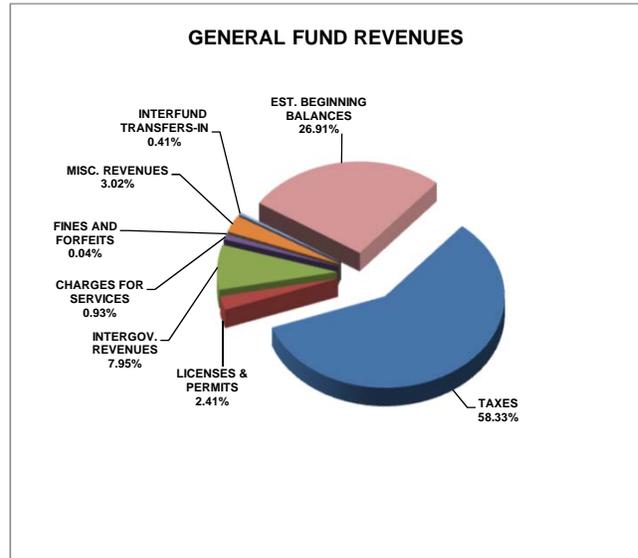
**ALL FUNDS:**

GENERAL	\$164,370,122
SPECIAL REVENUE	\$201,098,197
DEBT SERVICE	\$22,781,274
CAPITAL	\$83,373,943
ENTERPRISE	\$57,389,964
INTERNAL SERVICE	\$28,560,022
EXPENDABLE TRUST	\$5,789,709
<b>TOTAL</b>	<b><u>\$ 563,363,231</u></b>

## GENERAL FUND - REVENUES BY SOURCE - EXPENDITURES BY FUNCTION

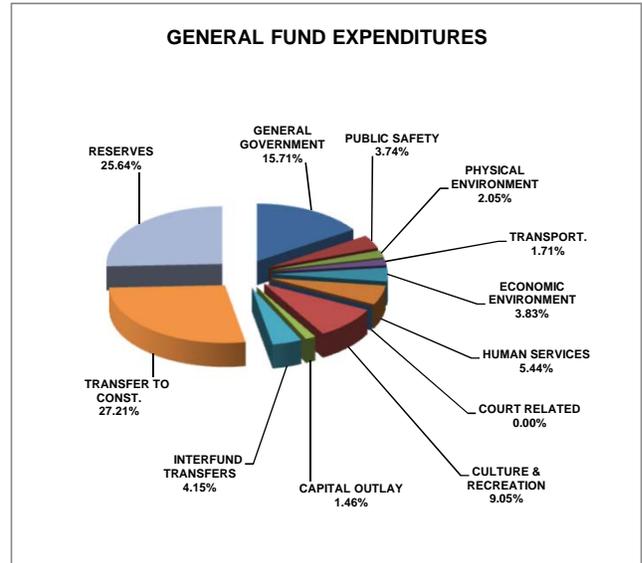
### GENERAL FUND - REVENUES BY SOURCE

TAXES	\$	99,345,355
LICENSES & PERMITS	\$	4,109,729
INTERGOV. REVENUES	\$	13,536,798
CHARGES FOR SERVICES	\$	1,575,835
FINES AND FORFEITS	\$	74,800
MISC. REVENUES	\$	5,143,763
OTHER FINANCING SOURCES:		
INTERFUND TRANSFERS-IN	\$	694,475
PROCEEDS FROM LOANS/BONDS	\$	-
INTERNAL SERVICES	\$	-
LESS 5%	\$	(5,951,911)
EST. BEGINNING BALANCES	\$	45,841,278
<b>TOTAL</b>	<b>\$</b>	<b>164,370,122</b>



### GENERAL FUND - EXPENDITURES BY FUNCTION

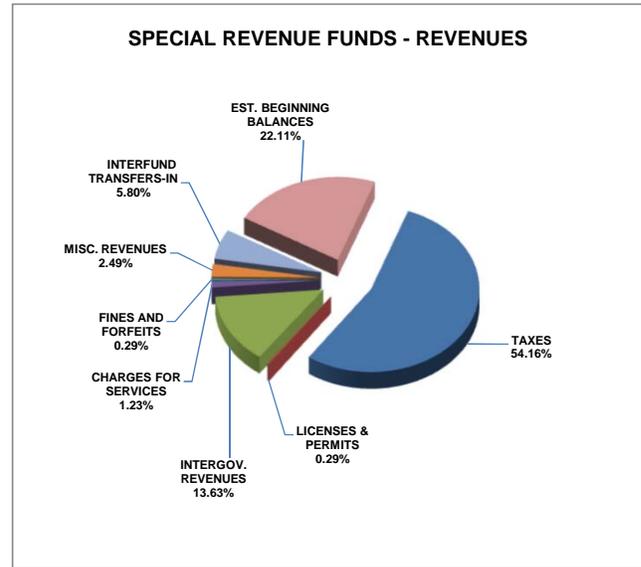
GENERAL GOVERNMENT	\$	25,830,702
PUBLIC SAFETY	\$	6,149,496
PHYSICAL ENVIRONMENT	\$	3,368,421
TRANSPORT.	\$	2,815,573
ECONOMIC ENVIRONMENT	\$	6,288,629
HUMAN SERVICES	\$	8,942,086
COURT RELATED	\$	-
CULTURE & RECREATION	\$	14,875,405
CAPITAL OUTLAY	\$	2,391,634
DEBT SERVICE	\$	-
OTHER FINANCING USES:		
INTERFUND TRANSFERS	\$	6,829,104
TRANSFER TO CONST.	\$	44,731,298
RESERVES	\$	42,147,774
<b>TOTAL</b>	<b>\$</b>	<b>164,370,122</b>



## SPECIAL REVENUE FUNDS - REVENUES BY SOURCE - EXPENDITURES BY FUNCTION

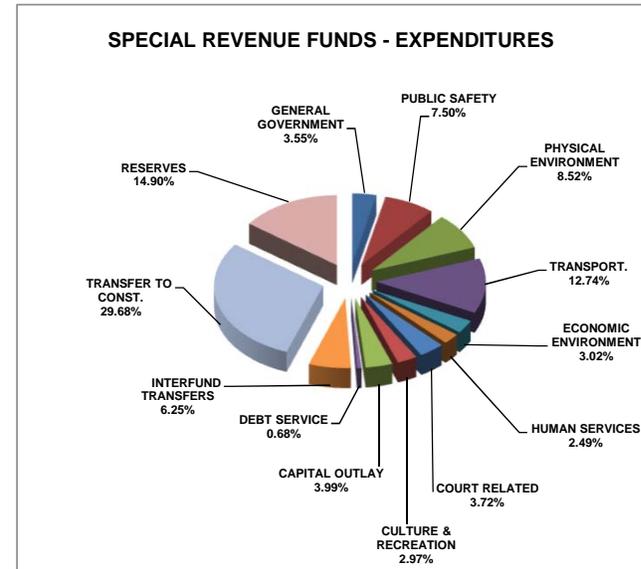
### SPECIAL REVENUE FUNDS - REVENUES BY SOURCE

TAXES	\$ 111,391,612
LICENSES & PERMITS	\$ 593,723
INTERGOV. REVENUES	\$ 28,027,778
CHARGES FOR SERVICES	\$ 2,539,963
FINES AND FORFEITS	\$ 603,421
MISC. REVENUES	\$ 5,118,246
OTHER FINANCING SOURCES:	
INTERFUND TRANSFERS-IN	\$ 11,935,695
PROCEEDS FROM LOANS/BONDS	\$ 1,661,000
INTERNAL SERVICES	\$ -
LESS 5%	\$ (6,247,694)
EST. BEGINNING BALANCES	\$ 45,474,453
<b>TOTAL</b>	<b>\$ 201,098,197</b>



### SPECIAL REVENUE FUNDS - EXPENDITURES BY FUNCTION

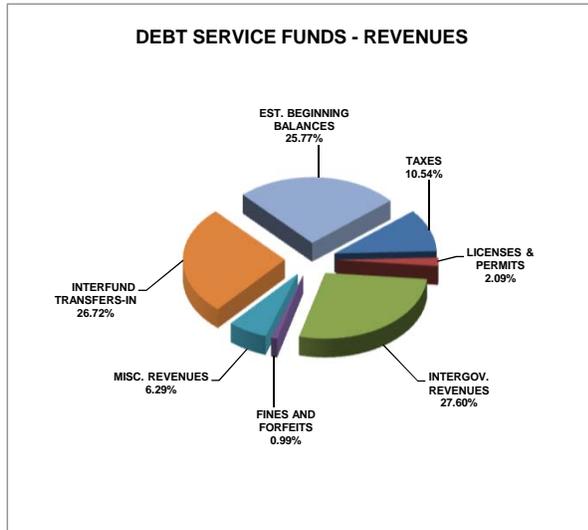
GENERAL GOVERNMENT	\$ 7,132,539
PUBLIC SAFETY	\$ 15,075,107
PHYSICAL ENVIRONMENT	\$ 17,132,027
TRANSPORT.	\$ 25,614,978
ECONOMIC ENVIRONMENT	\$ 6,066,138
HUMAN SERVICES	\$ 5,002,883
COURT RELATED	\$ 7,482,578
CULTURE & RECREATION	\$ 5,973,720
CAPITAL OUTLAY	\$ 8,026,952
DEBT SERVICE	\$ 1,369,548
OTHER FINANCING USES:	
INTERFUND TRANSFERS	\$ 12,570,169
TRANSFER TO CONST.	\$ 59,683,195
RESERVES	\$ 29,968,363
<b>TOTAL</b>	<b>\$ 201,098,197</b>



**DEBT SERVICE FUNDS - REVENUES BY SOURCE - EXPENDITURES BY FUNCTION**

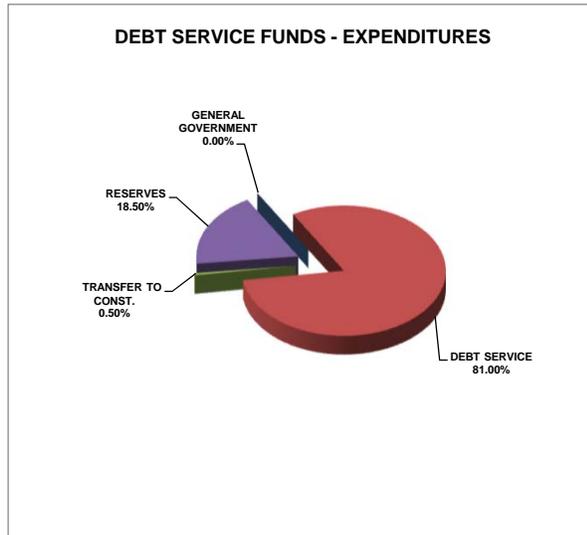
**DEBT SERVICE FUNDS - REVENUES BY SOURCE**

TAXES	\$ 2,437,448
LICENSES & PERMITS	\$ 482,502
INTERGOV. REVENUES	\$ 6,383,146
CHARGES FOR SERVICES	\$ -
FINES AND FORFEITS	\$ 230,000
MISC. REVENUES	\$ 1,454,989
OTHER FINANCING SOURCES:	
INTERFUND TRANSFERS-IN	\$ 6,181,357
PROCEEDS FROM LOANS/BONDS	\$ -
INTERNAL SERVICES	\$ -
LESS 5%	\$ (348,333)
EST. BEGINNING BALANCES	\$ 5,960,165
<b>TOTAL</b>	<b>\$ 22,781,274</b>



**DEBT SERVICE FUNDS - EXPENDITURES BY FUNCTION**

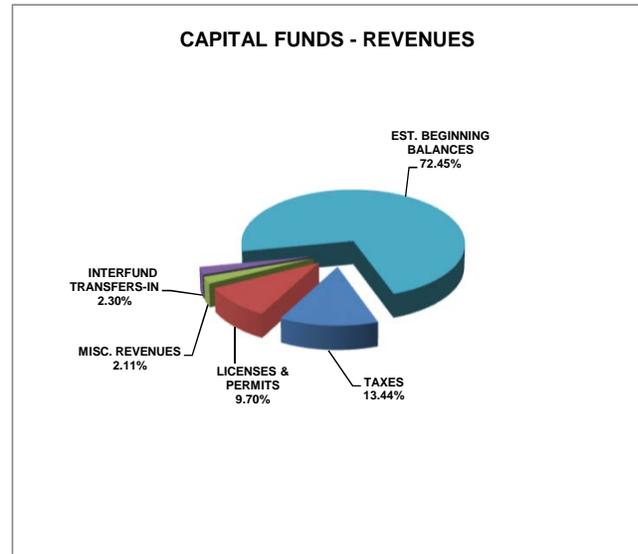
GENERAL GOVERNMENT	\$ -
PUBLIC SAFETY	\$ -
PHYSICAL ENVIRONMENT	\$ -
TRANSPORT.	\$ -
ECONOMIC ENVIRONMENT	\$ -
HUMAN SERVICES	\$ -
COURT RELATED	\$ -
CULTURE & RECREATION	\$ -
CAPITAL OUTLAY	\$ -
DEBT SERVICE	\$ 17,642,912
OTHER FINANCING USES:	
INTERFUND TRANSFERS	\$ 1,000,000
TRANSFER TO CONST.	\$ 108,488
RESERVES	\$ 4,029,874
<b>TOTAL</b>	<b>\$ 22,781,274</b>



## CAPITAL FUNDS - REVENUES BY SOURCE - EXPENDITURES BY FUNCTION

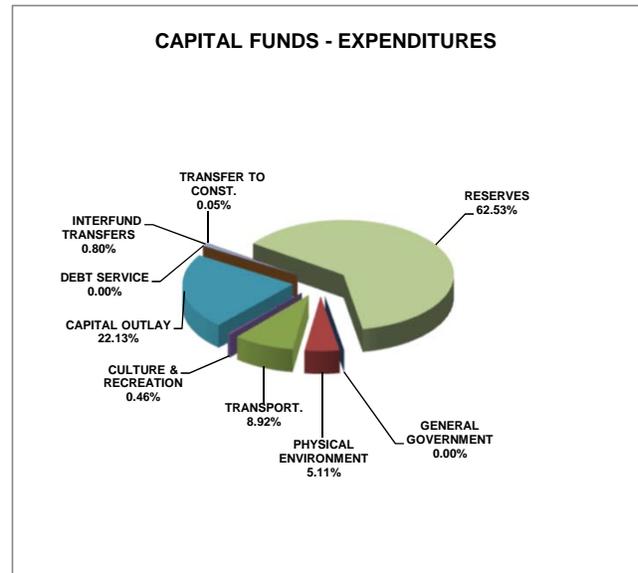
### CAPITAL FUNDS - REVENUES BY SOURCE

TAXES	\$	10,513,625
LICENSES & PERMITS	\$	7,591,329
INTERGOV. REVENUES	\$	5,564,881
CHARGES FOR SERVICES	\$	-
FINES AND FORFEITS	\$	-
MISC. REVENUES	\$	1,651,433
OTHER FINANCING SOURCES:		
INTERFUND TRANSFERS-IN	\$	1,800,000
PROCEEDS FROM LOANS/BONDS	\$	270,000
INTERNAL SERVICES	\$	-
LESS 5%	\$	(714,737)
EST. BEGINNING BALANCES	\$	56,697,412
<b>TOTAL</b>	<b>\$</b>	<b>83,373,943</b>



### CAPITAL FUNDS - EXPENDITURES BY FUNCTION

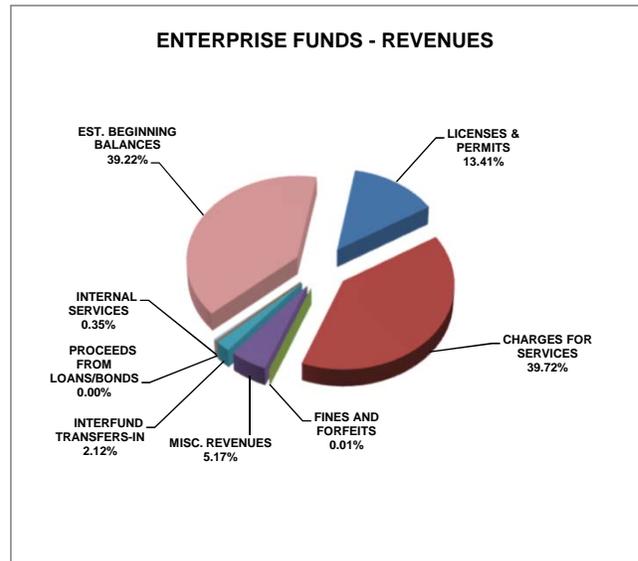
GENERAL GOVERNMENT	\$	1,503
PUBLIC SAFETY	\$	-
PHYSICAL ENVIRONMENT	\$	4,264,188
TRANSPORT.	\$	7,435,783
ECONOMIC ENVIRONMENT	\$	-
HUMAN SERVICES	\$	-
COURT RELATED	\$	-
CULTURE & RECREATION	\$	386,708
CAPITAL OUTLAY	\$	18,449,794
DEBT SERVICE	\$	-
OTHER FINANCING USES:		
INTERFUND TRANSFERS	\$	663,520
TRANSFER TO CONST.	\$	42,681
RESERVES	\$	52,129,766
<b>TOTAL</b>	<b>\$</b>	<b>83,373,943</b>



## ENTERPRISE FUNDS - REVENUES BY SOURCE - EXPENDITURES BY FUNCTION

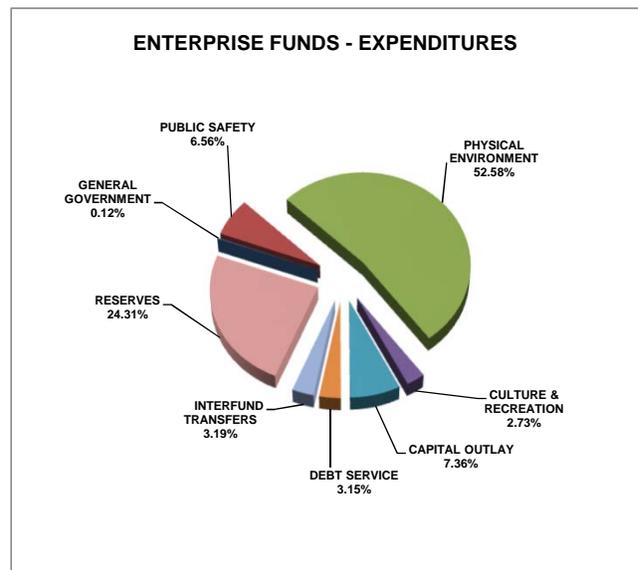
### ENTERPRISE FUNDS - REVENUES BY SOURCE

TAXES	\$	-
LICENSES & PERMITS	\$	7,932,674
INTERGOV. REVENUES	\$	-
CHARGES FOR SERVICES	\$	23,486,030
FINES AND FORFEITS	\$	3,000
MISC. REVENUES	\$	3,054,900
OTHER FINANCING SOURCES:		
INTERFUND TRANSFERS-IN	\$	1,256,050
PROCEEDS FROM LOANS/BONDS	\$	-
INTERNAL SERVICES	\$	207,600
LESS 5%	\$	(1,743,851)
EST. BEGINNING BALANCES	\$	23,193,561
<b>TOTAL</b>	<b>\$</b>	<b>57,389,964</b>



### ENTERPRISE FUNDS - EXPENDITURES BY FUNCTION

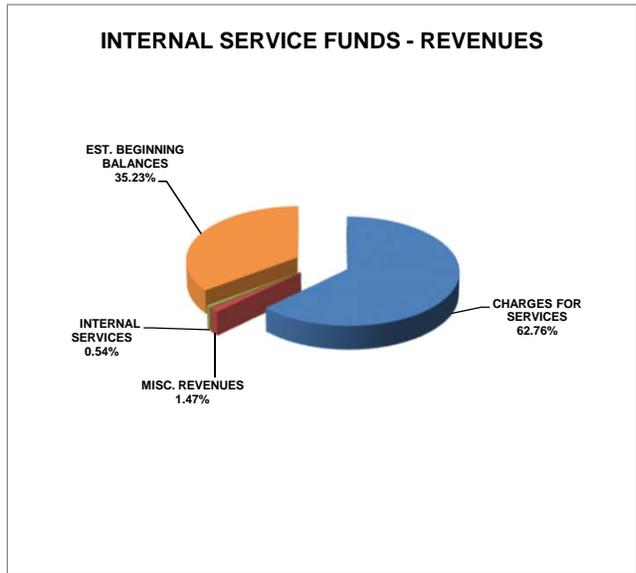
GENERAL GOVERNMENT	\$	66,614
PUBLIC SAFETY	\$	3,764,065
PHYSICAL ENVIRONMENT	\$	30,175,307
TRANSPORT.	\$	-
ECONOMIC ENVIRONMENT	\$	-
HUMAN SERVICES	\$	-
COURT RELATED	\$	-
CULTURE & RECREATION	\$	1,568,854
CAPITAL OUTLAY	\$	4,225,700
DEBT SERVICE	\$	1,806,100
OTHER FINANCING USES:		
INTERFUND TRANSFERS	\$	1,831,957
TRANSFER TO CONST.	\$	-
RESERVES	\$	13,951,367
<b>TOTAL</b>	<b>\$</b>	<b>57,389,964</b>



**INTERNAL SERVICE FUNDS - REVENUES BY SOURCE - EXPENDITURES BY FUNCTION**

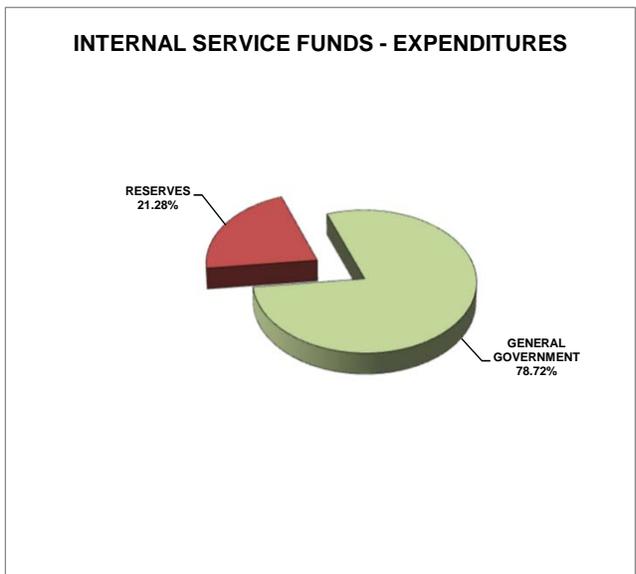
**INTERNAL SERVICE FUNDS - REVENUES BY SOURCE**

TAXES	\$	-
LICENSES & PERMITS	\$	-
INTERGOV. REVENUES	\$	-
CHARGES FOR SERVICES	\$	17,943,220
FINES AND FORFEITS	\$	-
MISC. REVENUES	\$	419,344
OTHER FINANCING SOURCES:		
INTERFUND TRANSFERS-IN	\$	-
PROCEEDS FROM LOANS/BONDS	\$	-
INTERNAL SERVICES	\$	155,000
LESS 5%	\$	(30,750)
EST. BEGINNING BALANCES	\$	10,073,208
<b>TOTAL</b>	<b>\$</b>	<b>28,560,022</b>



**INTERNAL SERVICE FUNDS - EXPENDITURES BY FUNCTION**

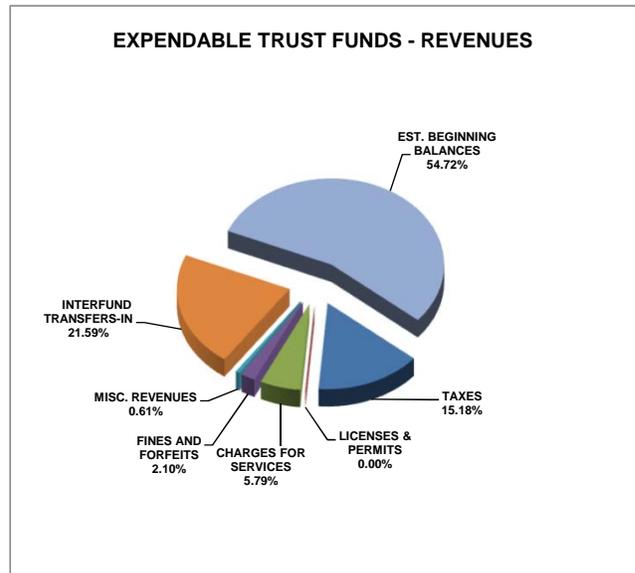
GENERAL GOVERNMENT	\$	22,482,281
PUBLIC SAFETY	\$	-
PHYSICAL ENVIRONMENT	\$	-
TRANSPORT.	\$	-
ECONOMIC ENVIRONMENT	\$	-
HUMAN SERVICES	\$	-
COURT RELATED	\$	-
CULTURE & RECREATION	\$	-
CAPITAL OUTLAY	\$	-
DEBT SERVICE	\$	-
OTHER FINANCING USES:		
INTERFUND TRANSFERS	\$	-
TRANSFER TO CONST.	\$	-
RESERVES	\$	6,077,741
<b>TOTAL</b>	<b>\$</b>	<b>28,560,022</b>



## EXPENDABLE TRUST FUNDS - REVENUES BY SOURCE - EXPENDITURES BY FUNCTION

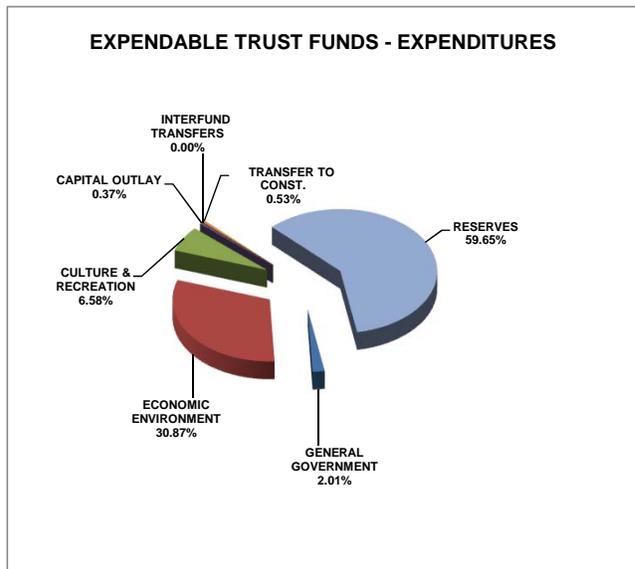
### EXPENDABLE TRUST FUNDS - REVENUES BY SOURCE

TAXES	\$	722,255
LICENSES & PERMITS	\$	-
INTERGOV. REVENUES	\$	1,080,247
CHARGES FOR SERVICES	\$	275,500
FINES AND FORFEITS	\$	100,000
MISC. REVENUES	\$	29,200
OTHER FINANCING SOURCES:		
INTERFUND TRANSFERS-IN	\$	1,027,173
PROCEEDS FROM LOANS/BONDS	\$	-
INTERNAL SERVICES	\$	-
LESS 5%	\$	(47,365)
EST. BEGINNING BALANCES	\$	2,602,699
<b>TOTAL</b>	<b>\$</b>	<b>5,789,709</b>

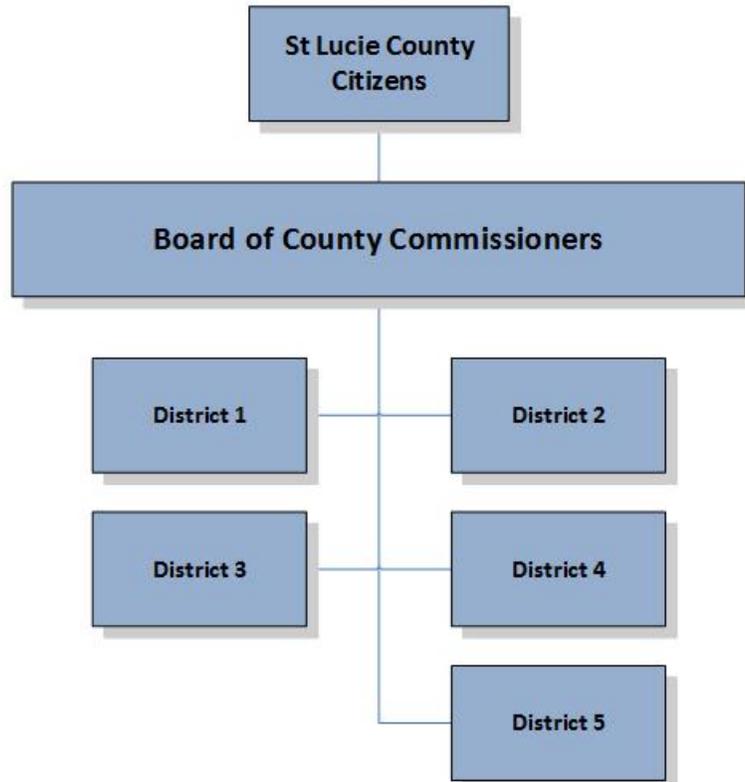


### EXPENDABLE TRUST FUNDS - EXPENDITURES BY FUNCTION

GENERAL GOVERNMENT	\$	55,366
PUBLIC SAFETY	\$	2,772,692
PHYSICAL ENVIRONMENT	\$	-
TRANSPORT.	\$	-
ECONOMIC ENVIRONMENT	\$	849,323
HUMAN SERVICES	\$	-
CULTURE & RECREATION	\$	180,999
CAPITAL OUTLAY	\$	10,047
CAPITAL OUTLAY	\$	265,306
DEBT SERVICE	\$	-
OTHER FINANCING USES:		
INTERFUND TRANSFERS	\$	-
TRANSFER TO CONST.	\$	14,610
RESERVES	\$	1,641,366
<b>TOTAL</b>	<b>\$</b>	<b>5,789,709</b>



DEPARTMENTAL  
SUMMARIES



## Mission Statement

The Board of County Commissioners is the governing body of Saint Lucie County. The Board provides service, infrastructure, and leadership necessary to advance a safe and sustainable community, maintain a high quality of life and protect the natural environment for all its citizens.

## Function

- Establish an annual budget
- Provide overall policy direction for all County operations
- Represent the constituents in their district and overall County
- Work to improve legislative relations at all levels of government

## Accomplishments

- Secured \$7.56 million in federal funding for the next iteration of the Fort Pierce beach nourishment project, scheduled to begin in the next few months
- Secured at least the following for the Indian River Lagoon-South Everglades projects of importance to St. Lucie County:
  - \$6 million for design of the north and south reservoirs of C-23 and 24 which will allow the Corps to accelerate design two years
  - \$4 million for design of STA components of the C-23 and 24 which will allow the Corps to accelerate design six years
  - Meanwhile, overall federal funding for Everglades restoration has never been higher, with the Administration and Congress providing \$235 million for the program in FY 2020 and recommending \$250 million for the program in FY 2021
- Successfully fought changes to the National Flood Insurance Program that would have negatively impacted more than 20,000 property owners in the County that are in the floodplain
- Continued to oppose the Administration's plans to allow offshore drilling off the coast of Florida
- Helped the County engage with the U.S. Interagency Council on Homelessness to try to ensure the regional Continuum of Care, which is the primary recipient of federal homelessness funding, is spending more of that money in St. Lucie County
- Engaged on issues surrounding the so-called Medicaid Inmate Exclusion Policy, including helping to secure additional co-sponsors for federal legislation to address the issue (H.R. 1345, S. 2628, and S. 2626)

## Initiatives

- Continue to monitor the expansion of Opportunity Zones to include the Port of Fort Pierce under the new designations after the conclusion of the Census.

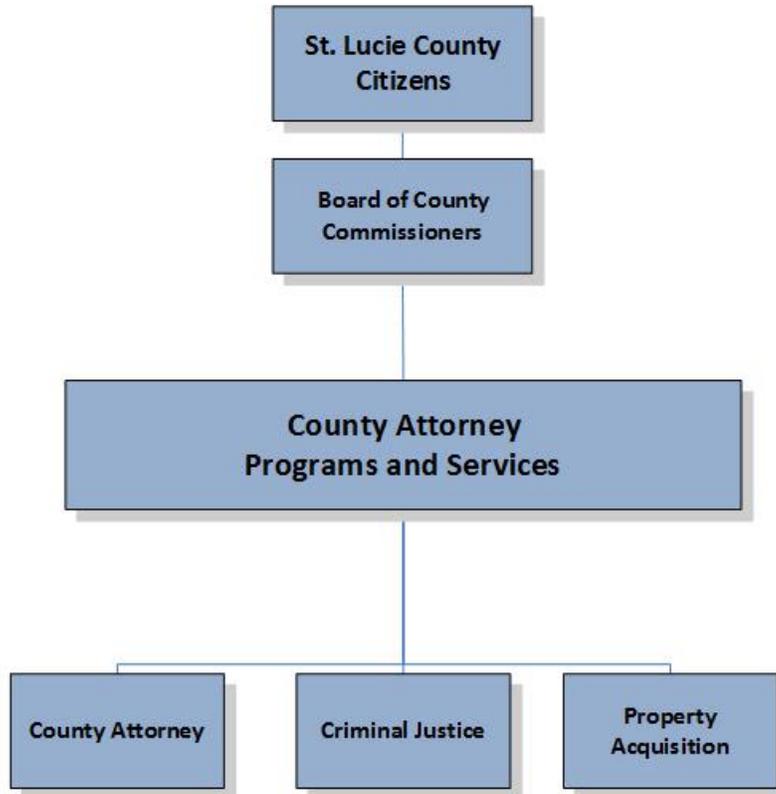
**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Board of County Commissioners**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	1,130,382	1,167,799	1,190,365	22,566
Operating	76,679	113,872	116,032	2,160
Total Budgetary Costs	<u>1,207,062</u>	<u>1,281,671</u>	<u>1,306,397</u>	<u>24,726</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	1,207,062	1,281,671	1,306,397	24,726
Total Revenues	<u>1,207,062</u>	<u>1,281,671</u>	<u>1,306,397</u>	<u>24,726</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
BOCC - District 1	2.00	2.00	2.00	0.00
BOCC - District 2	2.00	2.00	2.00	0.00
BOCC - District 3	2.00	2.00	2.00	0.00
BOCC - District 4	2.00	2.00	2.00	0.00
BOCC - District 5	2.00	2.00	2.00	0.00
Total Full-Time Equivalents (FTE)	<u>10.00</u>	<u>10.00</u>	<u>10.00</u>	<u>0.00</u>



## Mission Statement

The mission of the County Attorney's Office is to provide the best legal representation and advice to the Board of County Commissioners and its staff, attend meetings of the Board and Board Advisory Committees and various other meetings as directed, and provide legal services to the several constitutional officers.

## Function

### County Attorney's Office

To represent the Board in all legal matters, to provide legal services to other constitutional officers, and to provide acquisition services to the Board relating to all real property.

### Property Acquisition Division

Maintain original deeds and documents of properties acquired by the County for subdivisions, roads, easements, environmental lands, and various projects that take place in the County. Review Site Plans; process Petitions for abandonments; review and process Right-of-Way permits for utility providers; and coordinate Right-of-Way donations and Conservation Easements dedicated to St. Lucie County. Prepare license agreements; process Tax Deeds and reserve street names for the entire County for future developments.

### Criminal Justice Division

This position was acquired in 2005 through the County Attorney's Office. The Criminal Justice Coordinator implements priorities established by the Public Safety Coordinating Council and the County. Additional responsibilities include implementing the criminal justice system assessment action plan. Furthermore, this position identifies areas that need improvement and develops strategies that impact the criminal justice system.

## Accomplishments

### County Attorney's Office

- Process Ordinances; Resolutions, Public Records Requests; and Tax Deed Overbid Claims

### Property Acquisition Division

- Receive and process Right-of-Way Permits, requests for License Agreements, Right-of-Way donations and Conservation Easements to St. Lucie County.
- Acquire additional retention areas for Melville Road/White City area.
- Coordinate the necessary documentation for the construction of the ½ sales tax initiative projects.

### Criminal Justice Division

- Continued preparation for Accreditation evaluation with the Florida Department of Law Enforcement
- Relocated Pretrial Program to new and expanded office space in St Lucie Courthouse
- Introduced technology to improve defendant services
- Operating virtually paperless
- Increased business at the Lyngate Drug Lab for south county clients
- Testing for designer drugs
- Continued mission to further upgrade and enhance computer applications supporting the 19<sup>th</sup> Judicial Circuit Criminal Justice System.
- Expanded hardware integration into existing applications by extending our software support toward smart phones, iPads and other mobile devices.
- Completed the integration of an inventory control system for the Indian River County Drug Lab.

## Initiatives

### County Attorney's Office

- Provide legal services to the Board and other constitutional officers
- Provide legal advice regarding the Port of Fort Pierce, the Clover Park renovations, and the St. Lucie County International Airport renovations.

### Property Acquisition Division

- Acquire additional properties as directed by County departments.
- Continue the coordination of the ½ sales tax initiative projects.
- Create a GIS interactive map showing ownership and maintenance responsibilities of County arterial and collector roadways.

### Criminal Justice Division

- Move to a near paperless operation through utilization of technology
- Expand program and defendant services through utilization of technology
- Implement comprehensive annual in-service training program for all pretrial employees
- Increase commercial business
- Continue to test for new emerging drugs
- Create more customized panels for customers
- Explore automated text messaging options.
- Identify a reliable replacement for existing employee monitoring tool.
- Upgrade our visual studio applications from version 2017 to 2019.

Goals	Objectives	Measures	Charts																		
Service	<p>↑ Deliver excellent customer service</p>	<p>↑ Percentage of responsiveness to Agenda Item Review</p>	<table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY 2016-2017</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>FY 2017-2018</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>FY 2018-2019</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>FY 2019-2020</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>FY 2020-2021</td> <td>0%</td> <td>100%</td> </tr> </tbody> </table>	Fiscal Year	Actual	Target	FY 2016-2017	0%	100%	FY 2017-2018	100%	100%	FY 2018-2019	100%	100%	FY 2019-2020	0%	100%	FY 2020-2021	0%	100%
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<p>↑ Percentage of responsiveness to Commissioners</p>	<table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY 2016-2017</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>FY 2017-2018</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>FY 2018-2019</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>FY 2019-2020</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>FY 2020-2021</td> <td>0%</td> <td>100%</td> </tr> </tbody> </table>	Fiscal Year	Actual	Target	FY 2016-2017	0%	100%	FY 2017-2018	100%	100%	FY 2018-2019	100%	100%	FY 2019-2020	0%	100%	FY 2020-2021	0%	100%		
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<p>↑ Percentage of legal representation provided to all Boards and Committees</p>	<table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY 2016-2017</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>FY 2017-2018</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>FY 2018-2019</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>FY 2019-2020</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>FY 2020-2021</td> <td>0%</td> <td>100%</td> </tr> </tbody> </table>	Fiscal Year	Actual	Target	FY 2016-2017	0%	100%	FY 2017-2018	100%	100%	FY 2018-2019	100%	100%	FY 2019-2020	0%	100%	FY 2020-2021	0%	100%		
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<p>■ Number of Resolutions processed annually</p>	<table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY 2016-2017</td> <td>0</td> <td>0</td> </tr> <tr> <td>FY 2017-2018</td> <td>0</td> <td>0</td> </tr> <tr> <td>FY 2018-2019</td> <td>260</td> <td>300</td> </tr> <tr> <td>FY 2019-2020</td> <td>0</td> <td>300</td> </tr> <tr> <td>FY 2020-2021</td> <td>0</td> <td>300</td> </tr> </tbody> </table>	Fiscal Year	Actual	Target	FY 2016-2017	0	0	FY 2017-2018	0	0	FY 2018-2019	260	300	FY 2019-2020	0	300	FY 2020-2021	0	300		
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<p>↑ Number of Ordinances processed annually</p>	<table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY 2016-2017</td> <td>0</td> <td>0</td> </tr> <tr> <td>FY 2017-2018</td> <td>0</td> <td>0</td> </tr> <tr> <td>FY 2018-2019</td> <td>11</td> <td>8</td> </tr> <tr> <td>FY 2019-2020</td> <td>0</td> <td>8</td> </tr> <tr> <td>FY 2020-2021</td> <td>0</td> <td>8</td> </tr> </tbody> </table>	Fiscal Year	Actual	Target	FY 2016-2017	0	0	FY 2017-2018	0	0	FY 2018-2019	11	8	FY 2019-2020	0	8	FY 2020-2021	0	8		
Fiscal Year	Actual	Target																			
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FY 2018-2019	11	8																			
FY 2019-2020	0	8																			
FY 2020-2021	0	8																			
<p>↑ Number of Public Records Requests processed annually</p>	<table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY 2016-2017</td> <td>0</td> <td>0</td> </tr> <tr> <td>FY 2017-2018</td> <td>0</td> <td>0</td> </tr> <tr> <td>FY 2018-2019</td> <td>263</td> <td>300</td> </tr> <tr> <td>FY 2019-2020</td> <td>0</td> <td>300</td> </tr> <tr> <td>FY 2020-2021</td> <td>0</td> <td>300</td> </tr> </tbody> </table>	Fiscal Year	Actual	Target	FY 2016-2017	0	0	FY 2017-2018	0	0	FY 2018-2019	263	300	FY 2019-2020	0	300	FY 2020-2021	0	300		
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FY 2019-2020	0	300																			
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		annually	<p>0</p> <p>FY 2016-2017 FY 2017-2018 FY 2018-2019 FY 2019-2020 FY 2020-2021</p> <p>● Actual — Target</p>
People	<p>↑ Develop and train workforce</p>	<p>↑ Continuing Legal Education for attorneys and continuing software training for support staff</p>	<p>100.00%</p> <p>50.00%</p> <p>0%</p> <p>FY 2016-2017 FY 2017-2018 FY 2018-2019 FY 2019-2020 FY 2020-2021</p> <p>● Actual — Target</p>
Financial Management	<p>↑ Provide transparent and accountable financial management</p>	<p>↑ Percentage of operating budget vs actual</p>	<p>100.00%</p> <p>0%</p> <p>FY 2013-2014 FY 2014-2015 FY 2015-2016 FY 2016-2017 FY 2017-2018 FY 2018-2019 FY 2019-2020 FY 2020-2021</p> <p>● Actual — Target</p>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**County Attorney**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	2,689,186	3,173,914	3,359,936	186,022
Operating	1,562,817	1,755,884	1,771,525	15,641
Capital Outlay	61,284	-	-	0
Total Budgetary Costs	<u>4,313,287</u>	<u>4,929,798</u>	<u>5,131,461</u>	<u>201,663</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	1,748,645	2,044,828	2,130,947	86,119
Special Revenue	2,564,642	2,884,970	3,000,514	115,544
Total Revenues	<u>4,313,287</u>	<u>4,929,798</u>	<u>5,131,461</u>	<u>201,663</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
County Attorney	9.00	10.00	10.00	0.00
Criminal Justice	24.00	26.00	26.00	0.00
Total Full-Time Equivalentents (FTE)	<u>33.00</u>	<u>36.00</u>	<u>36.00</u>	<u>0.00</u>

## County Attorney

**Highlights**

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
- Operating is changing due to:
  - Increase in Land Management user Licenses

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	1,034,388	1,246,014	1,317,844	71,830
Operating	447,416	487,868	502,509	14,641
Capital Outlay	5,520	-	-	0
Total Budgetary Costs	<u>1,487,324</u>	<u>1,733,882</u>	<u>1,820,353</u>	<u>86,471</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	1,487,324	1,733,882	1,820,353	86,471
Total Revenues	<u>1,487,324</u>	<u>1,733,882</u>	<u>1,820,353</u>	<u>86,471</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	1.00	1.00	1.00	0.00
Officials/Managers	2.00	2.00	2.00	0.00
Professionals	6.00	7.00	7.00	0.00
Total Full-Time Equivalentents (FTE)	<u>9.00</u>	<u>10.00</u>	<u>10.00</u>	<u>0.00</u>

## **Criminal Justice**

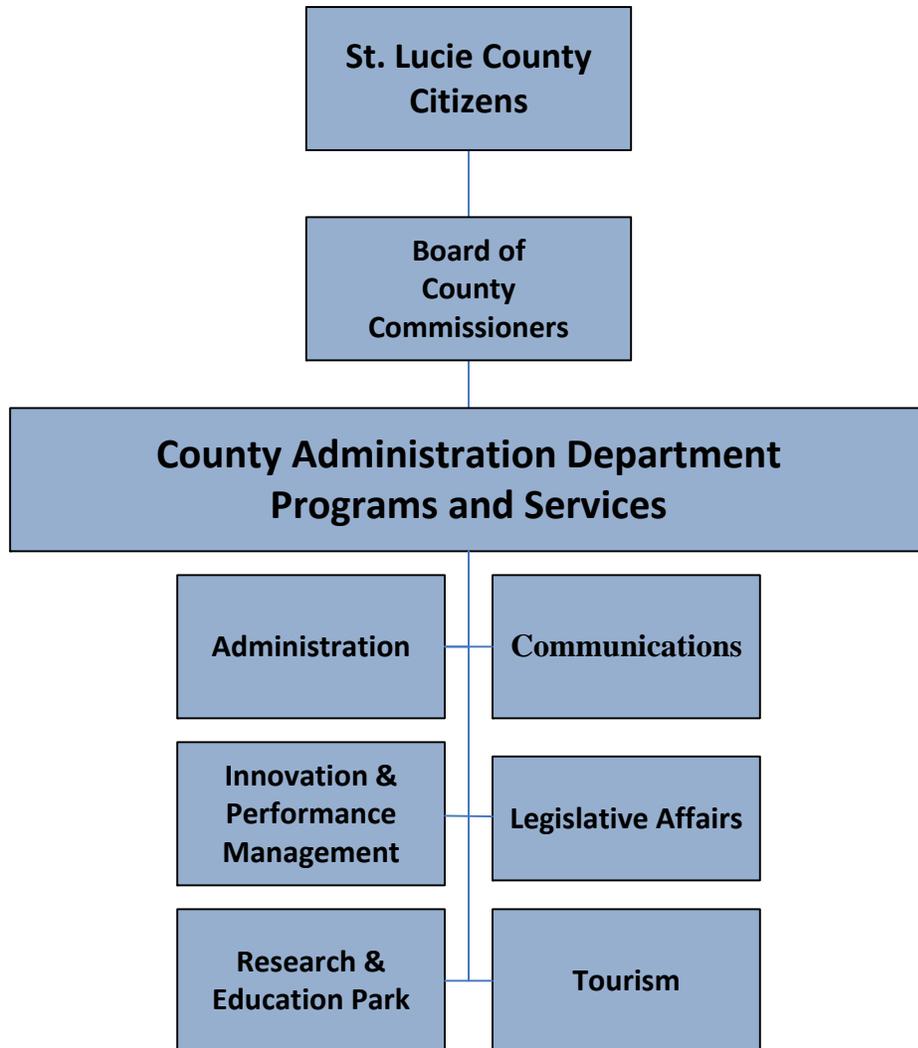
**Highlights**

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
- Operating is changing due to:
  - Increase in communications

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	1,654,798	1,927,900	2,042,092	114,192
Operating	1,115,401	1,268,016	1,269,016	1,000
Capital Outlay	55,764	-	-	0
Total Budgetary Costs	<u>2,825,963</u>	<u>3,195,916</u>	<u>3,311,108</u>	<u>115,192</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	261,321	310,946	310,594	(352)
Special Revenue	2,564,642	2,884,970	3,000,514	115,544
Total Revenues	<u>2,825,963</u>	<u>3,195,916</u>	<u>3,311,108</u>	<u>115,192</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	2.00	4.00	4.00	0.00
Justice	3.00	-	-	0.00
Officials/Managers	2.00	2.00	2.00	0.00
Professionals	1.00	1.00	1.00	0.00
Protect/SVC/Non-sworn	10.00	13.00	13.00	0.00
Technicians	6.00	6.00	6.00	0.00
Total Full-Time Equivalents (FTE)	<u>24.00</u>	<u>26.00</u>	<u>26.00</u>	<u>0.00</u>



## Mission Statement

Provide professional management and administrative oversight of the day-to-day operations while promoting ethical, legal and fair practices in County government. Ensure County business is conducted in an efficient and effective manner to provide the highest quality of life to citizens, stakeholders, visitors and businesses of St. Lucie County.

## Function

### Administration

The County Administrator serves as the Chief Executive Officer of the County and is responsible for carrying out the directives and policies of the Board of County Commissioners including the administration of all operating departments of the county government as well as all other duties and responsibilities as assigned by the Board of County Commissioners and as specified in Florida Statutes.

### Office of Legislative Affairs / Business and Strategic Initiatives

The Office of Legislative Affairs is responsible for overseeing and coordinating the county's legislative advocacy program, as well as the annual state and federal legislative platforms in accordance with the strategic priorities and policy direction of the Board of County Commissioners. The office serves as a liaison between the county and the federal and state legislative delegations and regional entities. The Office also tracks legislation through its process and works in conjunction with county departments to ascertain the impacts of pending legislation and regulations in order to provide recommendations to support or oppose pending legislation.

Under the direction of the Board of County Commissioners, the Division of Legislative Affairs is responsible for:

- Overseeing and coordinating the county's legislative advocacy program.
- Responsible for the annual state and federal legislative platforms in accordance with the strategic priorities and policy direction of the Board of County Commissioners.
- Serves as a liaison between the county and the federal and state legislative delegations as well as regional entities.
- Provides assistance on grant application and administration on major infrastructure projects within the County.
- Tracks legislation through the legislative process and works in conjunction with county departments to ascertain the impacts of pending legislation and regulations in order to provide recommendations to support or oppose pending legislation.

### Communications

To provide the right information to the right people at the right time so that they can make the right decision.

### Treasure Coast Education, Research and Development Authority

The Research Park Division purpose in collaboration with government, academic, and business entities, design, build and operate a world-class science technology and education park that will capitalize on and expand St. Lucie County's growing research, education, and workforce assets.

### Tourism

The Tourism Division is responsible for the development, planning and implementation of all aspects of tourism-related work in coordination with the County and the Tourist Development Council's (TDC) goals and objectives. The division develops, plans, organizes, and oversees tourism marketing programs; develops and administers marketing strategy and programs; conducts market research; promotes County tourism assets, programs, events, and resources and monitors and maintains the tourism budget. The division is also focused on advancing County and community tourism advocacy and support, actively participating in membership events, maintaining communication and effective relationships with the media, public officials, partner municipalities, the local and state hospitality industry and the general public.

### Innovation & Performance Management

- Responsible for the implementation, management and oversight of the County's strategic planning and management.
- Coordinates, monitors and reports performance measures related to the implementation of the County's Strategic Plan and functional areas and services as directed by the County Administrator's Office.
- Works collaboratively with departments and senior managers on continuous improvement efforts (process, productivity and waste elimination) including creation and implementation of Six Sigma projects.
- Works on special organizational and management projects as assigned by the County Administrator.

## Accomplishments

### Administration

- Implemented projects using infrastructure sales tax revenues, and monitoring by the citizens sales tax oversight committee
- Completed comprehensive strategic plan and the 5-year financial plan
- MRO Hangar – completed and leased
- Secured ACOE funding for beach nourishment
- Stadium renovations completed

### Office of Legislative Affairs / Business and Strategic Initiatives

- Secured Congressional Members support for County's objective of releasing COVID-19 funding to localities with fewer than 500,000 residents
- Supported County's effort to expand Opportunity Zone to include the port property to enhance economic development opportunities around the port
- Submitted FY20 and FY21 funding requested on behalf of County to Support adequate annual funding for the Corps of Engineers Operations & Maintenance accounts

### Communications

- Upgraded the master control system for SLCTV to provide better broadcast quality of St. Lucie County meetings and original programs
- Continued to develop and grow our social media and online audiences
- Increase the number of video public service announcements as well as original shows for county departments for SLCTV and social media

### Treasure Coast Education, Research and Development Authority

- Adopted a Strategic Business Plan for the Treasure Coast Research Park
- Worked with our tenant, 'Treasure Coast Sunshine Incubator Kitchen (TCSINK),' by marketing the facility to secure start-up food entrepreneurs and food trucks
- First annual High School and Indian River State College Culinary Cook-off Scholarship Event at the Sunshine Kitchen

### Tourism

- Enhanced visitor service experience by launching and installing digital touchscreen visitor information kiosks in key areas throughout the County
- Expanded the Division's industry relations and advocacy program with local, regional and state tourism partners.
- Increase awareness and visitation from shared emerging marketing with regional partners

### Innovation & Performance Management

- Conducted a Community Wide Survey through the National Research Center
- Completed its Strategic Planning Process and the BOCC adopted the FY 2021–2023 Strategic Plan's updated Vision, Mission Statement, Goals, Objectives and Core Values
- Continued developing and reporting Quarterly Community Dashboard Performance Reports utilizing ClearPoint Strategy system and coordinates performance review meetings with County Administration

## Initiatives

### Administration

- Implementation of the Strategic Plan through the budget process
- Support the redistricting process
- Lobby for IRL South Projects
- Joint meetings with the Cities of Port St. Lucie and Fort Pierce and TriCounty meetings

### Office of Legislative Affairs / Business and Strategic Initiatives

- Advocate for the expansion of the Treasure Coast Foreign Trade Zone #218 to include Indian River, Okeechobee, Martin and St. Lucie Counties
- Submit at least 3 competitive grants to assist in funding major infrastructure projects within the County
- Advocate for the passage of the new Fort Pierce General Re-evaluation Report in the Water Resources Development Act of 2020, to ensure future nourishments of Fort Pierce Beach

### Communications

- Provide reoccurring media and communications training to St. Lucie County managers and directors
- Develop a style guide for county public relations and marketing materials
- Begin the re-design process for the county's website

### Treasure Coast Education, Research and Development Authority

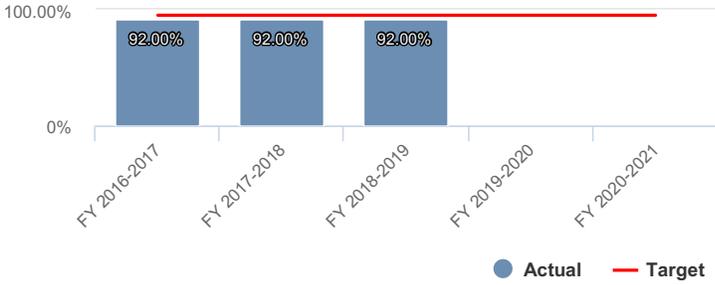
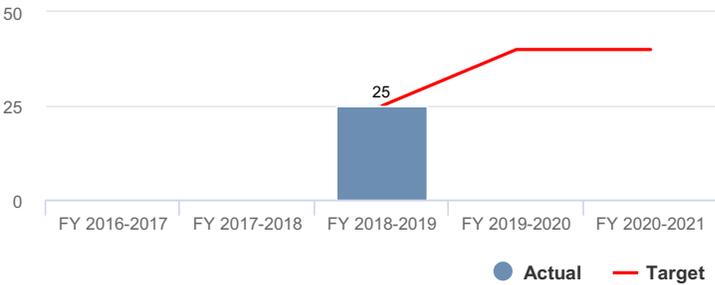
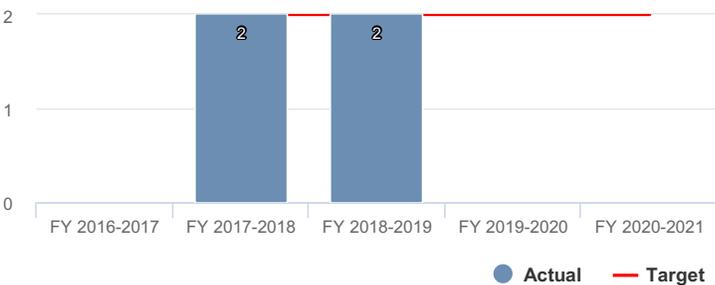
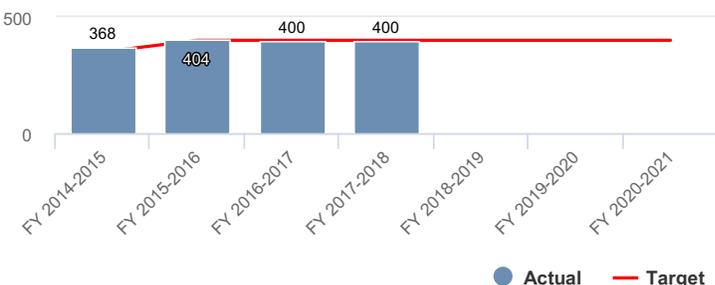
- Continue to implement the Strategic Business Plan for the Treasure Coast Research Park, specifically on the development and execution of the Park's marketing action plan to attract agriculture and food-related businesses to the Research Park
- Continue to maximize the space at the Sunshine Kitchen, and offer educational classes, seminars, and food entrepreneur training to kitchen clients and the community
- Focus on seeking grant funds to develop effective programs at the Sunshine Kitchen

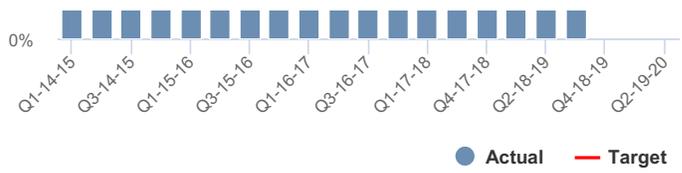
### Tourism

- Implement 5-year Strategic Plan
- Expand public relations efforts and increase earned media performance
- Enhance tourism product development through strategic data investments

### Innovation & Performance Management

- Continue development of Strategic Plan to include refining initiatives, action items and adopting relevant performance measures and working with respective Goal Champions and cross-functional Strategic Planning Implementation Team to implement Strategic Plan
- Evaluate and update performance measures in ClearPoint Strategy software consistent with FY 2021–2023 Strategic Plan
- Develop method to ensure Strategic Plan and budget priorities are properly aligned
- Develop and implement a benchmark system to evaluate performance compared with similar counties.

Goals	Objectives	Measures	Charts																																																						
Service	<p> <b>Deliver Excellent Customer Service</b> Administration</p>	<p> <b>Percentage of legislative requests responded to within 24 hours</b> Administration</p>	 <table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>FY 2016-2017</td> <td>92.00%</td> <td>100.00%</td> </tr> <tr> <td>FY 2017-2018</td> <td>92.00%</td> <td>100.00%</td> </tr> <tr> <td>FY 2018-2019</td> <td>92.00%</td> <td>100.00%</td> </tr> <tr> <td>FY 2019-2020</td> <td>-</td> <td>100.00%</td> </tr> <tr> <td>FY 2020-2021</td> <td>-</td> <td>100.00%</td> </tr> </tbody> </table>	Fiscal Year	Actual (%)	Target (%)	FY 2016-2017	92.00%	100.00%	FY 2017-2018	92.00%	100.00%	FY 2018-2019	92.00%	100.00%	FY 2019-2020	-	100.00%	FY 2020-2021	-	100.00%																																				
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RevPAR - Hotel Revenue Per Available Room Tourism



**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**County Administration**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-33,125	-	-	0
Personnel	1,943,423	2,174,541	2,368,268	193,727
Operating	1,187,994	1,232,665	1,174,495	(58,170)
Capital Outlay	90,892	-	-	0
Grants & Aids	228,000	223,500	223,500	0
Other Uses	101,637	1,521,978	1,542,597	20,619
Total Budgetary Costs	<u>3,518,821</u>	<u>5,152,684</u>	<u>5,308,860</u>	<u>156,176</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	2,703,398	3,038,041	3,192,524	154,483
Special Revenue	20,000	958,458	1,267,013	308,555
Capital	68,512	-	-	0
Trust and Agency	726,911	1,156,185	849,323	(306,862)
Total Revenues	<u>3,518,821</u>	<u>5,152,684</u>	<u>5,308,860</u>	<u>156,176</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
County Administration	7.00	6.00	6.00	0.00
Communications	4.00	4.00	5.00	1.00
Research & Education Park	1.00	1.00	1.00	0.00
Tourism	2.50	3.00	3.00	0.00
Legislative Affairs	-	2.00	2.00	0.00
Innovation and Performance Management	3.00	3.00	2.00	(1.00)
Total Full-Time Equivalents (FTE)	<u>17.50</u>	<u>19.00</u>	<u>19.00</u>	<u>0.00</u>

## County Administration

### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
- Operating is changing due to:
  - o Decrease in operational expenses, primarily other contractual services and books and subscriptions

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	1,035,563	899,582	930,467	30,885
Operating	296,340	90,761	75,600	(15,161)
Capital Outlay	1,471	-	-	0
Total Budgetary Costs	<u>1,333,374</u>	<u>990,343</u>	<u>1,006,067</u>	<u>15,724</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	1,333,374	990,343	1,006,067	15,724
Total Revenues	<u>1,333,374</u>	<u>990,343</u>	<u>1,006,067</u>	<u>15,724</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	3.00	3.00	2.00	(1.00)
Officials/Managers	3.00	3.00	3.00	0.00
Professionals	1.00	-	1.00	1.00
Total Full-Time Equivalentents (FTE)	<u>7.00</u>	<u>6.00</u>	<u>6.00</u>	<u>0.00</u>

## Communications

**Highlights**

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
  - o Webmaster position (1.0 FTE, PG 23) transferred from Community services/Veterans Division

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	403,291	401,600	530,135	128,535
Operating	104,617	173,930	173,930	0
Capital Outlay	83,022	-	-	0
Total Budgetary Costs	<u>590,930</u>	<u>575,530</u>	<u>704,065</u>	<u>128,535</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	590,930	575,530	704,065	128,535
Total Revenues	<u>590,930</u>	<u>575,530</u>	<u>704,065</u>	<u>128,535</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	2.00	2.00	1.00	(1.00)
Professionals	2.00	2.00	3.00	1.00
Technicians	-	-	1.00	1.00
Total Full-Time Equivalentents (FTE)	<u>4.00</u>	<u>4.00</u>	<u>5.00</u>	<u>1.00</u>

## Research & Education Park

**Highlights**

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
- Operating is changing due to:
  - o Increase to professional services and other operating expenses
- Other Uses is changing due to:
  - o Adjustment to reserves for fund balancing

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	94,167	96,416	100,918	4,502
Operating	158,179	141,652	189,652	48,000
Capital Outlay	6,399	-	-	0
Grants & Aids	3,000	3,500	3,500	0
Other Uses	68,512	333,875	275,584	(58,291)
Total Budgetary Costs	<u>330,257</u>	<u>575,443</u>	<u>569,654</u>	<u>(5,789)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	261,745	575,443	569,654	(5,789)
Capital	68,512	-	-	0
Total Revenues	<u>330,257</u>	<u>575,443</u>	<u>569,654</u>	<u>(5,789)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	1.00	1.00	1.00	0.00
Total Full-Time Equivalents (FTE)	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>

**St. Lucie County Board of County Commissioners  
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**Tourism**

**Highlights**

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
- Operating is changing due to:
  - o Decrease in operating expenses primarily software support contracts, travel and training
- Other Uses is changing due to:
  - o Adjustment to reserves for fund balancing

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-33,125	-	-	0
Personnel	237,367	290,996	310,854	19,858
Operating	562,608	450,305	353,230	(97,075)
Grants & Aids	225,000	220,000	220,000	0
Other Uses	33,125	1,188,103	1,267,013	78,910
Total Budgetary Costs	<u>1,024,975</u>	<u>2,149,404</u>	<u>2,151,097</u>	<u>1,693</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	278,064	34,761	34,761	0
Special Revenue	20,000	958,458	1,267,013	308,555
Trust and Agency	726,911	1,156,185	849,323	(306,862)
Total Revenues	<u>1,024,975</u>	<u>2,149,404</u>	<u>2,151,097</u>	<u>1,693</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	1.00	1.00	1.00	0.00
Officials/Managers	1.00	1.00	1.00	0.00
Professionals	0.50	1.00	1.00	0.00
Total Full-Time Equivalentents (FTE)	<u>2.50</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>

## Legislative Affairs

### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
- Operating is changing due to:
  - o Increase in travel and other contractual services

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	-	199,790	214,167	14,377
Operating	-	222,800	297,250	74,450
Total Budgetary Costs	-	422,590	511,417	88,827

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	-	422,590	511,417	88,827
Total Revenues	-	422,590	511,417	88,827

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	-	1.00	1.00	0.00
Professionals	-	1.00	1.00	0.00
Total Full-Time Equivalents (FTE)	-	2.00	2.00	0.00

## Innovation and Performance Management

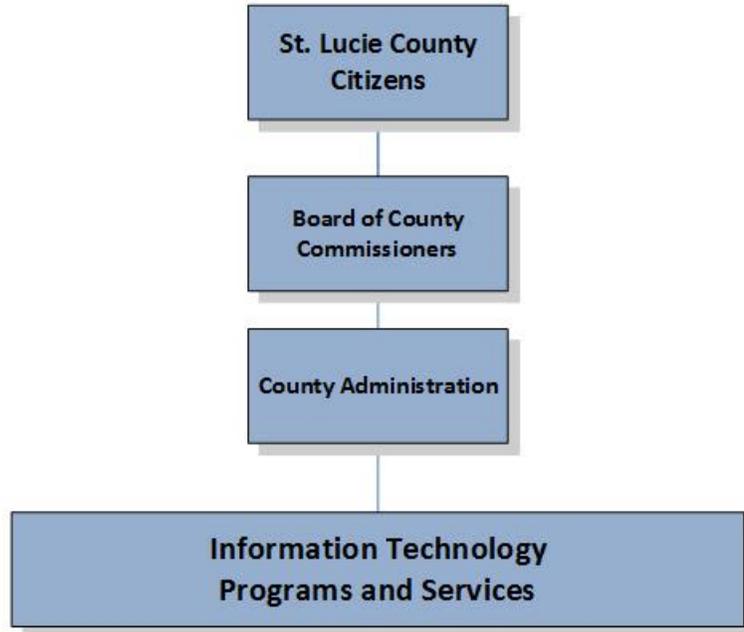
### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
  - o FY20 creation of this division with the deletion of one FTE transferred to OMB for FY21
- Operating is changing due to:
  - o Transfer of operating budget to OMB for FY21

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	173,035	286,157	281,727	(4,430)
Operating	66,250	153,217	84,833	(68,384)
Total Budgetary Costs	<u>239,286</u>	<u>439,374</u>	<u>366,560</u>	<u>(72,814)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	239,286	439,374	366,560	(72,814)
Total Revenues	<u>239,286</u>	<u>439,374</u>	<u>366,560</u>	<u>(72,814)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Officials/Managers	-	-	1.00	1.00
Professionals	3.00	3.00	1.00	(2.00)
Total Full-Time Equivalentents (FTE)	<u>3.00</u>	<u>3.00</u>	<u>2.00</u>	<u>(1.00)</u>



## Mission Statement

Our team supports the County's missions by enabling greater transparency, accountability, and citizen collaboration in government through the use of innovative and reliable systems. We work to ensure information security, protect individual privacy, and be good stewards of taxpayer resources by creating a government that strategically combines technology with effective processes, to serve its citizens and visitors.

## Function

- Provide centralized Systems, Network, and Applications services to County departments by delivering technology needs that align with the County's business strategies.
- Operate the County help desk and enterprise networks. The Help Desk is staffed from 7 a.m. to 5 p.m., Monday through Friday for business hour assistance. The Information Technology Department completed a total of 11,569 formal service requests.
- Installation, maintenance and repair of computer devices, personal computers, cellular devices and other peripheral equipment.
- Support applications such as the Enterprise Resource Planning system (ERP), Public Safety Computer Aided Dispatch (CAD), the Records Management System (RMS) as well as other department specific applications.
- Administration of the County's telephone system, the 911 Public Safety Answering Point system (PSAP) as well as central phone and voicemail services. The coordination of moves, additions and changes; review of all new building and renovation projects wiring standards; and coordination of repair contracts.
- With 34 full-time employees, the department supports more than 890 St. Lucie County users with an additional 505 users from outside agencies, in addition to countless internet customers.
- The department manages more than 90 applications, 200 servers, 845 workstations, 1,103 phones, 1,985 phone lines, 628 voice mailboxes, and 390 voice circuits across 72 locations.
- Provide 24 x 365 technical support for the county's 911 Center and other critical needs. The Information Technology Department completed 11,569 formal service requests.

## Accomplishments

- Replaced VMWare host environment servers.
- Migrated Microsoft Exchange email and office product to the Office 365 cloud.
- Setup and installed computers, network and security for the new animal shelter.
- Completed Public Safety Sip trunk failover.
- Completed Public Safety 911 server and operating system upgrade.
- Continued to add tenants to the Rock Road Data Center, Property Appraiser, Tax Collector, State Attorney and Public Defender.
- Completed endpoint security rollout, Carbon Black on all county PC's and Servers.
- Added offline tape backups to help in the recovery of a ransomware attack.
- Completed a security training program.

## Initiatives

- Establish closely mirrored test environments for mission critical production applications.
- Partner with Planning in implementing a new Land Management System.
- Expand tenants at Rock Road Data Center to leverage secure facility, including 4 pending constitutional offices.
- Enhance security and training throughout the County.
- Upgrade Cisco Unity Phone System for the BOCC and Public Safety.

Goals	Objectives	Measures	Charts
Service	<p>↓ Deliver excellent customer service</p>	<p>Help Desk Calls</p>	<p>● Total Calls Presented — Calls Presented Target</p> <p>● Calls Handled — Calls Handled Target</p> <p>● % of Calls Answered — % Answered Target</p>
Financial Management	<p>↑ Provide transparent and accountable financial management</p>	<p>↑ Percent of Operating Budget vs Actual</p>	<p>● Actual — Target</p>
		<p>↑ Network Availability Critical Sites</p>	<p>● Actual — Target</p>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Information Technology**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	2,908,694	3,304,449	3,452,375	147,926
Operating	2,066,945	1,940,049	2,122,355	182,306
Capital Outlay	645,248	400,600	326,000	(74,600)
Debt Service	135,608	172,430	172,427	(3)
Total Budgetary Costs	<u>5,756,495</u>	<u>5,817,528</u>	<u>6,073,157</u>	<u>255,629</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	5,756,495	5,817,528	6,073,157	255,629
Total Revenues	<u>5,756,495</u>	<u>5,817,528</u>	<u>6,073,157</u>	<u>255,629</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Information Technology	34.00	34.00	34.00	0.00
Total Full-Time Equivalents (FTE)	<u>34.00</u>	<u>34.00</u>	<u>34.00</u>	<u>0.00</u>

## Information Technology

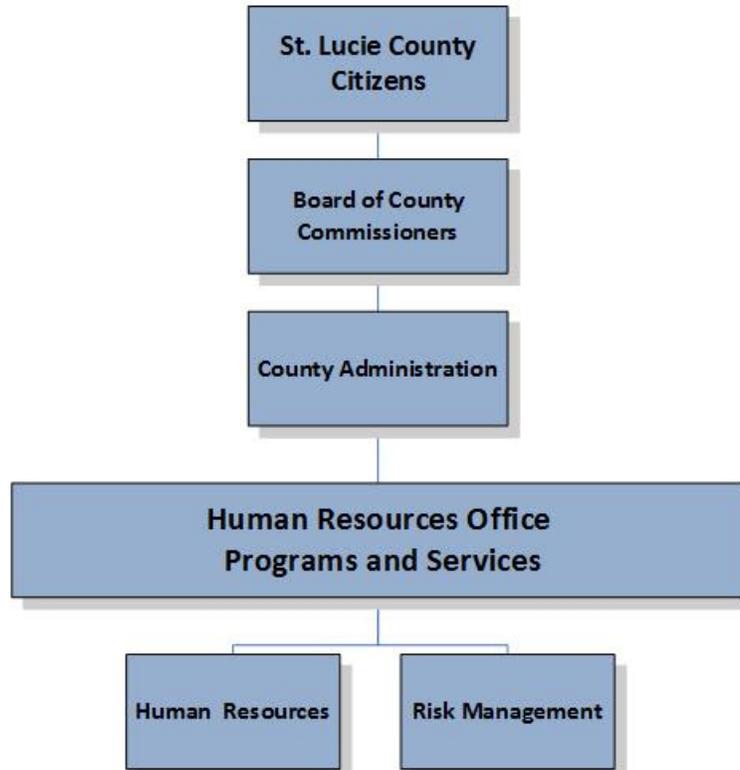
### Highlights

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
- Operating is changing due to:
  - Budget proposals increasing software support contracts
  - Budget proposals increasing other contractual services and licenses & fees
- Capital Outlay is changing due to:
  - Decrease to software compared to FY 20

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	2,908,694	3,304,449	3,452,375	147,926
Operating	2,066,945	1,940,049	2,122,355	182,306
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Total Revenues	<u>5,756,495</u>	<u>5,817,528</u>	<u>6,073,157</u>	<u>255,629</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	5.00	5.00	5.00	0.00
Officials/Managers	4.00	5.00	5.00	0.00
Professionals	15.00	15.00	14.00	(1.00)
Technicians	10.00	9.00	10.00	1.00
Total Full-Time Equivalents (FTE)	<u>34.00</u>	<u>34.00</u>	<u>34.00</u>	<u>0.00</u>



## Mission Statement

St. Lucie County Human Resources Department is a trusted foundation which provides ethical, strategic, and highly skilled services customized to each phase of every employee's journey. We attract, develop, and retain a high-performing and diverse workforce; promoting a healthy, productive and fulfilling work culture.

## Function

Human Resources is a support service for the employees and residents of St. Lucie County. We assist employees through their journey from application to retirement.

## Accomplishments

### **Human Resources**

- Conducted a Countywide Employee Engagement Survey
  - Assess engagement of employees and create an action plan
  - Benchmark data & compare to similar local government entities
- Implement Employee Handbook Update
- Implement Policies and Procedures Manual
- Developed Succession Planning Model to be implemented in FY21

### **Risk Management**

- Maintain or improve Countywide MOD rate of .85 (Employee Injury Reduction)
- Implemented a full-day retirement and financial literacy symposium
- Implemented Safety Incentive program
- Implemented DOT random drug testing program

## Initiatives

### **Human Resources**

- Employ a new, robust training plan to offer an array of innovative and diverse programming for employee/leadership development, engagement and retention
  - NEOGOV Learn (LMS) Implementation
  - Manager/Supervisor Boot Camp Training
  - Internship / Vocational Program Opportunities with IRSC
- Targeted training reducing employee relations issues and effectively improving overall employee morale
- Implement a diversity recruitment plan for departmental specialty skilled positions
- Implement a new Teamsters CBA

### **Risk Management**

- Complete 'Employee Only' signage program to enhance employee and citizen safety
- Maintain or improve MOD rate of .85 (Employee Injury Reduction)
- Increase safety training hours by 10%
- Implement random drug testing program for safety sensitive positions
- Continue to expand the Financial Literacy platform
- Implement a more cost-effective health insurance plan for the County

Perspectives	Objectives	Measures	Charts																		
Service	<p><b>Deliver excellent customer service</b></p> <p>Human Resources Administration</p>	<p><b>Average Days to Fill Positions</b></p> <p>Human Resources Administration</p>	<table border="1"> <caption>Average Days to Fill Positions</caption> <thead> <tr> <th>Month</th> <th>AVG FYTD</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Oct-19</td> <td>41</td> <td>54</td> </tr> <tr> <td>Nov-19</td> <td>43</td> <td>54</td> </tr> <tr> <td>Dec-19</td> <td>44</td> <td>54</td> </tr> <tr> <td>Jan-20</td> <td>46</td> <td>54</td> </tr> <tr> <td>Feb-20</td> <td>46</td> <td>54</td> </tr> </tbody> </table>	Month	AVG FYTD	Target	Oct-19	41	54	Nov-19	43	54	Dec-19	44	54	Jan-20	46	54	Feb-20	46	54
Month	AVG FYTD	Target																			
Oct-19	41	54																			
Nov-19	43	54																			
Dec-19	44	54																			
Jan-20	46	54																			
Feb-20	46	54																			
People	<p><b>Develop and train the workforce</b></p> <p>Human Resources Administration</p>	<p><b>Number of New Hires, Transfers &amp; Promotions</b></p> <p>Human Resources Administration</p>	<table border="1"> <caption>Number of New Hires, Transfers &amp; Promotions</caption> <thead> <tr> <th>Month</th> <th>Internal % FYTD</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Oct-19</td> <td>36.84%</td> <td>20%</td> </tr> <tr> <td>Nov-19</td> <td>40.74%</td> <td>20%</td> </tr> <tr> <td>Dec-19</td> <td>38.46%</td> <td>20%</td> </tr> <tr> <td>Jan-20</td> <td>42.31%</td> <td>20%</td> </tr> <tr> <td>Feb-20</td> <td>43.18%</td> <td>20%</td> </tr> </tbody> </table>	Month	Internal % FYTD	Target	Oct-19	36.84%	20%	Nov-19	40.74%	20%	Dec-19	38.46%	20%	Jan-20	42.31%	20%	Feb-20	43.18%	20%
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Dec-19	38.46%	20%																			
Jan-20	42.31%	20%																			
Feb-20	43.18%	20%																			
Community	<p><b>Provide for a safe community</b></p> <p>Risk Management</p>	<p><b>Vehicle Accident Claims</b></p> <p>Risk Management</p>	<table border="1"> <caption>Vehicle Accident Claims</caption> <thead> <tr> <th>Fiscal Year</th> <th>FYTD</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY 2015-2016</td> <td>7</td> <td>18</td> </tr> <tr> <td>FY 2016-2017</td> <td>20</td> <td>18</td> </tr> <tr> <td>FY 2017-2018</td> <td>8</td> <td>18</td> </tr> <tr> <td>FY 2018-2019</td> <td>14</td> <td>18</td> </tr> <tr> <td>FY 2019-2020</td> <td>6</td> <td>18</td> </tr> </tbody> </table>	Fiscal Year	FYTD	Target	FY 2015-2016	7	18	FY 2016-2017	20	18	FY 2017-2018	8	18	FY 2018-2019	14	18	FY 2019-2020	6	18
		Fiscal Year	FYTD	Target																	
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FY 2016-2017	20	18																			
FY 2017-2018	8	18																			
FY 2018-2019	14	18																			
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<p><b>Workers Comp Claims</b></p> <p>Risk Management</p>	<table border="1"> <caption>Workers Comp Claims</caption> <thead> <tr> <th>Fiscal Year</th> <th>Total Claims FYTD</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY 2015-2016</td> <td>45</td> <td>35</td> </tr> <tr> <td>FY 2016-2017</td> <td>24</td> <td>35</td> </tr> <tr> <td>FY 2017-2018</td> <td>39</td> <td>35</td> </tr> <tr> <td>FY 2018-2019</td> <td>21</td> <td>35</td> </tr> <tr> <td>FY 2019-2020</td> <td>4</td> <td>35</td> </tr> </tbody> </table>	Fiscal Year	Total Claims FYTD	Target	FY 2015-2016	45	35	FY 2016-2017	24	35	FY 2017-2018	39	35	FY 2018-2019	21	35	FY 2019-2020	4	35		
Fiscal Year	Total Claims FYTD	Target																			
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Departmental Budget Documents**

**Human Resources**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	1,072,960	2,383,743	2,473,121	89,378
Operating	5,271,473	20,309,595	20,983,319	673,724
Total Budgetary Costs	<u>6,344,433</u>	<u>22,693,338</u>	<u>23,456,440</u>	<u>763,102</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	931,767	1,033,195	974,159	(59,036)
Internal Service	5,412,666	21,660,143	22,482,281	822,138
Total Revenues	<u>6,344,433</u>	<u>22,693,338</u>	<u>23,456,440</u>	<u>763,102</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Human Resources	8.85	8.80	7.55	(1.25)
Risk Management	1.35	2.10	3.15	1.05
Insurance Program	1.80	1.10	1.30	0.20
Total Full-Time Equivalentents (FTE)	<u>12.00</u>	<u>12.00</u>	<u>12.00</u>	<u>0.00</u>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Human Resources**

**Highlights**

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
  - 1.25 FTE decrease, reallocated (1.20) FTE to Risk Management Division and (.05) FTE to Insurance Program
- Operating is changing due to:
  - Decrease in contract services

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	784,400	793,610	766,974	(26,636)
Operating	147,366	239,585	207,185	(32,400)
Total Budgetary Costs	<u>931,767</u>	<u>1,033,195</u>	<u>974,159</u>	<u>(59,036)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	931,767	1,033,195	974,159	(59,036)
Total Revenues	<u>931,767</u>	<u>1,033,195</u>	<u>974,159</u>	<u>(59,036)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	4.00	2.00	2.00	0.00
Officials/Managers	2.15	3.60	3.55	(0.05)
Professionals	2.70	2.20	1.00	(1.20)
Technicians	-	1.00	1.00	0.00
Total Full-Time Equivalentents (FTE)	<u>8.85</u>	<u>8.80</u>	<u>7.55</u>	<u>(1.25)</u>

## **Risk Management**

**Highlights**

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
  - 1.05 FTE Reallocation from Human Resources to Risk Management
  
- Operating is changing due to:
  - Increase in other contractual services

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	135,340	190,929	292,585	101,656
Operating	2,070,485	1,589,697	2,389,697	800,000
Total Budgetary Costs	<u>2,205,824</u>	<u>1,780,626</u>	<u>2,682,282</u>	<u>901,656</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Internal Service	2,205,824	1,780,626	2,682,282	901,656
Total Revenues	<u>2,205,824</u>	<u>1,780,626</u>	<u>2,682,282</u>	<u>901,656</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	0.25	0.20	0.50	0.30
Officials/Managers	0.90	1.10	1.15	0.05
Professionals	0.20	0.80	1.50	0.70
Total Full-Time Equivalents (FTE)	<u>1.35</u>	<u>2.10</u>	<u>3.15</u>	<u>1.05</u>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Insurance Program**

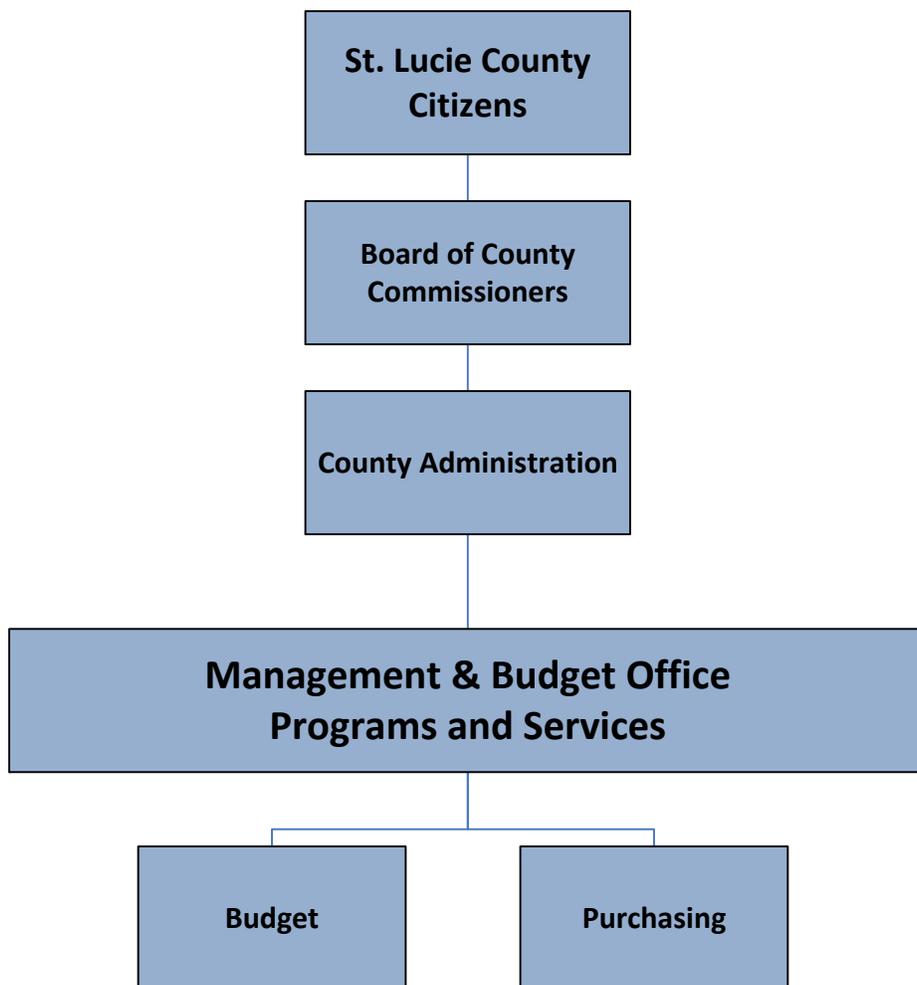
**Highlights**

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
  - .20 FTE position increase from Human Resources Division
- Operating is changing due to:
  - Decrease in overall expense to offset an adjustment in reduction of revenue

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	153,220	1,399,204	1,413,562	14,358
Operating	3,053,622	18,480,313	18,386,437	(93,876)
Total Budgetary Costs	<u>3,206,842</u>	<u>19,879,517</u>	<u>19,799,999</u>	<u>(79,518)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Internal Service	3,206,842	19,879,517	19,799,999	(79,518)
Total Revenues	<u>3,206,842</u>	<u>19,879,517</u>	<u>19,799,999</u>	<u>(79,518)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	0.75	0.80	0.50	(0.30)
Officials/Managers	0.95	0.30	0.30	0.00
Professionals	0.10	-	0.50	0.50
Total Full-Time Equivalents (FTE)	<u>1.80</u>	<u>1.10</u>	<u>1.30</u>	<u>0.20</u>



## Mission Statement

To support County Management in achieving its mission by providing timely and accurate Financial Reporting, Planning & Management; by developing and coordinating the County's Performance Management process; and providing Purchasing Services to all County Departments.

## Function

### Budget

- Prepare, monitor and amend the County's annual budget
- Prepare financial analyses
- Coordinate performance management
- Reviewing financing options
- Provide budget information to the Board and public

### Purchasing

- Purchase or contract for all supplies, materials, equipment and contractual services required by any County department
- Prepare, monitor and manage all Bid, Request for Proposals and Request for Qualification documents
- Contract Management enables the County to manage and monitor the County's current and future contracts to ensure compliance with the County's own ordinances and resolutions, and compliance with state statutes
- Maintain and manage all vendor insurance certificates for compliance
- Operate the material center
- Maintain the County's capital asset records. Inventory Management provides a reasonable assurance that proper records have been maintained for property acquired with state financial assistance; equipment is adequately safeguarded and maintained; and the disposition or encumbrance of any equipment or real property is in accordance with state requirements
- Courier function provides efficiency obtained by having coordinated deliveries between County departments
- Maintain and manage all vehicle/Equipment titles and license plates

## Accomplishments

### Budget

- Continued to ensure the County reduce its reliance on fund balance reserves and ensure the County does not become reliant on unreserved and undesignated fund balance to fund on-going future operating costs
- Improved internal budget training
- Continued producing the County's Quarterly CIP to the Board
- Continued producing the County's Quarterly Budget report to the Board
- Improved capital project reporting and provide support for the Half-Cent Sales Tax Oversight Committee

### Purchasing

- Implement changes resulting from internal audits related to purchasing cards, purchasing processes, contract management, and asset management
- Online vendor registration
- Electronic quote system for Departments

## Initiatives

### Budget

- Improve budget monitoring through the use of dashboards
- Continue Banner Upgrades, Chart of Account Changes
- Review Reserve Policy
- Develop a long-term financial plan

### Purchasing

- Electronic approvals for requisitions
- Improve the requisition / PO process

Goals	Objectives	Measures	Charts																									
Financial Management	<p>Provide transparent and accountable financial management Budget</p> <p>↑</p>	<p>Maintain compliance with grant requirements (% of audits in compliance) Budget</p> <p>↑</p>	<table border="1"> <caption>Compliance with Grant Requirements</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Apr-20</td> <td>100.00%</td> <td>100.00%</td> </tr> <tr> <td>May-20</td> <td>100.00%</td> <td>100.00%</td> </tr> <tr> <td>Jun-20</td> <td>-</td> <td>100.00%</td> </tr> </tbody> </table>	Month	Actual	Target	Apr-20	100.00%	100.00%	May-20	100.00%	100.00%	Jun-20	-	100.00%													
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**Office of Management & Budget**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	865,210	941,419	1,060,480	119,061
Operating	94,684	112,560	153,257	40,697
Capital Outlay	-	2,000	-	(2,000)
Total Budgetary Costs	<u>959,894</u>	<u>1,055,979</u>	<u>1,213,737</u>	<u>157,758</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	959,894	1,055,979	1,213,737	157,758
Total Revenues	<u>959,894</u>	<u>1,055,979</u>	<u>1,213,737</u>	<u>157,758</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Management & Budget	6.00	6.00	7.00	1.00
Purchasing	4.00	4.00	4.00	0.00
Total Full-Time Equivalents (FTE)	<u>10.00</u>	<u>10.00</u>	<u>11.00</u>	<u>1.00</u>

## Management & Budget

### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
  - o Increase in funding for the Budget Analyst position transferred from the Innovation and Performance Management Division (1.0)
- Operating is changing due to:
  - o Budget proposal for \$38,697, transferred funds from Innovation and Performance for the contract with eCivis
  - o An increase in advertising to reflect the actual charges, offset by machinery & equipment
- Capital Outlay is changing due to:
  - o Reduction in machinery & equipment due to purchase and transferred to advertising for increase in charges

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	577,958	637,482	734,505	97,023
Operating	21,445	20,420	61,117	40,697
Capital Outlay	-	2,000	-	(2,000)
Total Budgetary Costs	<u>599,403</u>	<u>659,902</u>	<u>795,622</u>	<u>135,720</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	599,403	659,902	795,622	135,720
Total Revenues	<u>599,403</u>	<u>659,902</u>	<u>795,622</u>	<u>135,720</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	1.00	1.00	1.00	0.00
Officials/Managers	1.00	1.00	1.00	0.00
Professionals	4.00	4.00	5.00	1.00
Total Full-Time Equivalentents (FTE)	<u>6.00</u>	<u>6.00</u>	<u>7.00</u>	<u>1.00</u>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Purchasing**

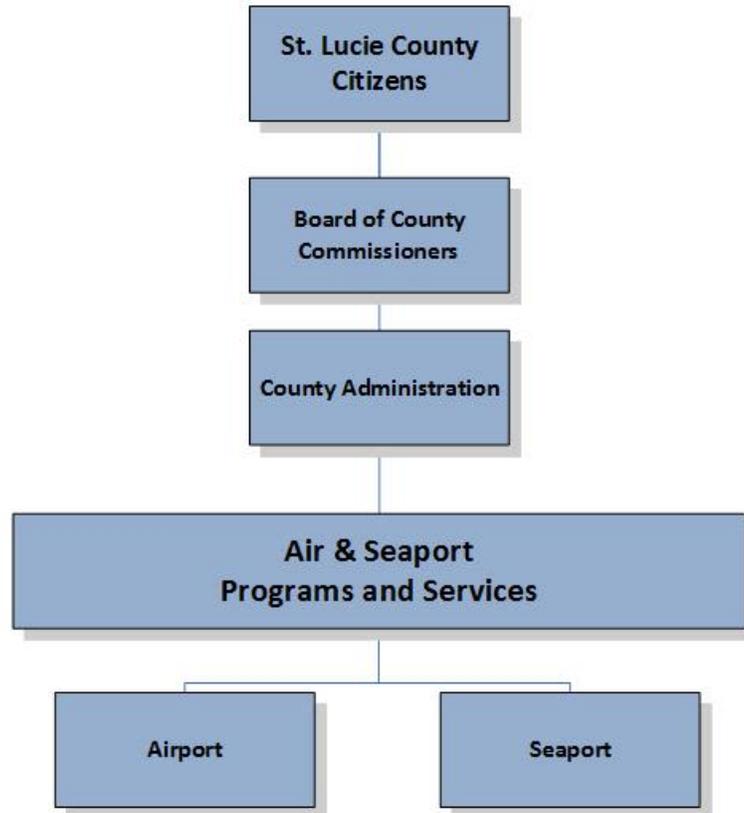
**Highlights**

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	287,252	303,937	325,975	22,038
Operating	73,239	92,140	92,140	0
Total Budgetary Costs	<u>360,491</u>	<u>396,077</u>	<u>418,115</u>	<u>22,038</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	360,491	396,077	418,115	22,038
Total Revenues	<u>360,491</u>	<u>396,077</u>	<u>418,115</u>	<u>22,038</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	2.00	2.00	2.00	0.00
Professionals	1.00	1.00	1.00	0.00
Technicians	1.00	1.00	1.00	0.00
Total Full-Time Equivalentents (FTE)	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>



## Mission Statement

Our mission is to operate Treasure Coast International Airport and Port of Fort Pierce in a fiscally and environmentally responsible, safe and efficient manner that is consistent with the interests of stakeholders.

## Function

### **Treasure Coast International Airport & Business Park**

The function at the Treasure Coast International Airport is to operate and manage the Airport in a safe and efficient manner and to provide general aviation and air transportation needs of the community by promoting a positive relationship with our neighbors and users while maintaining on a self-sufficient basis, generating full use of Airport owned properties for commercial and industrial purposes.

### **Port of Fort Pierce**

Our function is to ensure that the Port is developed and operated to achieve operational excellence, including safe and efficient use of the County's infrastructure and resources, while exercising fiscal responsibility, with the goals of self-sufficiency and sustainable growth, for the benefit and in consideration of the community, stakeholders and the environment.

## Accomplishments

### Treasure Coast International Airport & Business Park

- Completed the Master Plan/ALP
- Completed the Airport Entrance/Access Parking Lot Improvements
- Began construction of the 28,500 sq. ft. Maintenance, Repair and Overhaul (MRO) hangar
- Continued development of large, unleased areas of the Airport.
- Began Freight Logistics Zone Study in partnership with FDOT

### Port of Fort Pierce

- Selected Derecktor Shipyards to operate the Port which began November 1 – under negotiations during 2019.
- Completed Fisherman's Wharf Road and Boat Ramp designs.
- Demolished decades-old packing plant.
- Secured state funding for immediate use for improvements.

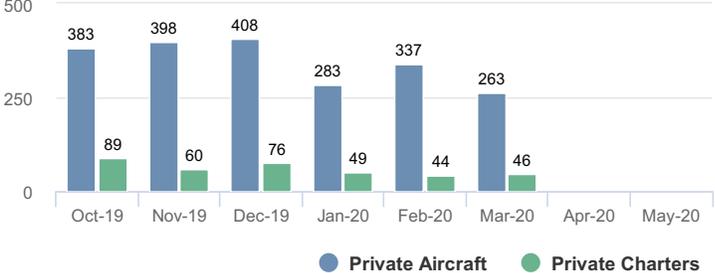
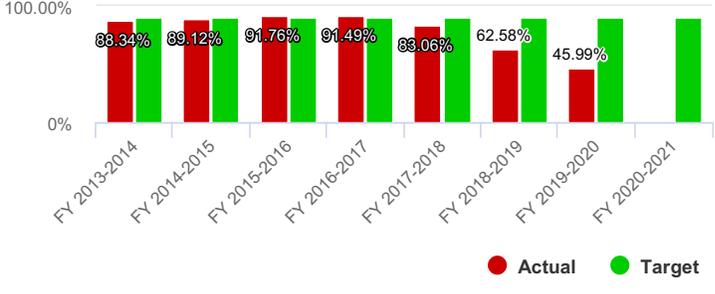
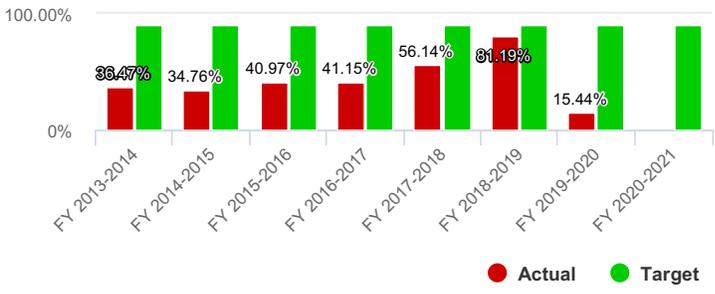
## Initiatives

### Treasure Coast International Airport & Business Park

- Complete Construction of MRO Hangar
- Enter into a lease agreement with MRO operator for Hangar
- Solicit hangar construction on undeveloped parcels
- Begin process of Part 139 certification for commercial service
- Complete Freight Logistics Zone Study
- Begin/Complete reorganization of Foreign Trade Zone
- Design Airport fencing and gate access improvements
- Design Runway 14/32

### Port of Fort Pierce

- Complete Port Master Plan
- Complete Port Master Stormwater Plan
- Complete Fisherman's Wharf boat ramp improvements
- Resolve issue of County's ownership intent in the "Bell" property
- Assist Derecktor in the design, construction of infrastructure projects utilizing state funding

Goals	Objectives	Measures	Charts
Community	 <p>Promote economic development Airport</p>	 <p>Number of Entries Through Customs Airport</p>	
Financial Management	 <p>Provide transparent and accountable financial management Airport</p>	 <p>Percentage of operating budget vs. actual Airport</p>	
		 <p>Fuel Revenue Airport</p>	
			
Financial Management	 <p>Provide transparent and accountable financial management Seaport</p>	 <p>Percentage of Operating Budget vs Actual Seaport</p>	

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Air & Seaport**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-1,223,742	-	-	0
Personnel	944,501	1,140,110	1,072,124	(67,986)
Operating	1,323,037	1,815,891	2,725,895	910,004
Capital Outlay	3,601,034	10,760,502	7,904,601	(2,855,901)
Other Uses	1,223,742	1,053,122	-	(1,053,122)
Total Budgetary Costs	<u>5,868,572</u>	<u>14,769,625</u>	<u>11,702,620</u>	<u>(3,067,005)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	20,202	199,799	-	(199,799)
Special Revenue	4,431,588	6,444,528	8,729,143	2,284,615
Capital	1,416,782	8,125,298	2,973,477	(5,151,821)
Total Revenues	<u>5,868,572</u>	<u>14,769,625</u>	<u>11,702,620</u>	<u>(3,067,005)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Port	3.00	3.00	2.00	(1.00)
Treasure Coast International Airport	8.50	8.50	8.50	0.00
Total Full-Time Equivalents (FTE)	<u>11.50</u>	<u>11.50</u>	<u>10.50</u>	<u>(1.00)</u>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Port**

**Highlights**

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
  - o Request to move funding for vacant Port Engineer position to Professional Services budget
- Operating is changing due to:
  - o The spend-down and completion of various operational and maintenance improvement projects
  - o Requests for various operational expense projects, such as:
    - Special Assessment Increase (recurring with annual increase), \$17,291
    - Fund Professional Service with vacant position budget, \$139,736 (net zero overall impact)
- Capital Outlay is changing due to:
  - o New budget planning that eliminates capital carry forwards
- Other Uses is changing due to:
  - o Adjustment to reserves for fund balancing

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-219,018	-	-	0
Personnel	256,114	398,991	277,629	(121,362)
Operating	810,832	922,594	1,020,968	98,374
Capital Outlay	114,567	2,042,499	1,721,230	(321,269)
Other Uses	219,018	72,462	-	(72,462)
<b>Total Budgetary Costs</b>	<b>1,181,512</b>	<b>3,436,546</b>	<b>3,019,827</b>	<b>(416,719)</b>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Special Revenue	1,054,430	1,797,270	1,191,329	(605,941)
Capital	127,083	1,639,276	1,828,498	189,222
<b>Total Revenues</b>	<b>1,181,512</b>	<b>3,436,546</b>	<b>3,019,827</b>	<b>(416,719)</b>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	1.00	1.00	1.00	0.00
Officials/Managers	1.00	1.00	1.00	0.00
Professionals	1.00	1.00	-	(1.00)
<b>Total Full-Time Equivalents (FTE)</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>(1.00)</b>

## Treasure Coast International Airport

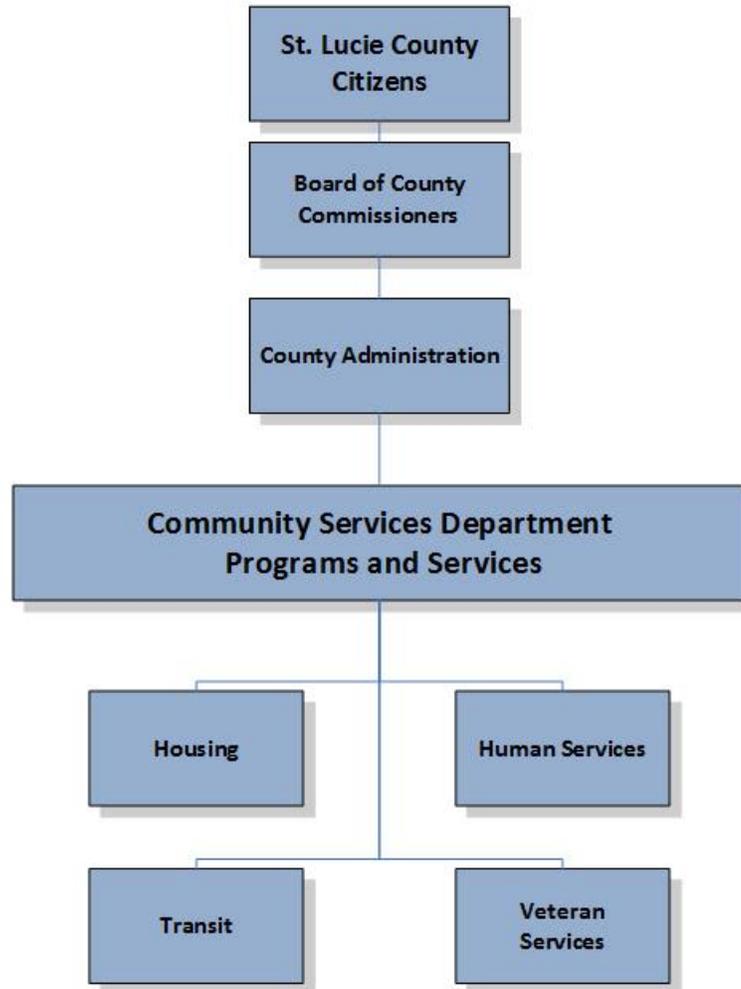
### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
- Operating is changing due to:
  - o Requests for multiple operational expense projects, such as:
    - Airfield Signage and Lighting Update, \$360,000
    - Pavement Marking Project, \$120,000
    - Professional Services Increase, \$50,000
- Capital Outlay is changing due to:
  - o New budget planning that eliminates capital carry forwards
  - o Design Taxiway E Realignment and C4/C5 Demo, \$144,000
- Other Uses is changing due to:
  - o Adjustment to reserves for fund balancing

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-1,004,723	-	-	0
Personnel	688,387	741,119	794,495	53,376
Operating	512,205	893,297	1,704,927	811,630
Capital Outlay	3,486,468	8,718,003	6,183,371	(2,534,632)
Other Uses	1,004,723	980,660	-	(980,660)
Total Budgetary Costs	<u>4,687,059</u>	<u>11,333,079</u>	<u>8,682,793</u>	<u>(2,650,286)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	20,202	199,799	-	(199,799)
Special Revenue	3,377,158	4,647,258	7,537,814	2,890,556
Capital	1,289,700	6,486,022	1,144,979	(5,341,043)
Total Revenues	<u>4,687,059</u>	<u>11,333,079</u>	<u>8,682,793</u>	<u>(2,650,286)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	2.00	2.00	2.00	0.00
Officials/Managers	1.50	1.50	1.50	0.00
Professionals	1.00	1.00	1.00	0.00
Service Maintenance	3.00	3.00	3.00	0.00
Technicians	1.00	1.00	1.00	0.00
Total Full-Time Equivalentents (FTE)	<u>8.50</u>	<u>8.50</u>	<u>8.50</u>	<u>0.00</u>



## Mission Statement

Community Services provides assistance to residents to improve quality of life through information, resources and services.

## Function

### Housing Division

- Provide direct assistance to income eligible households through the following services/programs:
  - Home-Buyer Assistance Program
  - Housing Rehabilitation and Demolition/Construction Program
  - Hurricane Loss Mitigation Program
  - Development Assistance to Community Housing Development Organizations
- Assist with preparation, response and recovery needs at times of disaster
- Affirmatively further Fair Housing

### Human Services Division

- Provide direct services to residents through information, referral and resources
- Coordinate with other Social Service organizations to enhance service delivery and avoid duplication of services
- Process all requests for State mandated human service programs, which include indigent burials, Health Care Responsibility Act and childhood forensic examinations
- Assist with preparation, response and recovery needs at times of disaster

### Transit Division

- Administer state, federal and local funding to provide public transportation services of the Treasure Coast Connector in the form of fixed route, para-transit, micro-transit and after-hour services using local taxi's and Uber for Business
- Leverage the St. Lucie Transit Municipal Services Taxing Unit with state and federal grants from the U.S. Department of Transportation, Florida Department of Transportation and the Florida Commission for the Transportation Disadvantaged
- Tabulate performance measures, project management and prepare quarterly compliance reports for regulatory procedures
- Develop grant submittals, planning documents and new program initiatives
- Educate the public via community outreach events and social media to increase awareness regarding the county's transit system
- Operational oversight of numerous contracts including the master transit operator (Council on Aging/Community Transit) and other vendors to ensure adequate levels of service and granting agency compliance with key performance indicators

### Veteran Services

- Increase outside funding sources to further develop and expand Veteran Services successful "Wheelchairs-4-Warriors" program
- Develop housing solutions for placement of homeless Veterans into stable housing
- Identify and develop partnering opportunities with treasure coast Veteran organizations to assist Veterans requiring emergency assistance
- To serve Treasure Coast Veterans and their families with dignity and compassion and to be their principal advocate in ensuring they receive the care, support and recognition earned in service to our Nation
- Process benefit claims on Veterans behalf for compensation, pension, health care, education, burial, home loans, lost records, property tax exemptions and survivor benefits
- Provide daily medical transportation services for Veterans to the West Palm Beach Veterans Administration Hospital
- Provide handicapped transportation for Veterans requiring specialized service from home to hospital van transportation pickup points and return upon completion

## Accomplishments

### Housing Division

- Secured a public/private partnership with Blue Sky Communities to construct a multifamily housing community on McNeil Road.
- Assisted eighteen (18) households with rehabilitation/reconstruction, eight (8) households with hurricane retrofits, two (2) households with purchase assistance, and helped fund the construction of two (2) Habitat for Humanity Homes.
- Awarded \$194,000 from the Florida Division of Emergency Management for the Hurricane Loss Mitigation Program.

### Human Services Division

- Received \$991,383 in grant funding for Social Service programs.
- Participated in the Annual Point In Time (PIT) count with the local Continuum of Care, Treasure Coast Homeless Services Council, which identified more than 708 homeless individuals living in St. Lucie County.
- With federal funding from HUD, Human Services provided Permanent Supportive Housing assistance to 60 chronically homeless, disabled households.
- Supported local partners in providing free volunteer income tax assistance to approximately 1,521 households, identifying more than \$1,609,109 in tax credits and providing opportunities for 111 volunteers, including students from Indian River State College.

### Transit Division

- Maximized the existing leverage of the Transit MSTU to provide higher levels of service via two new grants from the Florida Department of Transportation – total project costs \$1.2M. In FY20, the County was awarded an additional \$300k in competitive discretionary awards from the Florida Commission for the Transportation Disadvantaged. Total for 'New' grant funding in the past 12 months = \$1.5M.
- Staff also compiled three budget requests during the BOCC budget cycle. One request was successfully funded, totaling \$1.2m from the county's general fund to expand services and leverage additional state grant dollars – as noted above.
- Completed the new, major update to the ten-year Transit Development Program which was adopted and endorsed by the local policy Board's (BOCC, TPO) and accepted by the Florida Department of Transportation. Realized a cost savings of over \$150k to the County by developing the plan in-house with TPO staff. The TDP is valued at over \$200k and a consultant was only retained for \$48k in services.

### Veteran Services

- Successfully housed eight (8) homeless Veterans into stable housing.
- Development work with the Florida Department of Veterans Affairs (FDVA) and the Veterans Administration (VA) towards completion of the 120 bed Ardie R. Copas State Veterans Nursing Home for St. Lucie County, with an anticipated June 2020 opening, creating 190 new jobs when completed.
- \$216,448,000 in federal benefits obtained for Treasure Coast area Veterans.
- 362 community outreach events.

## Initiatives

### Housing Division

- Reduce homeowner's insurance costs for assisted households.
- Develop a multifamily housing community on county owned property through a public/private partnership.
- Create a Tenant Based Rental Assistance Program for the elderly in partnership with the city of Port Saint Lucie. This program will be funded by the city's share of HOME Investment Partnership Program dollars.

### Human Services Division

- Create 501(c)(3), Friends of Community Services, which will help to fill gaps in services for St. Lucie County residents.
- To market the Human Services Division and its services to the community, specifically to those with low-income.
- Identify new funding sources for programs to assist disadvantaged residents.
- Expand long-term Tenant Based Rental assistance to low-income residents to promote asset building and steps out of poverty.
- Continue to expand electronic access for all Human Services programs.
- Continue to expand the volunteer program to engage clients in local volunteer opportunities and board representation.
- Increase the number of sites or expand existing sites to decrease wait times for the Volunteer Income Tax Assistance Program.

### Transit Division

- Develop and execute a new master contract for the transit vendor in order to integrate best practices of the industry and ensure best value for the county.
- Continue to develop funding plan and secure grant awards for the construction of the Treasure Coast Connector Transit Headquarters facility in years 2023/2024. Continue to develop civil engineering plans.
- Identify new public private partnerships to develop a van-pool service for early hour employment trips.
- Continue to maintain the highest ridership levels in county history via the operation of a fare-free system as recommended by the Florida Department of Transportation to enable further analysis of the system and economic impact.

### Veteran Services

- Increase outside funding sources to further develop and expand Veteran Services successful "Wheelchairs-4-Warriors" program.
- Develop housing solutions for placement of homeless Veterans into stable housing.
- Identify and develop partnering opportunities with treasure coast Veteran organizations to assist Veterans requiring emergency assistance.

Goals	Objectives	Measures	Charts																																								
Community	<p>↑ Maintain a high quality of life Housing</p>	<p>↑ Number of affordable units preserved or added to housing inventory Housing</p>	<table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>FY 2014-2015</td> <td>49</td> </tr> <tr> <td>FY 2015-2016</td> <td>48</td> </tr> <tr> <td>FY 2016-2017</td> <td>36</td> </tr> <tr> <td>FY 2017-2018</td> <td>22</td> </tr> </tbody> </table>	Fiscal Year	Actual	FY 2014-2015	49	FY 2015-2016	48	FY 2016-2017	36	FY 2017-2018	22																														
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Service	<p>↓ Deliver excellent customer service Transit</p>	<p>↓ Fixed Route Ridership Transit</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Current year</th> <th>Previous Year</th> </tr> </thead> <tbody> <tr> <td>Oct-19</td> <td>63,119</td> <td>54,261</td> </tr> <tr> <td>Nov-19</td> <td>54,261</td> <td>63,446</td> </tr> <tr> <td>Dec-19</td> <td>63,446</td> <td>72,847</td> </tr> <tr> <td>Jan-20</td> <td>72,847</td> <td>67,422</td> </tr> <tr> <td>Feb-20</td> <td>67,422</td> <td>58,224</td> </tr> <tr> <td>Mar-20</td> <td>58,224</td> <td>33,353</td> </tr> <tr> <td>Apr-20</td> <td>33,353</td> <td>35,903</td> </tr> <tr> <td>May-20</td> <td>35,903</td> <td></td> </tr> </tbody> </table>	Month	Current year	Previous Year	Oct-19	63,119	54,261	Nov-19	54,261	63,446	Dec-19	63,446	72,847	Jan-20	72,847	67,422	Feb-20	67,422	58,224	Mar-20	58,224	33,353	Apr-20	33,353	35,903	May-20	35,903														
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Community	<p>■ Maintain a high quality of life Human Services</p>	<p>● Number of support services provided Human Services</p>	<table border="1"> <thead> <tr> <th>Month</th> <th># of households assisted</th> </tr> </thead> <tbody> <tr> <td>Oct-19</td> <td>137</td> </tr> <tr> <td>Nov-19</td> <td>328</td> </tr> <tr> <td>Dec-19</td> <td>112</td> </tr> <tr> <td>Jan-20</td> <td>155</td> </tr> <tr> <td>Feb-20</td> <td>118</td> </tr> <tr> <td>Mar-20</td> <td>113</td> </tr> <tr> <td>Apr-20</td> <td>82</td> </tr> <tr> <td>May-20</td> <td></td> </tr> </tbody> </table>	Month	# of households assisted	Oct-19	137	Nov-19	328	Dec-19	112	Jan-20	155	Feb-20	118	Mar-20	113	Apr-20	82	May-20																							
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**St. Lucie County Board of County Commissioners  
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**Community Services**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-488,661	-	-	0
Personnel	1,759,573	2,141,446	2,320,912	179,466
Operating	877,295	2,527,734	11,778,829	9,251,095
Capital Outlay	948,250	1,205,211	956,412	(248,799)
Grants & Aids	7,782,868	12,841,879	3,013,861	(9,828,018)
Other Uses	517,760	63,366	136,709	73,343
Total Budgetary Costs	<u>11,397,085</u>	<u>18,779,636</u>	<u>18,206,723</u>	<u>(572,913)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	2,287,928	4,825,437	5,494,092	668,655
Special Revenue	9,109,157	13,954,199	12,712,631	(1,241,568)
Total Revenues	<u>11,397,085</u>	<u>18,779,636</u>	<u>18,206,723</u>	<u>(572,913)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Human Services	8.00	8.00	8.00	0.00
Housing Services	5.00	5.00	5.00	0.00
Transit	5.00	5.00	5.00	0.00
Veteran Services	11.00	11.00	10.00	(1.00)
Total Full-Time Equivalents (FTE)	<u>29.00</u>	<u>29.00</u>	<u>28.00</u>	<u>(1.00)</u>

## Human Services

### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
- Operating is changing due to:
  - o Carry forward of Community Services Block Grant funds
  - o Budget Proposal display an increase for annual lease payment
- Grants & Aids is changing due to:
  - o Closure of grant funds

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-9	-	-	0
Personnel	617,857	655,996	677,871	21,875
Operating	44,333	54,021	113,220	59,199
Grants & Aids	912,953	1,288,472	399,683	(888,789)
Other Uses	9	63,366	63,366	0
Total Budgetary Costs	<u>1,575,143</u>	<u>2,061,855</u>	<u>1,254,140</u>	<u>(807,715)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	1,224,938	1,172,493	824,229	(348,264)
Special Revenue	350,206	889,362	429,911	(459,451)
Total Revenues	<u>1,575,143</u>	<u>2,061,855</u>	<u>1,254,140</u>	<u>(807,715)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	6.00	6.00	6.00	0.00
Officials/Managers	2.00	2.00	2.00	0.00
Total Full-Time Equivalentents (FTE)	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>0.00</u>

## Housing Services

### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
- Operating is changing due to:
  - o Spend down of operating accounts within multiple grants
- Grants & Aids is changing due to:
  - o Closure of grant funds

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-270,722	-	-	0
Personnel	245,319	406,055	393,439	(12,616)
Operating	349,828	658,181	625,162	(33,019)
Grants & Aids	1,033,534	2,536,594	2,487,154	(49,440)
Other Uses	299,821	-	-	0
Total Budgetary Costs	<u>1,657,779</u>	<u>3,600,830</u>	<u>3,505,755</u>	<u>(95,075)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	376,155	1,540,310	1,339,811	(200,499)
Special Revenue	1,281,624	2,060,520	2,165,944	105,424
Total Revenues	<u>1,657,779</u>	<u>3,600,830</u>	<u>3,505,755</u>	<u>(95,075)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	4.00	4.00	4.00	0.00
Officials/Managers	1.00	1.00	1.00	0.00
Total Full-Time Equivalentents (FTE)	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>0.00</u>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Transit**

**Highlights**

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
- Operating is changing due to:
  - o Budget Proposals amended operating accounts to increase professional services and increase contractual services due to reallocating funds from the various Council on Aging accounts
- Capital Outlay is changing due to:
  - o An increase in multiple grant funds
- Grants & Aids is changing due to:
  - o Reallocated funds to Other Contractual Services

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-177,127	-	-	0
Personnel	248,635	417,736	634,919	217,183
Operating	447,733	1,773,170	10,994,393	9,221,223
Capital Outlay	948,250	897,598	906,412	8,814
Grants & Aids	5,836,381	9,015,813	126,024	(8,889,789)
Other Uses	177,127	-	-	0
Total Budgetary Costs	<u>7,480,999</u>	<u>12,104,317</u>	<u>12,661,748</u>	<u>557,431</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	3,672	1,150,000	2,594,972	1,444,972
Special Revenue	7,477,327	10,954,317	10,066,776	(887,541)
Total Revenues	<u>7,480,999</u>	<u>12,104,317</u>	<u>12,661,748</u>	<u>557,431</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	3.00	3.00	3.00	0.00
Professionals	2.00	2.00	2.00	0.00
Total Full-Time Equivalents (FTE)	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>0.00</u>

## **Veteran Services**

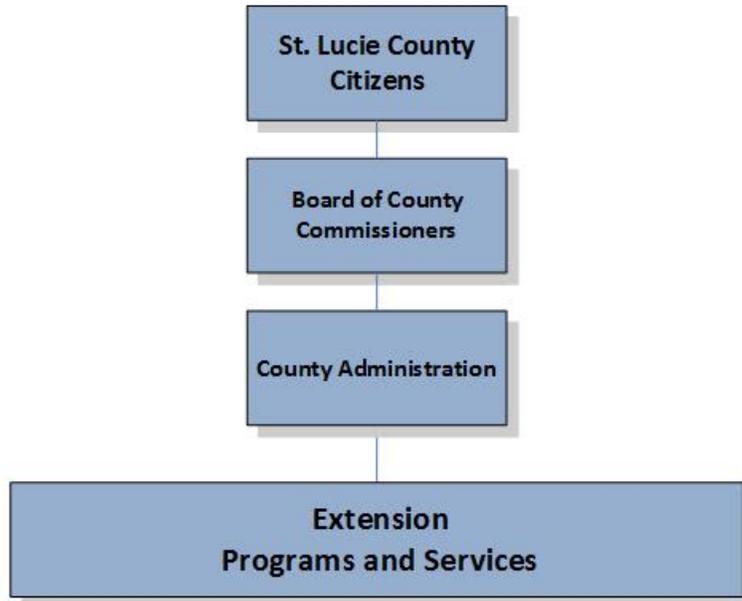
### **Highlights**

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
  - o FY20 (1.00) position transferred to Communications Div, Webmaster position
- Operating is changing due to:
  - o Budget proposals to increase line items in travel and operating supplies
- Capital Outlay is changing due to:
  - o An offset of capital related expenses and carry forward of funding
- Other Uses is changing due to:
  - o Reallocated salaries to reserves for a grant funded position

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-40,802	-	-	0
Personnel	647,762	661,659	614,683	(46,976)
Operating	35,401	42,362	46,054	3,692
Capital Outlay	-	307,613	50,000	(257,613)
Grants & Aids	-	1,000	1,000	0
Other Uses	40,802	-	73,343	73,343
Total Budgetary Costs	<u>683,163</u>	<u>1,012,634</u>	<u>785,080</u>	<u>(227,554)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	683,163	962,634	735,080	(227,554)
Special Revenue	-	50,000	50,000	0
Total Revenues	<u>683,163</u>	<u>1,012,634</u>	<u>785,080</u>	<u>(227,554)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	5.00	5.00	4.00	(1.00)
Professionals	1.00	1.00	1.00	0.00
Service Maintenance	5.00	5.00	5.00	0.00
Total Full-Time Equivalents (FTE)	<u>11.00</u>	<u>11.00</u>	<u>10.00</u>	<u>(1.00)</u>



## Mission Statement

The St. Lucie County IFAS Extension fosters partnerships to provide research-based information that leads to solutions for businesses, families, and community members.

## Function

- Main Function is to provide Outreach and Education in the following areas:
- 4-H youth development and adult leader volunteer training and management
- Agribusiness and entrepreneurship
- Commercial fruit and crops production including worker protection, farm safety, and food handling safety
- Commercial horticulture, landscape, and nursery management, including pesticide applicator certification and training and green industries best management practices
- Consumer education including food, nutrition, health, and money management
- Natural resource management, including energy and water conservation, and wildlife and invasive species management
- Urban horticulture and Master Gardener volunteer training and management

## Accomplishments

- The UF/IFAS Extension office had volunteers offer over 16,903 hours in the community. The total value of donated volunteer hours was over \$394,347. This included all volunteers in the Master Gardeners Program, the Florida Master Naturalist Program and the 4-H Program.
- Together with St. Lucie County Community Services, Extension implemented the Credit Score Improvement grant in St. Lucie, Martin and Okeechobee counties which offers workshops to learn about spending plans and credit management to local citizens.
- Grant funding was obtained from the Florida Cattle Enhancement Board for "Release strategy optimization of classical biological control agents for Brazilian Peppertree in Florida."
- Some of the awards the UF/IFAS Extension Office received were as follows:
  - St. Lucie County Master Gardener Volunteers award winners at Inaugural Florida-Friendly™ Landscaping Program State Award Ceremony
    - Dale Galiano - Florida-Friendly™ Landscaping Volunteer Educator of the Year
    - Maggie Cook - Outstanding Florida-Friendly™ Landscaping Photo - Before & After
  - 2019 National Association of County Agricultural Agents Communication Award National Finalist: Bound Book, Skvarch, E.

## Initiatives

- Provide research based education for citizens of St. Lucie County including the cities of Port St. Lucie and Ft. Pierce.
- Provide research based education for existing and alternative crops to the local agricultural growers.

Goals	Objectives	Measures	Charts									
Service	<p>↓ Deliver excellent customer service</p>	<p>↓ Number of Walk-Ins</p>	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1-19-20</td> <td>400</td> <td>~300</td> </tr> <tr> <td>Q2-19-20</td> <td>225</td> <td>~300</td> </tr> </tbody> </table>	Quarter	Actual	Target	Q1-19-20	400	~300	Q2-19-20	225	~300
		Quarter	Actual	Target								
		Q1-19-20	400	~300								
Q2-19-20	225	~300										
<p>↓ Number of phone calls into the Extension Office</p>	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1-19-20</td> <td>1,904</td> <td>~1,800</td> </tr> <tr> <td>Q2-19-20</td> <td>1,098</td> <td>~1,800</td> </tr> </tbody> </table>	Quarter	Actual	Target	Q1-19-20	1,904	~1,800	Q2-19-20	1,098	~1,800		
Quarter	Actual	Target										
Q1-19-20	1,904	~1,800										
Q2-19-20	1,098	~1,800										
<p>↑ Number of Volunteer Hours</p>	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1-19-20</td> <td>4,973.00</td> <td>~5,000.00</td> </tr> <tr> <td>Q2-19-20</td> <td>6,573.00</td> <td>~5,000.00</td> </tr> </tbody> </table>	Quarter	Actual	Target	Q1-19-20	4,973.00	~5,000.00	Q2-19-20	6,573.00	~5,000.00		
Quarter	Actual	Target										
Q1-19-20	4,973.00	~5,000.00										
Q2-19-20	6,573.00	~5,000.00										
Community	<p>□ Maintain a high quality of life</p>	<p>↑ Number of Educational Materials Developed</p>	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1-19-20</td> <td>47</td> <td>~55</td> </tr> <tr> <td>Q2-19-20</td> <td>64</td> <td>~55</td> </tr> </tbody> </table>	Quarter	Actual	Target	Q1-19-20	47	~55	Q2-19-20	64	~55
		Quarter	Actual	Target								
Q1-19-20	47	~55										
Q2-19-20	64	~55										
<p>↓ Number of Group Learning Participants</p>	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1-19-20</td> <td>22,428</td> <td>~25,000</td> </tr> <tr> <td>Q2-19-20</td> <td>3,764</td> <td>~5,000</td> </tr> </tbody> </table>	Quarter	Actual	Target	Q1-19-20	22,428	~25,000	Q2-19-20	3,764	~5,000		
Quarter	Actual	Target										
Q1-19-20	22,428	~25,000										
Q2-19-20	3,764	~5,000										

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Extension**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	674,372	702,208	774,782	72,574
Operating	91,827	95,759	95,759	0
Total Budgetary Costs	<u>766,200</u>	<u>797,967</u>	<u>870,541</u>	<u>72,574</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	703,228	734,733	804,814	70,081
Special Revenue	62,971	63,234	65,727	2,493
Total Revenues	<u>766,200</u>	<u>797,967</u>	<u>870,541</u>	<u>72,574</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Extension	11.00	11.50	11.50	0.00
Total Full-Time Equivalents (FTE)	<u>11.00</u>	<u>11.50</u>	<u>11.50</u>	<u>0.00</u>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Extension**

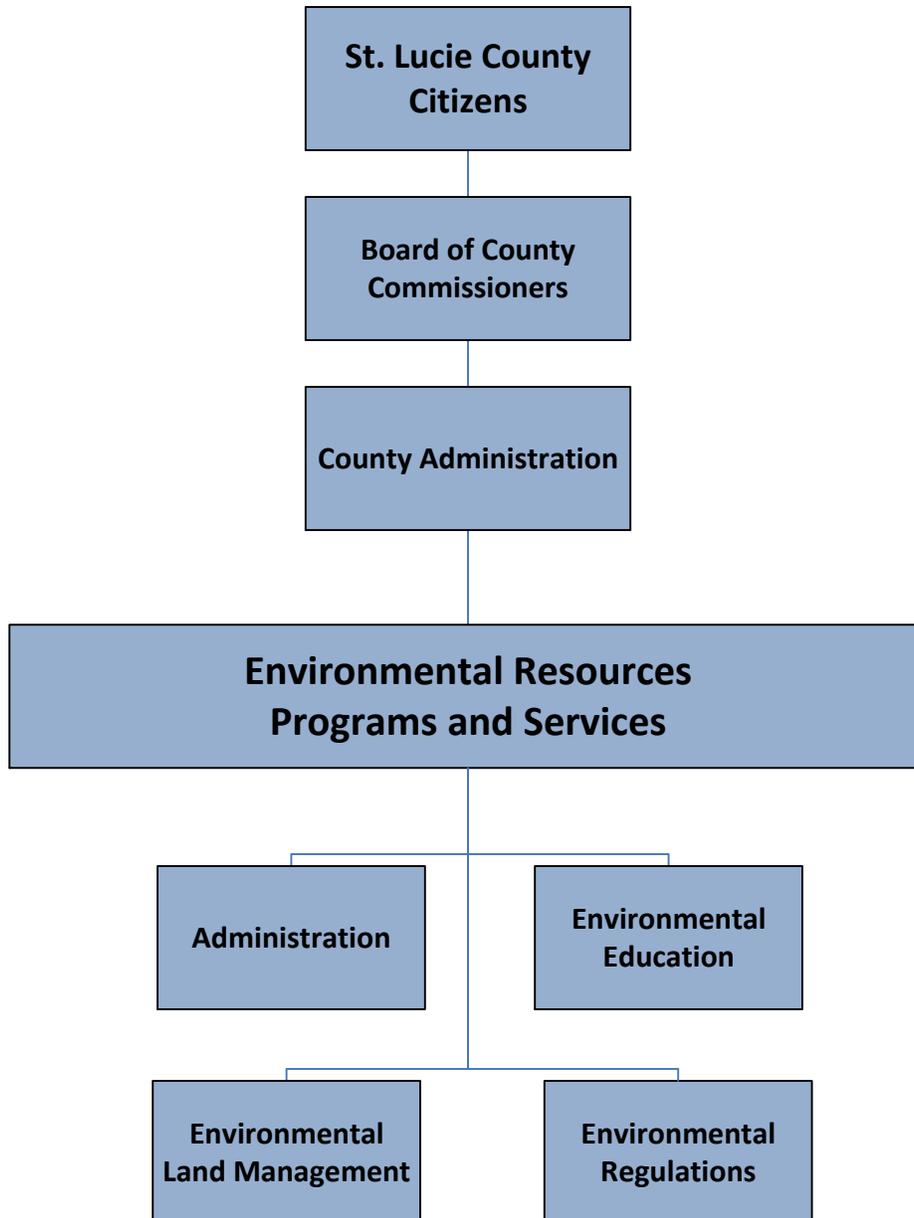
**Highlights**

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
  - Health Insurance increase due to elected county policy

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
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<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	5.00	4.50	4.50	0.00
Officials/Managers	1.00	1.00	1.00	0.00
Professionals	4.00	5.00	5.00	0.00
Service Maintenance	1.00	1.00	1.00	0.00
Total Full-Time Equivalents (FTE)	<u>11.00</u>	<u>11.50</u>	<u>11.50</u>	<u>0.00</u>



## Mission Statement

Preserve, protect, and enhance St. Lucie County's natural resources through sustainable land management practices, regulations, ecotourism, environmental education and community outreach.

## Function

Environmental Resources Department's functions include managing the Environmentally Significant Lands Program, established in 1994 with a \$20M voter-approved bond referendum, built by leveraging funds and fostering partnerships to constitute the \$78M public conservation land system in St. Lucie County today; maintaining and restoring ecosystems and providing public access and passive recreational amenities throughout the County's preserves and Greenways and Trails systems; reviewing proposed developments to ensure compliance with the resource protection elements of the County's Comprehensive Plan, as well as, compatibility with the Land Development Code and the County's long-term vision; providing environmental consulting and land management services throughout the County organization to reduce expenditures, increase efficiencies and promote environmentally sustainable growth; cultivating knowledge, nurturing a sense of wonder, and inspiring stewardship for the natural world through education, artistic expression, collaboration, volunteerism and celebration; and providing educational programs, opportunities for citizen involvement, sustainable ecotourism development, and leadership to engage internal and external partners to conserve natural resources while creating a sustainable community.

## Accomplishments

### Administration

- Initiated Resiliency Planning by hosting a St. Lucie Community Resilience Planning Workshop for all local government jurisdictions within St. Lucie County
- Implemented a multi-jurisdictional steering committee to guide resilience planning, action areas, and assessments toward a Resilient St. Lucie
- Entered into Memorandum of Understanding with the St. Lucie County Fire District

### Natural Resources/Environmental Lands Division

- Received: \$2.4M in Competitive Funding Assistance & Grants Related Projects;
- Restored: 2,900 Acres of the Preserves with Land Management Services;
- Managed: 2,700 Acres of the Preserves, the Airport, & the Port for Invasive Species;
- Enhanced: 93 Acres with Prescribed Fire;

### Environmental Regulations Division

- Completed preliminary surveys for the development of a Countywide Habitat Conservation Plan for the Florida Scrub Jay (HCP). The HCP will not only be a benefit to scrub jay's, as it takes a holistic approach to determine the needs to the species, but it will also provide substantial economic benefits, by reducing the uncertainty associated with the presence of this federally listed species, permitting time delays, and environmental compliance costs.
- Completed process mapping for new online permitting database system aimed at enhancing customer service.
- Served on numerous boards/committees, including: Florida Local Environmental Agencies (Wetlands Committee Chair), the Bicycle Pedestrian Advisory Committee (Vice Chair), Florida Exotic Pest Plant Council (Secretary), St. Lucie County Sea Turtle Working Group, and University of Florida's Florida Medical Entomology Laboratory Stakeholder Board.
- Assisted other County Departments (including Airport, Public Works, Emergency Operations and Administration) by providing over 200 hours of subject matter expertise /environmental consulting services saving the county an excess of \$200,000 in outside consulting fees.

### Environmental Education & Community Outreach (EECO) Division

- Provided active/direct learning opportunities to approximately 20,000 youth and adults through programs and events;
- Grew the volunteer services program to nearly 500 youth and adults, providing over 8,000 hours of skills-based stewardship, equating to a savings to the County of \$169,120;
- Continued developing and hosting the St. Lucie Water Champions series of trainings; and 6 opportunities for citizen involvement in restoration and stewardship projects. The St. Lucie Water Champions Initiative is a multi-faceted program designed to elevate the conversation of water resources and engage citizens, businesses, organizations, and local government in finding solutions to water issues;

## Initiatives

### Administration

- Continue to seek funding opportunities to leverage budget funds for all ERD initiatives
- Continue to support St. Lucie Community Resilience Planning steering committee and develop community stakeholders sub-committee(s)
- Establish a "Friends of" not-for-profit group
- Continue to provide assistance throughout the organization using ERD's highly qualified and skilled expertise
- Continue to encourage staff development through continued education, specialized training, leadership training, and County sponsored training such as Lean Six Sigma, Ignite, and Spark.

### Natural Resources/Environmental Lands Division

- Construct/restore the 300-acre wetland system at Teague Hammock Preserve (grant funded).
- Construct/Restore the Ten Mile Creek oxbow at the Richard E. Becker Preserve (grant funded).
- Construct/develop the public use amenities at Petravice Preserve (grant funded).
- Continue Nature Programs within the Preserves (management requirement).

### Environmental Regulations Division

- Continue to improve Countywide efficiencies by utilizing ERD resources (staff expertise, equipment, etc.) to provide environmental consulting services (environmental assessments, reporting, permitting, monitoring, landscape planning etc.), project management and land management services
- Complete Phase 1 of the St. Lucie County Habitat Conservation Plan (HCP) for the Federally Threatened Scrub-Jay in an effort to promote environmentally sustainable growth at Treasure Coast International Airport (TCIA) and the surrounding area
- Continue to provide excellent customer service and timely review timeframes for all development review and permit applications

### Environmental Education & Community Outreach (EECO) Division

- Continue to develop, host St. Lucie Water Champions training program with a goal of 60 participants in the training, and 80 volunteers working in the community on stewardship and restoration projects;
- Continue to increase skills-based volunteer program, with the goal of 550 volunteers providing 10,000 hours of service;
- Continue to grow trademark events -- Procession of the Species and Earth Day Festival -- to attract participants throughout the county and state.
- Continue to build on collaborations and partnerships with diverse organizations in support of common goals and objectives.

Goals	Objectives	Measures	Charts
Community	<p>↓</p> <p>Maintain a High Quality of Life Environmental Education</p>	<p>■</p> <p>Number of educational program participants Environmental Education</p>	<p>● Total Programs — Target</p>
Community	<p>↓</p> <p>Protect natural resources Environmental Lands</p>	<p>↓</p> <p>Prescribed Fire Management (Preserves) Environmental Lands</p>	<p>◆ Target ● Prescribed Fire ● Wildland Mitigation Activity</p>
Service	<p>↓</p> <p>Deliver excellent customer service Environmental Regulations</p>	<p>↑</p> <p>Percentage of environmental permits issued or comments sent Environmental Regulations</p>	<p>— Avg Days to Process Permits ● # of Veg Removal Permits ● # of Dock Permits ● # of Seawall Permits ◆ Avg Days to Process Permits — Target</p>
Community	<p>↑</p> <p>Protect natural resources Environmental Regulations</p>	<p>↑</p> <p>Number of environmental planning site plan reviews Environmental Regulations</p>	<p>● Actual — Target</p>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Environmental Resources**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-35,220	-	-	0
Personnel	1,671,082	1,675,420	1,756,368	80,948
Operating	751,475	1,330,250	2,012,031	681,781
Capital Outlay	145,341	865,000	1,050,858	185,858
Grants & Aids	-	5,000	5,000	0
Other Uses	35,220	6,348,822	3,764,913	(2,583,909)
Total Budgetary Costs	<u>2,567,898</u>	<u>10,224,492</u>	<u>8,589,170</u>	<u>(1,635,322)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	2,020,573	3,069,935	3,558,899	488,964
Special Revenue	546,672	1,767,056	765,456	(1,001,600)
Capital	653	5,387,501	4,264,815	(1,122,686)
Total Revenues	<u>2,567,898</u>	<u>10,224,492</u>	<u>8,589,170</u>	<u>(1,635,322)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Land Management	13.00	13.00	8.00	(5.00)
Admin - Environmental Resources	2.00	2.00	3.00	1.00
Environmental Education	5.00	4.47	4.47	0.00
Environmental Regulations	-	-	4.00	4.00
Total Full-Time Equivalents (FTE)	<u>20.00</u>	<u>19.47</u>	<u>19.47</u>	<u>0.00</u>

## Land Management

### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
  - o 1 FTE reallocated position to ERD Administration
  - o 4 FTE reallocated positions to new division Environmental Regulations
- Operating is changing due to:
  - o Increase in grant match for Sea Turtle Monitoring of \$2,681 in other contractual services
  - o Increase in Travel offset by revenue
  - o Grant established during the year
- Capital Outlay is changing due to:
  - o Grant for land purchase
- Other uses is changing due to:
  - o Adjustment to reserves for fund balancing

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-23,565	-	-	0
Personnel	1,069,505	1,080,980	676,424	(404,556)
Operating	559,052	1,071,101	1,457,214	386,113
Capital Outlay	145,341	865,000	1,050,858	185,858
Other Uses	23,565	6,348,822	3,647,444	(2,701,378)
Total Budgetary Costs	<u>1,773,898</u>	<u>9,365,903</u>	<u>6,831,940</u>	<u>(2,533,963)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	1,260,440	2,246,861	2,552,017	305,156
Special Revenue	512,805	1,731,541	15,108	(1,716,433)
Capital	653	5,387,501	4,264,815	(1,122,686)
Total Revenues	<u>1,773,898</u>	<u>9,365,903</u>	<u>6,831,940</u>	<u>(2,533,963)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	1.00	1.00	-	(1.00)
Officials/Managers	5.00	5.00	3.00	(2.00)
Professionals	1.00	1.00	-	(1.00)
Technicians	6.00	6.00	5.00	(1.00)
Total Full-Time Equivalentents (FTE)	<u>13.00</u>	<u>13.00</u>	<u>8.00</u>	<u>(5.00)</u>

## Admin - Environmental Resources

**Highlights**

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
  - o FY20 transfer of employee from Lands Management to ERD Administration

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	205,039	208,027	303,155	95,128
Operating	73,717	113,039	113,039	0
Total Budgetary Costs	<u>278,756</u>	<u>321,066</u>	<u>416,194</u>	<u>95,128</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	278,756	321,066	416,194	95,128
Total Revenues	<u>278,756</u>	<u>321,066</u>	<u>416,194</u>	<u>95,128</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	1.00	1.00	2.00	1.00
Professionals	1.00	1.00	1.00	0.00
Total Full-Time Equivalents (FTE)	<u>2.00</u>	<u>2.00</u>	<u>3.00</u>	<u>1.00</u>

## Environmental Education

### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
- Operating is changing due to:
  - o Increases to contractual services and communications

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-11,655	-	-	0
Personnel	396,539	386,413	388,956	2,543
Operating	118,706	146,110	233,619	87,509
Grants & Aids	-	5,000	5,000	0
Other Uses	11,655	-	-	0
Total Budgetary Costs	<u>515,244</u>	<u>537,523</u>	<u>627,575</u>	<u>90,052</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	481,377	502,008	590,688	88,680
Special Revenue	33,867	35,515	36,887	1,372
Total Revenues	<u>515,244</u>	<u>537,523</u>	<u>627,575</u>	<u>90,052</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	1.00	1.00	1.00	0.00
Professionals	3.00	2.47	2.47	0.00
Technicians	1.00	1.00	1.00	0.00
Total Full-Time Equivalents (FTE)	<u>5.00</u>	<u>4.47</u>	<u>4.47</u>	<u>0.00</u>

## Environmental Regulations

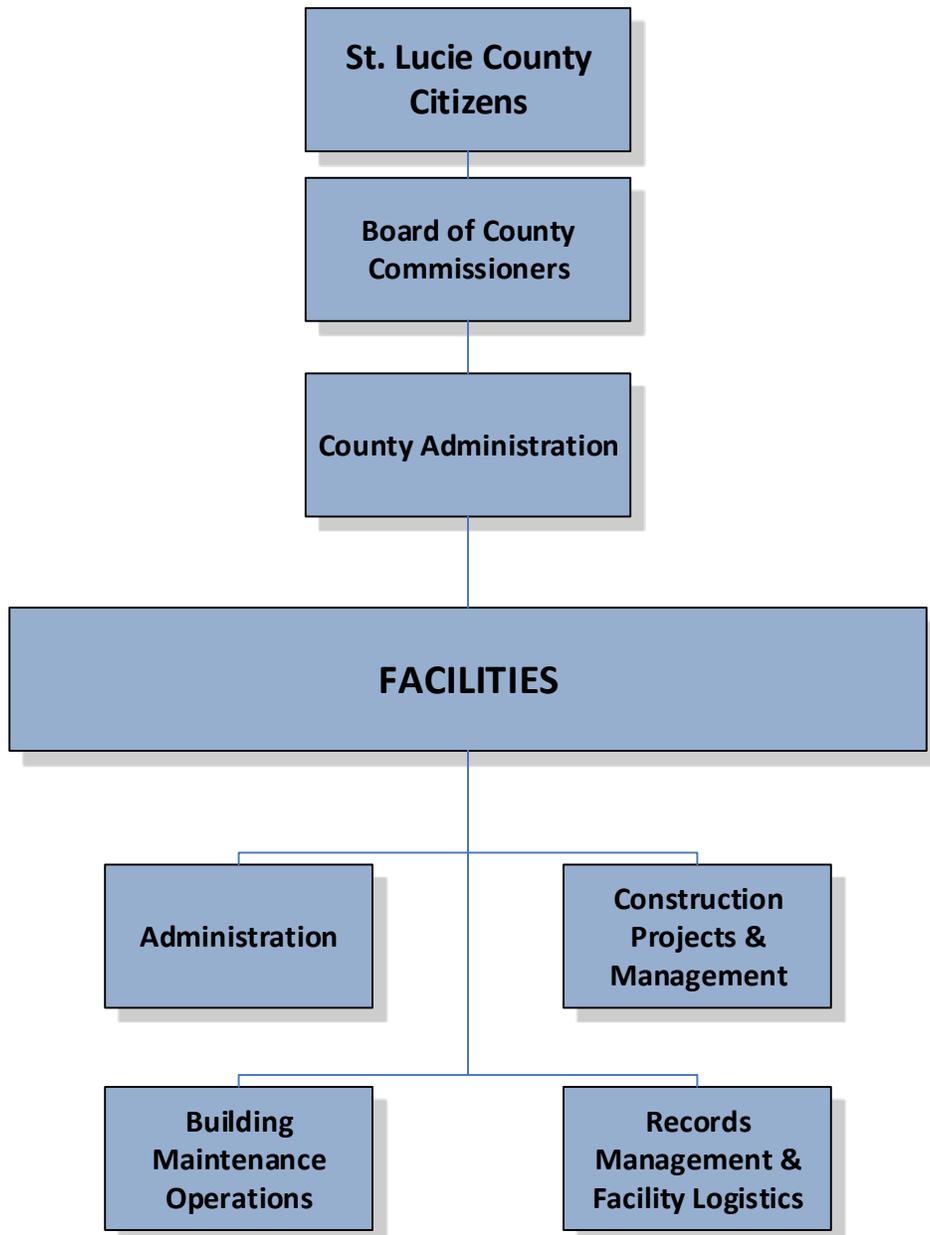
### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
  - o 4 FTE reallocated positions from Land Management Division
- Operating is changing due to:
  - o Reallocated budget from Land Management into the new Division Environmental Regulations for accurate reporting
- Capital Outlay is changing due to:
  - o Grant for Infrastructure
- Other uses is changing due to:
  - o Adjustment to reserves for fund balancing

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	-	-	387,833	387,833
Operating	-	-	208,159	208,159
Other Uses	-	-	117,469	117,469
Total Budgetary Costs	-	-	713,461	713,461

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Special Revenue	-	-	713,461	713,461
Total Revenues	-	-	713,461	713,461

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Officials/Managers	-	-	2.00	2.00
Professionals	-	-	1.00	1.00
Technicians	-	-	1.00	1.00
Total Full-Time Equivalentents (FTE)	-	-	4.00	4.00



## Mission Statement

To enhance the quality of life in St. Lucie County by providing excellent customer service, while building a strong community with memorable, positive, professional experiences for our employees, citizens, and visitors to our facilities and public buildings.

## Function

The Facilities Department takes great pride in the delivery of excellent project management support for all capital improvements to County Departments and Constitutional Offices. The Department maintains the interior, exterior, and ancillary structures of all 164 County buildings, with additional facilities increasing within the next fiscal year. Priorities include: promoting a level of environmental stewardship that focuses on health and safety; promoting sustainability and energy efficiency; preserving the integrity of the buildings infrastructure; and ensuring a safe community.

The Department also renovates and/or constructs new buildings infrastructure to support efficiency enhancements and effectiveness improvements for the benefit of the community; provides state regulated document storage and maintenance of its storage facility; and delivers excellent customer service through a professional facilities maintenance software system.

## Accomplishments

- Completed all planned Capital Improvement Projects
- Completed construction of the MRO Hanger at the TCIA
- 80% of aging Fleet has been replaced to promote vehicle safety through the Light Fleet Replacement Program, transitioning from 7 year to 5 year
- Analyze, report, consolidate and reorganize underutilized space throughout county
- Analyzed and identified safety protocols and threat protection parameters for high traffic buildings and judicial complexes, such as:
  - Campus Hardened for Exterior St. Lucie West Annex and Downtown Court Complex
  - Rearrangements of Entryways at St. Lucie West Annex and Downtown Court Complex to enhance operations security for the St. Lucie County Sheriff's Department
  - Consolidated public entry and exit point at the Administration Complex for public safety
- Successful completion of temporary animal shelter within a six week period
- Partnered with the City of Fort Pierce for the renovation of the Savannah Road Animal Shelter, bringing it up to code by July 1, 2020.
- Partnered with ERD, Planning & Development, and Utilities to enhance customer services by providing first floor access points for those conducting business with St. Lucie County.
- Successfully converted all South County Annex to daytime custodial services.
- Successfully contracted custodial services for outlined north and south county facilities.

## Initiatives

- Continue to consolidate and reorganize underutilized space throughout county buildings
  - Identify possible locations to address our homeless population needs.
- Continuous analyzation and identification of safety protocols and threat protection parameters for high traffic buildings and judicial complexes.
- Continue to replace aging vehicle fleet and promote vehicle safety through the Light Fleet Replacement Program, transitioning from 7 year to 5 year
  - Update Fleet Policy
- Convert Central County Custodial (including Administration Complex) to all in-house daytime services, in lieu of nighttime services.

Goals	Objectives	Measures	Charts																											
Service	<p>↓ Deliver excellent customer service</p>	<p>↓ Work order status</p>	<p>● % of Emergency/High WO Completed w/in Standard — Target</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>% of Emergency/High WO Completed w/in Standard</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1-19-20</td> <td>47.00%</td> <td>100.00%</td> </tr> <tr> <td>Q2-19-20</td> <td>35.00%</td> <td>100.00%</td> </tr> </tbody> </table>	Quarter	% of Emergency/High WO Completed w/in Standard	Target	Q1-19-20	47.00%	100.00%	Q2-19-20	35.00%	100.00%																		
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Community	<p>↓ Provide for a safe community</p>	<p>█ Fleet Replacement</p>	<p>● % of fleet less than 70k miles or 5 years old — Target</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>% of fleet less than 70k miles or 5 years old</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1-19-20</td> <td>76.00%</td> <td>100.00%</td> </tr> <tr> <td>Q2-19-20</td> <td>76.00%</td> <td>100.00%</td> </tr> <tr> <td>Q3-19-20</td> <td>80.00%</td> <td>100.00%</td> </tr> <tr> <td>Q4-19-20</td> <td>-</td> <td>100.00%</td> </tr> </tbody> </table>	Quarter	% of fleet less than 70k miles or 5 years old	Target	Q1-19-20	76.00%	100.00%	Q2-19-20	76.00%	100.00%	Q3-19-20	80.00%	100.00%	Q4-19-20	-	100.00%												
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<p>↓ Design, construct and maintain infrastructure</p>	<p>↓ Work order status</p>	<p>● % of Emergency/High WO Completed w/in Standard — Target</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>% of Emergency/High WO Completed w/in Standard</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1-19-20</td> <td>47.00%</td> <td>100.00%</td> </tr> <tr> <td>Q2-19-20</td> <td>35.00%</td> <td>100.00%</td> </tr> </tbody> </table>	Quarter	% of Emergency/High WO Completed w/in Standard	Target	Q1-19-20	47.00%	100.00%	Q2-19-20	35.00%	100.00%																			
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	<p>↓ Reducing Footprint</p>	<p>● Actual — Target</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1-19-20</td> <td>93.00%</td> <td>100.00%</td> </tr> <tr> <td>Q2-19-20</td> <td>8.23%</td> <td>100.00%</td> </tr> <tr> <td>Q3-19-20</td> <td>5.49%</td> <td>100.00%</td> </tr> <tr> <td>Q4-19-20</td> <td>-</td> <td>100.00%</td> </tr> </tbody> </table>	Quarter	Actual	Target	Q1-19-20	93.00%	100.00%	Q2-19-20	8.23%	100.00%	Q3-19-20	5.49%	100.00%	Q4-19-20	-	100.00%													
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Financial Management	<p>↑ Provide transparent and accountable financial management</p>	<p>↑ Percentage operating budget vs actual</p>	<p>● Actual — Target</p> <table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY 2013-2014</td> <td>67.44%</td> <td>100.00%</td> </tr> <tr> <td>FY 2014-2015</td> <td>69.90%</td> <td>100.00%</td> </tr> <tr> <td>FY 2015-2016</td> <td>63.30%</td> <td>100.00%</td> </tr> <tr> <td>FY 2016-2017</td> <td>68.13%</td> <td>100.00%</td> </tr> <tr> <td>FY 2017-2018</td> <td>97.29%</td> <td>100.00%</td> </tr> <tr> <td>FY 2018-2019</td> <td>83.90%</td> <td>100.00%</td> </tr> <tr> <td>FY 2019-2020</td> <td>40.63%</td> <td>100.00%</td> </tr> <tr> <td>FY 2020-2021</td> <td>-</td> <td>100.00%</td> </tr> </tbody> </table>	Fiscal Year	Actual	Target	FY 2013-2014	67.44%	100.00%	FY 2014-2015	69.90%	100.00%	FY 2015-2016	63.30%	100.00%	FY 2016-2017	68.13%	100.00%	FY 2017-2018	97.29%	100.00%	FY 2018-2019	83.90%	100.00%	FY 2019-2020	40.63%	100.00%	FY 2020-2021	-	100.00%
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FY 2020-2021	-	100.00%																												

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Facilities**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	4,103,244	4,614,736	4,980,952	366,216
Operating	5,220,951	6,166,563	6,104,720	(61,843)
Capital Outlay	890,795	1,660,424	1,710,204	49,780
Total Budgetary Costs	<u>10,214,989</u>	<u>12,441,723</u>	<u>12,795,876</u>	<u>354,153</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	5,238,264	6,665,511	5,719,873	(945,638)
Special Revenue	4,187,830	4,910,753	6,209,849	1,299,096
Capital	788,895	865,459	866,154	695
Total Revenues	<u>10,214,989</u>	<u>12,441,723</u>	<u>12,795,876</u>	<u>354,153</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Facilities Administration	10.00	4.00	4.00	0.00
Capital Projects & Construction Management	12.00	14.00	14.00	0.00
Building Maintenance Operations	37.95	28.00	27.00	(1.00)
Records Management & Facility Logistics	11.82	28.77	29.77	1.00
Total Full-Time Equivalents (FTE)	<u>71.77</u>	<u>74.77</u>	<u>74.77</u>	<u>0.00</u>

## Facilities Administration

### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	817,203	412,769	430,589	17,820
Operating	53,102	57,461	57,461	0
Capital Outlay	13,219	-	-	0
Total Budgetary Costs	<u>883,525</u>	<u>470,230</u>	<u>488,050</u>	<u>17,820</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	883,525	470,230	488,050	17,820
Total Revenues	<u>883,525</u>	<u>470,230</u>	<u>488,050</u>	<u>17,820</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	4.00	2.00	2.00	0.00
Officials/Managers	2.00	1.00	1.00	0.00
Professionals	2.00	1.00	1.00	0.00
Skilled Craft	2.00	-	-	0.00
Total Full-Time Equivalentents (FTE)	<u>10.00</u>	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>

## Capital Projects & Construction Management

### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
- Operating is changing due to:
  - o The spend-down and completion of various operational and maintenance improvement projects
  - o Certain operational expenses being properly reallocated to other Facilities' Divisions
- Capital Outlay is changing due to:
  - o An increase in requested CIPs (Capital Improvement Plan Projects) such as:
    - Rock Rd Jail A Side AHU Replacement for \$267,176
    - Care Here Multi-Use Facility, Parking & Special Needs (Design Phase) for \$250,000
    - Mets Chiller 2 Replacement for \$200,000

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	771,895	1,089,901	1,143,358	53,457
Operating	1,754,533	2,311,142	2,156,164	(154,978)
Capital Outlay	854,425	1,650,224	1,710,204	59,980
Total Budgetary Costs	<u>3,380,853</u>	<u>5,051,267</u>	<u>5,009,726</u>	<u>(41,541)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	2,265,557	3,552,965	2,405,578	(1,147,387)
Special Revenue	326,401	632,843	1,737,994	1,105,151
Capital	788,895	865,459	866,154	695
Total Revenues	<u>3,380,853</u>	<u>5,051,267</u>	<u>5,009,726</u>	<u>(41,541)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Officials/Managers	-	1.00	1.00	0.00
Professionals	-	2.00	2.00	0.00
Service Maintenance	3.00	3.00	3.00	0.00
Skilled Craft	9.00	8.00	8.00	0.00
Total Full-Time Equivalentents (FTE)	<u>12.00</u>	<u>14.00</u>	<u>14.00</u>	<u>0.00</u>

## **Building Maintenance Operations**

### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
  - o FY20 Reclassification of Jail Maintenance Specialist (U13) to an Electronics Technician (U16)
- Operating is changing due to:
  - o Certain operational expenses being properly reallocated from other Facilities' Divisions
- Capital Outlay is changing due to:
  - o The reallocation of all capital projects to the Capital Projects & Construction Division

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	2,154,148	1,859,995	1,921,905	61,910
Operating	3,330,561	3,700,548	3,723,123	22,575
Capital Outlay	23,150	10,200	-	(10,200)
Total Budgetary Costs	<u>5,507,859</u>	<u>5,570,743</u>	<u>5,645,028</u>	<u>74,285</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	1,646,430	1,794,680	1,830,370	35,690
Special Revenue	3,861,429	3,776,063	3,814,658	38,595
Total Revenues	<u>5,507,859</u>	<u>5,570,743</u>	<u>5,645,028</u>	<u>74,285</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	1.00	-	-	0.00
Officials/Managers	1.00	1.00	1.00	0.00
Service Maintenance	15.95	6.00	5.00	(1.00)
Skilled Craft	18.00	19.00	19.00	0.00
Technicians	2.00	2.00	2.00	0.00
Total Full-Time Equivalents (FTE)	<u>37.95</u>	<u>28.00</u>	<u>27.00</u>	<u>(1.00)</u>

## Records Management & Facility Logistics

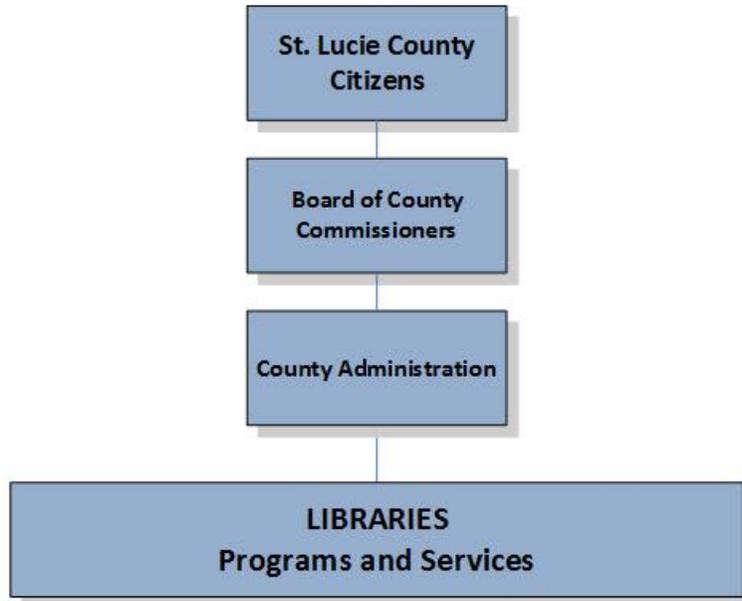
### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
  - o The addition of a position from the Building Maintenance Division
- Operating is changing due to:
  - o An increase in Other Contractual Services and Operating Supplies

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	359,997	1,252,071	1,485,100	233,029
Operating	82,755	97,412	167,972	70,560
Total Budgetary Costs	<u>442,753</u>	<u>1,349,483</u>	<u>1,653,072</u>	<u>303,589</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	442,753	847,636	995,875	148,239
Special Revenue	-	501,847	657,197	155,350
Total Revenues	<u>442,753</u>	<u>1,349,483</u>	<u>1,653,072</u>	<u>303,589</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	-	2.00	2.00	0.00
Service Maintenance	11.82	23.77	24.77	1.00
Skilled Craft	-	3.00	3.00	0.00
Total Full-Time Equivalents (FTE)	<u>11.82</u>	<u>28.77</u>	<u>29.77</u>	<u>1.00</u>



## Mission Statement

To advance knowledge, inspire lifelong learning, and strengthen our community.

## Function

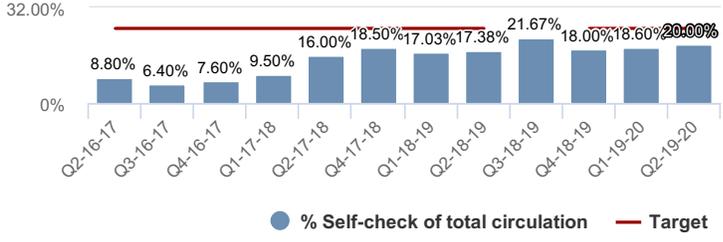
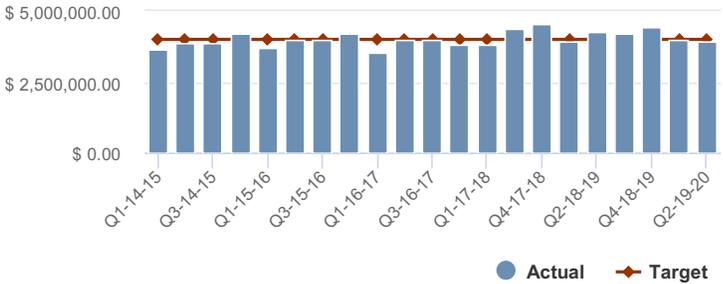
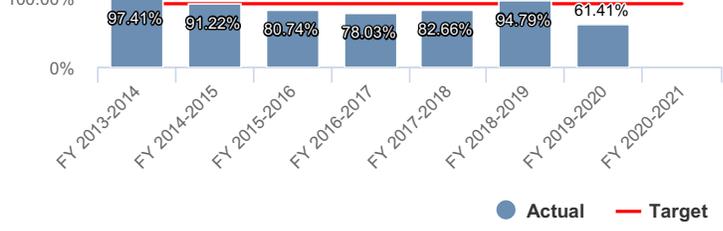
- Provide residents of all ages with a welcoming place to imagine, explore, create, learn and engage in the community
- Provide up-to-date resources in a variety of formats, including a full gamut of recreational and informational reading across multiple formats
- Provide residents with digital opportunities, including technology instruction, access to free WI-FI, Internet, databases and downloadable audio and E-books
- Provide youth and teens with opportunities for enhanced literacy and learning

## Accomplishments

- Launched the Library's 2<sup>nd</sup> mobile computer lab.
- Completed installation of sound and projection equipment for both meeting rooms at Morningside Branch.
- Reconfigured the Lakewood Park Branch youth area with new furniture and additional public computers.
- Converted Morningside Branch to RFID technology, including new security gates and self-check machines.
- Increased ebook circulation by 15%.
- Awarded contract to a design team to commence the feasibility and conceptual design for an expanded Port St. Branch library.
- Open the DYI Memory Studio at Kilmer Branch.
- Increased the visibility of the Library through electronic newsletters and a newly-formatted events brochure.

## Initiatives

- Strengthen the social infrastructure by providing residents opportunities to gather and bond.
- Save County residents an average of \$100 per person.
- Enhance customer service strategies and delivery.
- Use State Aid funds to upgrade furniture in the adult areas of the Hurston Branch.
- Complete the feasibility and design plan for an expanded Port St. Lucie Branch.

Goals	Objectives	Measures	Charts																																							
Service	<p>↓ Deliver excellent customer service</p>	 Self Check-Out at All Branches	<p>Percent Self-check of Total System Circulation</p>  <table border="1"> <thead> <tr> <th>Quarter</th> <th>% Self-check of total circulation</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Q2-16-17</td><td>8.80%</td><td>20.00%</td></tr> <tr><td>Q3-16-17</td><td>6.40%</td><td>20.00%</td></tr> <tr><td>Q4-16-17</td><td>7.60%</td><td>20.00%</td></tr> <tr><td>Q1-17-18</td><td>9.50%</td><td>20.00%</td></tr> <tr><td>Q2-17-18</td><td>16.00%</td><td>20.00%</td></tr> <tr><td>Q4-17-18</td><td>18.50%</td><td>20.00%</td></tr> <tr><td>Q1-18-19</td><td>17.03%</td><td>20.00%</td></tr> <tr><td>Q2-18-19</td><td>17.38%</td><td>20.00%</td></tr> <tr><td>Q3-18-19</td><td>21.67%</td><td>20.00%</td></tr> <tr><td>Q4-18-19</td><td>18.00%</td><td>20.00%</td></tr> <tr><td>Q1-19-20</td><td>18.60%</td><td>20.00%</td></tr> <tr><td>Q2-19-20</td><td>20.00%</td><td>20.00%</td></tr> </tbody> </table>	Quarter	% Self-check of total circulation	Target	Q2-16-17	8.80%	20.00%	Q3-16-17	6.40%	20.00%	Q4-16-17	7.60%	20.00%	Q1-17-18	9.50%	20.00%	Q2-17-18	16.00%	20.00%	Q4-17-18	18.50%	20.00%	Q1-18-19	17.03%	20.00%	Q2-18-19	17.38%	20.00%	Q3-18-19	21.67%	20.00%	Q4-18-19	18.00%	20.00%	Q1-19-20	18.60%	20.00%	Q2-19-20	20.00%	20.00%
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Financial Management	<p>↑ Provide transparent and accountable financial management</p>	 Percent of operating budget vs actual	<p>Percent of operating budget vs actual</p>  <table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>FY 2013-2014</td><td>97.41%</td><td>100.00%</td></tr> <tr><td>FY 2014-2015</td><td>91.22%</td><td>100.00%</td></tr> <tr><td>FY 2015-2016</td><td>80.74%</td><td>100.00%</td></tr> <tr><td>FY 2016-2017</td><td>78.03%</td><td>100.00%</td></tr> <tr><td>FY 2017-2018</td><td>82.66%</td><td>100.00%</td></tr> <tr><td>FY 2018-2019</td><td>94.79%</td><td>100.00%</td></tr> <tr><td>FY 2019-2020</td><td>61.41%</td><td>100.00%</td></tr> <tr><td>FY 2020-2021</td><td>~65.00%</td><td>100.00%</td></tr> </tbody> </table>	Fiscal Year	Actual	Target	FY 2013-2014	97.41%	100.00%	FY 2014-2015	91.22%	100.00%	FY 2015-2016	80.74%	100.00%	FY 2016-2017	78.03%	100.00%	FY 2017-2018	82.66%	100.00%	FY 2018-2019	94.79%	100.00%	FY 2019-2020	61.41%	100.00%	FY 2020-2021	~65.00%	100.00%												
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**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Library Services**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	3,548,751	3,690,998	3,788,985	97,987
Operating	1,028,826	1,088,532	1,085,863	(2,669)
Capital Outlay	608,227	843,186	647,550	(195,636)
Other Uses	109	-	-	0
Total Budgetary Costs	<u>5,185,913</u>	<u>5,622,716</u>	<u>5,522,398</u>	<u>(100,318)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	4,731,347	4,887,604	4,985,591	97,987
Special Revenue	106,343	110,926	108,257	(2,669)
Capital	348,223	624,186	428,550	(195,636)
Total Revenues	<u>5,185,913</u>	<u>5,622,716</u>	<u>5,522,398</u>	<u>(100,318)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Library Services	63.00	63.50	63.50	0.00
Total Full-Time Equivalentents (FTE)	<u>63.00</u>	<u>63.50</u>	<u>63.50</u>	<u>0.00</u>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Library Services**

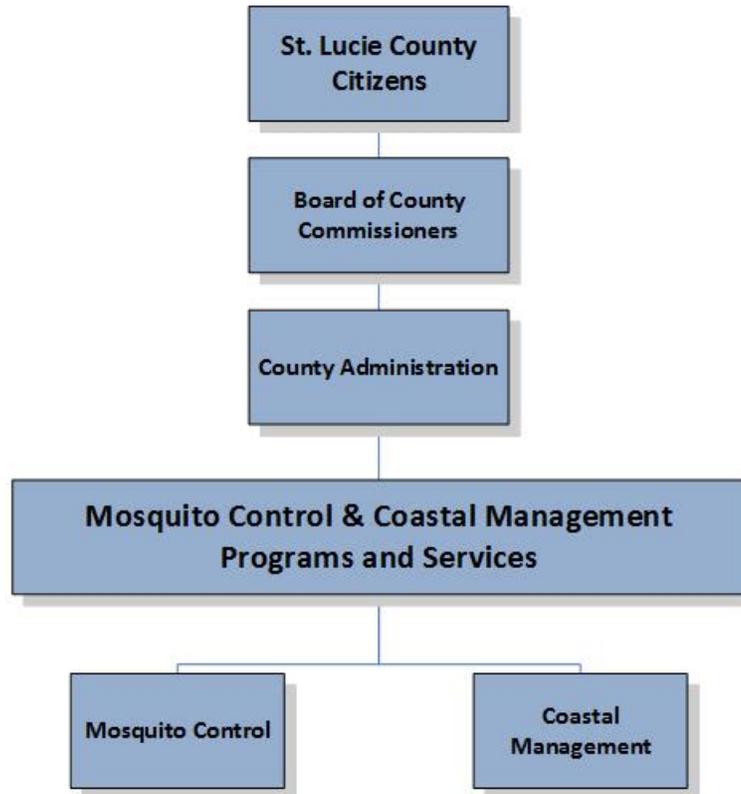
**Highlights**

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
- Operating is changing due to:
  - Budget proposal decreasing utilities
  - Budget proposals increasing equipment maintenance and operating supplies
  - Budget proposal increasing books & subscriptions
- Capital Outlay is changing due to:
  - Decreased compared to FY 20
  - Budget proposals increasing machinery & equipment

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<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	44.00	44.50	44.50	0.00
Officials/Managers	1.00	1.00	1.00	0.00
Professionals	9.00	9.00	9.00	0.00
Service Maintenance	9.00	9.00	9.00	0.00
<b>Total Full-Time Equivalentents (FTE)</b>	<b>63.00</b>	<b>63.50</b>	<b>63.50</b>	<b>0.00</b>



## Mission Statement

The Mosquito Control and Coastal Management Services Department consists of the Mosquito Control District and the Erosion District, both of which are dependent taxing districts. The mission of the Mosquito Control District is to reduce the risks of mosquito-borne diseases and improve the quality of life in our community by implementing environmentally safe, effective and economically responsible practices consistent with applicable laws. The mission of the Erosion District is to evaluate coastal processes and environmental resources in order to manage critically-eroded beaches through enhancement and preservation.

## Function

### Mosquito Control

- Control pestiferous and disease-bearing mosquitoes to protect public health and maintain quality of life
- Manage and maintain mosquito impoundments and coastal forested preserves for public health and public recreational access
- Perform ground and aerial chemical applications, arbovirus and environmental monitoring
- Provide permit-required record-keeping in support of spraying and impoundment and preserve management programs
- Operate and maintain preserves consistent with management plans overseen by the State of Florida through the Florida Department of Environmental Protection, South Florida Water Management District and Florida Communities Trust land acquisition programs, as well as, the USFWS National Coastal Wetland Restoration program
- Abide by federal and state permits, statutes and rules

### Erosion District

- Provide technical expertise and application of the most advanced engineering and environmentally-sound management practices to address inlet management and coastal storm impacts upon beach erosion
- Manage and re-nourish Atlantic coastal beaches and dunes for resource management and protection of upland property and public infrastructure
- Planning and coordinating beach, dune, environmental resources and other coastal issues with local, state and federal agencies
- Federal and state funding is critical for maintaining a successful beach management program

## Accomplishments

### Mosquito Control

- Averted local transmission of mosquito-borne viruses, aided by aggressive and effective surveillance, control methods and public education
- Completed more than \$800,000 in repairs to mosquito impoundments caused by Hurricane Dorian and submitted reimbursement request to FEMA
- Coordinated extensive Department-wide staff reorganization due to retirements of long-time employees that resulted in 40 percent of full-time staff receiving promotions
- Repaired or replaced essential facilities, including Bear Point pump station, Impoundment 10A weir, culverts and recreational amenities
- Added new technology including real-time-reporting mosquito traps, an electronic microscope for research and outreach, and a state-of-the-art centrifuge for arbovirus surveillance
- Increased collaboration with statewide mosquito leaders and experts, including employee presentations at Florida Mosquito Control Association annual conference, and coordination with Florida Medical Entomology Laboratory for mosquito-egg resistance testing.

### Erosion District

- Managed approximately \$2.4 million emergency truck haul project that placed 75,000 cubic yards of sand on severely eroded beach adjacent to the Fort Pierce Inlet
- Leveraged approximately \$6.5 million from the State of Florida (FDEP) for the planned Federal South County Beach Project, with \$3.1 million secured, \$3.4 million pending grant execution
- Awarded approximately \$1.7 million from the State of Florida (FDEP) for the Fort Pierce Shore Protection Project scheduled for winter 2020/spring 2021
- Coordinated plans and specifications for the Fort Pierce Inlet Sand Trap (Phase 1) and associated mitigation reef as part of plan to reduce reliance on costly re-nourishment projects along Fort Pierce Beach.

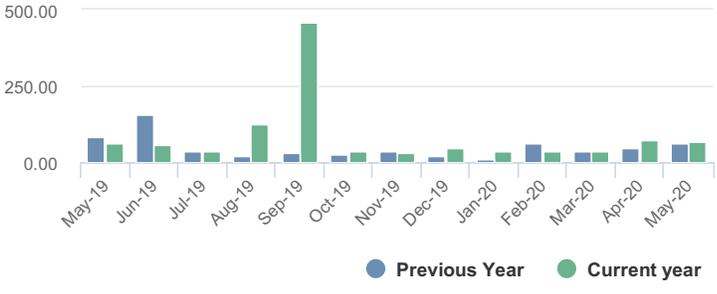
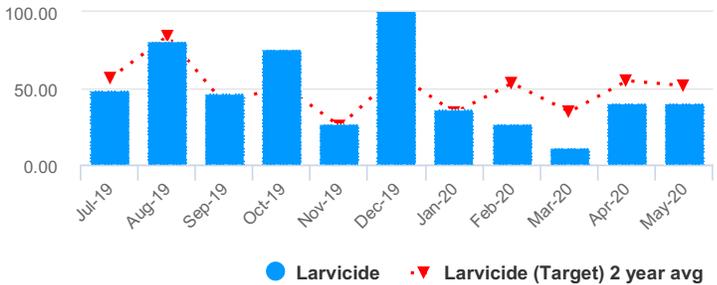
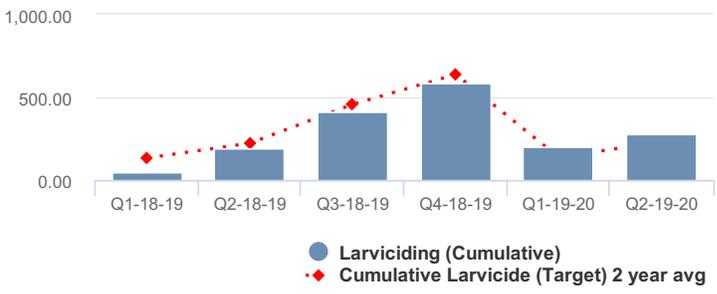
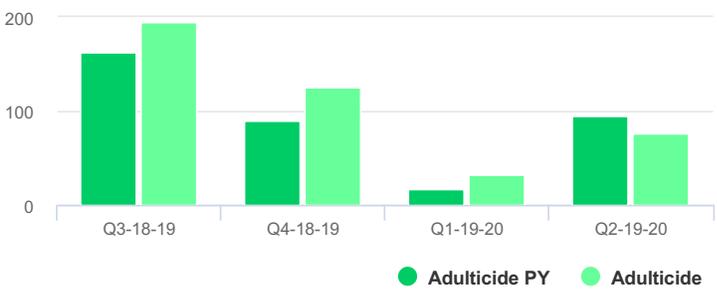
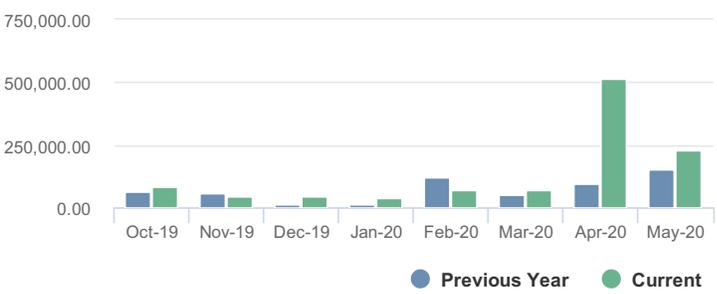
## Initiatives

### Mosquito Control

- Install culverts and replace damaged ones to improve water exchange in several mosquito impoundments, helping to boost water quality and the health of salt-marsh habitat
- Increase larviciding activities as a proactive response to improve the Department's Integrated Mosquito Management
- Replace mowing tractor due to age and maintenance issues and out-of-warranty laptops in order to maintain efficiency and quality of service
- Create full-time Inspection position by combining two unused part-time positions as part of plan for revising coverage zones to accommodate increasing population and size of District.

### Erosion District

- Coordinate efforts with the U.S. Army Corps of Engineers (USACE) for the next planned federal nourishment of Fort Pierce Beach
- Advocate for and attain Congressional authorization of the Fort Pierce Beach Section 203 Report in the next Water Resources Development Act (WRDA)
- Complete construction of the Fort Pierce Inlet Sand Trap (Phase 1) and associated mitigation reef
- Successfully implement the Federal South County Beach Project, including the execution of the Project Participation Agreement (PPA) with the USACE and the collection of needed perpetual construction easements

Goals	Objectives	Measures	Charts
Community	<p data-bbox="380 193 516 306">Provide for a safe community Mosquito Control</p>	<p data-bbox="555 193 704 285">Service Requests Mosquito Control</p>	
		<p data-bbox="555 529 721 621">Treatment Types Mosquito Control</p>	
			
			
<p data-bbox="555 1537 721 1629">Mosquito Population Mosquito Control</p>			

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Mosquito Control & Coastal Management Svcs**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-185,400	-	-	0
Personnel	1,908,014	2,041,176	2,062,883	21,707
Operating	2,440,147	14,977,564	16,188,271	1,210,707
Capital Outlay	68,056	247,227	85,000	(162,227)
Other Uses	93,361	396,014	-	(396,014)
Total Budgetary Costs	<u>4,324,178</u>	<u>17,661,981</u>	<u>18,336,154</u>	<u>674,173</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Special Revenue	4,324,178	17,661,981	18,336,154	674,173
Total Revenues	<u>4,324,178</u>	<u>17,661,981</u>	<u>18,336,154</u>	<u>674,173</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Admin - Mosquito Control	4.50	4.53	4.53	0.00
Coastal Management Services	2.00	2.00	2.00	0.00
Impoundment Operations	9.00	9.00	9.00	0.00
Inspection Division	13.86	13.86	13.86	0.00
Total Full-Time Equivalents (FTE)	<u>29.36</u>	<u>29.39</u>	<u>29.39</u>	<u>0.00</u>

## Admin - Mosquito Control

### Highlights

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
- Operating is changing due to:
  - Decrease to maintenance improvement projects
  - Decrease to safety supplies and chemicals
  - Budget proposals for increase to software support, education, and travel

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	407,795	405,149	421,867	16,718
Operating	516,167	749,259	688,197	(61,062)
Capital Outlay	5,959	20,000	20,000	0
Total Budgetary Costs	<u>929,921</u>	<u>1,174,408</u>	<u>1,130,064</u>	<u>(44,344)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Special Revenue	929,921	1,174,408	1,130,064	(44,344)
Total Revenues	<u>929,921</u>	<u>1,174,408</u>	<u>1,130,064</u>	<u>(44,344)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	2.00	2.00	2.00	0.00
Officials/Managers	1.00	1.00	1.00	0.00
Professionals	1.50	1.53	1.53	0.00
Total Full-Time Equivalentents (FTE)	<u>4.50</u>	<u>4.53</u>	<u>4.53</u>	<u>0.00</u>

## Coastal Management Services

### Highlights

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
- Operating is changing due to:
  - Increase due to grant funded projects
  - Budget proposals to increase postage & freight and dues & memberships
- Other Uses is changing due to move of reserves to non departmental.

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-185,400	-	-	0
Personnel	255,309	255,199	263,872	8,673
Operating	790,518	12,384,354	14,006,588	1,622,234
Other Uses	93,361	396,014	-	(396,014)
Total Budgetary Costs	<u>953,788</u>	<u>13,035,567</u>	<u>14,270,460</u>	<u>1,234,893</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Special Revenue	953,788	13,035,567	14,270,460	1,234,893
Total Revenues	<u>953,788</u>	<u>13,035,567</u>	<u>14,270,460</u>	<u>1,234,893</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Professionals	2.00	2.00	2.00	0.00
Total Full-Time Equivalentents (FTE)	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>

## **Impoundment Operations**

### **Highlights**

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
- Operating is changing due to:
  - Decrease to maintenance improvement projects
  - Decrease to safety supplies and chemicals
  - Budget proposals for an increase to professional services, utilities, and equipment maintenance
- Capital Outlay is changing due to:
  - Decrease to infrastructure and machinery & equipment compared to FY20

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	613,207	621,392	631,517	10,125
Operating	531,380	899,395	712,919	(186,476)
Capital Outlay	29,689	192,427	50,000	(142,427)
Total Budgetary Costs	<u>1,174,277</u>	<u>1,713,214</u>	<u>1,394,436</u>	<u>(318,778)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Special Revenue	1,174,277	1,713,214	1,394,436	(318,778)
Total Revenues	<u>1,174,277</u>	<u>1,713,214</u>	<u>1,394,436</u>	<u>(318,778)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Service Maintenance	5.00	5.00	5.00	0.00
Skilled Craft	4.00	4.00	4.00	0.00
Total Full-Time Equivalents (FTE)	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>0.00</u>

## Inspection Division

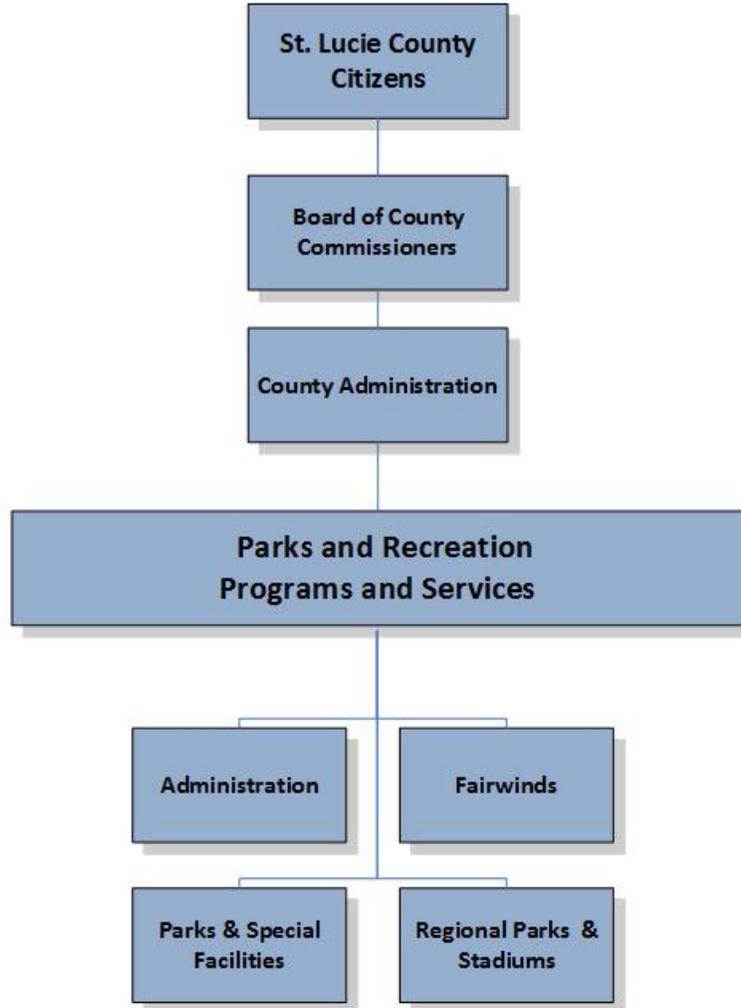
### Highlights

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
  - Decrease due to employee health insurance options
- Operating is changing due to:
  - Decrease to maintenance improvement projects
  - Decrease to safety supplies and chemicals
  - Budget proposals for an increase to contractual services, communications, and small tools
- Capital Outlay is changing due to:
  - Decrease to machinery & equipment compared to FY20

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	631,702	759,436	745,627	(13,809)
Operating	602,082	944,556	780,567	(163,989)
Capital Outlay	32,408	34,800	15,000	(19,800)
Total Budgetary Costs	<u>1,266,192</u>	<u>1,738,792</u>	<u>1,541,194</u>	<u>(197,598)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Special Revenue	1,266,192	1,738,792	1,541,194	(197,598)
Total Revenues	<u>1,266,192</u>	<u>1,738,792</u>	<u>1,541,194</u>	<u>(197,598)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Professionals	4.00	4.00	4.00	0.00
Service Maintenance	4.57	4.57	4.57	0.00
Skilled Craft	0.29	0.29	0.29	0.00
Technicians	5.00	5.00	5.00	0.00
Total Full-Time Equivalents (FTE)	<u>13.86</u>	<u>13.86</u>	<u>13.86</u>	<u>0.00</u>



## Mission Statement

To enhance the quality of life in St. Lucie County by providing excellent customer service, while building a strong community with memorable, positive, professional experiences for our employees, citizens, and visitors to our parks, recreational facilities, athletic fields, public buildings, and event venues.

## Function

There are a total of 190 employees with 3 FTE's, including the Director, assigned to the administration of the Department. The Parks Director also serves as the Logistics Section chief at the County EOC during declared disasters. Parks' Administration oversees three Divisions: the Fairwinds Golf Course, Regional Parks & stadiums, and Parks & Special Facilities.

## Accomplishments

- Partnered with the United Way for their annual fundraising golf tournament to support St. Lucie County activities. Event raised in excess of \$35,000.
- Fairwinds' Player Advantage Program continued strong growth with over 950 cards sold, generating over \$62,000.
- Built New ADA Accessible precast concrete Public Restroom at Waveland Beach, removed old restroom, and renovated beach access and public shower area.
- Increased total event revenue at the Havert L. Fenn Center by \$18,468 which was an increase of 9% over the previous year.
- Executed four new food and beverage pilot program agreements improving customer service at the Fenn Center and several Parks facilities.
- Increased the number of swimming lessons taught at Lincoln Park Pool by 160%, and Lakewood Park Pool by 35.4%, and increased overall number of swimming lessons taught at all pools by 2.5% over the previous year.
- Augmented the number of swimming lessons through scholarships by 18.9% over the previous year and expanded the American Red Cross Centennial Campaign scholarships to 149 swimming lesson participants, five Lifeguards and 6 Water Safety Instructors.
- Exceeded the total revenue collected at the Aquarium by 4.4% over the previous year and increased the number of visitors by .33% over the previous year, from 32,535 to 32,641.
- Increased revenue at the Fairgrounds by \$22,394 with the addition of new events and customer retention.
- Installed 9 new full-service RV camp sites, upgraded electrical outlets to 50 amp outlets on 9 additional campsites and refurbished, graded and stabilized 19 existing campsites.
- Launched an afterschool program with the Lincoln Park Community Center offering free golf instruction to 24 children from Fort Pierce on a weekly basis.
- Expanded the Yard Sale program at John B. Parks Regional Park by 200% since its inception. This year there were 672 vendor booths reserved and a total of \$12,305 in revenue generated.
- Completed \$55+ million renovation of Clover Park Stadium.

## Initiatives

### Administration

- Complete Parks, Park Preserves & Recreation Master Plan

### Fairwinds Golf Course

- Improve golf course conditioning with a focus on improving weak turf areas.
- Investigate GPS cart tracking devices to improve fleet management, pace of play and traffic control.
- Initiate a First Impression Improvement program.
- Expand the PGA of America's "PGA HOPE" Program by 10%.
- Start a SLC PGA Junior League Program.

### Parks and Special Facilities

- Increase PSF Division revenue by 2%
- Secure Grant Funding and Complete North Causeway Island Boat Ramp Renovation Capital Improvement Project.
- Replace Savannas Restroom / Shower building with new ADA facility including two new ADA full RV campsites.
- Increase Special Facilities Venue event utilization by 5%.
- Improve overall customer parks survey satisfaction score by 5%

### Regional Parks and Stadiums

- Complete pump & well that services Clover Park and South County Stadium.
- Increase Lawnwood Skate Park attendance by 5%.
- Complete all 5 "Year 1 Capital Projects" for Clover Park.
- Complete ADA renovations/improvements at Walton Community Center.
- Increase programming at Walton Community Center by 10%.

Goals	Objectives	Measures	Charts																											
Financial Management	<p>↑ Provide transparent and accountable financial management Fairwinds Golf Course</p>	<p>Revenue available per round Fairwinds Golf Course</p>	<table border="1"> <caption>Revenue Per Available Round</caption> <thead> <tr> <th>Month</th> <th>Revenue</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Oct-19</td><td>\$9.09</td><td></td></tr> <tr><td>Nov-19</td><td>\$15.02</td><td></td></tr> <tr><td>Dec-19</td><td>\$13.91</td><td></td></tr> <tr><td>Jan-20</td><td>\$24.77</td><td></td></tr> <tr><td>Feb-20</td><td>\$27.13</td><td></td></tr> <tr><td>Mar-20</td><td>\$28.70</td><td></td></tr> <tr><td>Apr-20</td><td></td><td></td></tr> <tr><td>May-20</td><td>\$10.33</td><td></td></tr> </tbody> </table>	Month	Revenue	Target	Oct-19	\$9.09		Nov-19	\$15.02		Dec-19	\$13.91		Jan-20	\$24.77		Feb-20	\$27.13		Mar-20	\$28.70		Apr-20			May-20	\$10.33	
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Community	<p>Design, construct and maintain infrastructure Regional Parks and Stadiums</p>	<p>Number of Acres maintained per employee Regional Parks and Stadiums</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Oct-19</td><td>13.20</td><td>13.20</td></tr> <tr><td>Nov-19</td><td>13.20</td><td>13.20</td></tr> <tr><td>Dec-19</td><td>13.20</td><td>13.20</td></tr> <tr><td>Jan-20</td><td>13.20</td><td>13.20</td></tr> <tr><td>Feb-20</td><td>13.20</td><td>13.20</td></tr> <tr><td>Mar-20</td><td>13.20</td><td>13.20</td></tr> <tr><td>Apr-20</td><td>13.20</td><td>13.20</td></tr> <tr><td>May-20</td><td>13.20</td><td>13.20</td></tr> </tbody> </table>	Month	Actual	Target	Oct-19	13.20	13.20	Nov-19	13.20	13.20	Dec-19	13.20	13.20	Jan-20	13.20	13.20	Feb-20	13.20	13.20	Mar-20	13.20	13.20	Apr-20	13.20	13.20	May-20	13.20	13.20
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	<p>Maintain a high quality of life Regional Parks and Stadiums</p>	<p>Number of Athletic Games and Practices Regional Parks and Stadiums</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Oct-19</td><td>379.00</td><td>379.00</td></tr> <tr><td>Nov-19</td><td>240.00</td><td>240.00</td></tr> <tr><td>Dec-19</td><td>109.00</td><td>109.00</td></tr> <tr><td>Jan-20</td><td>218.00</td><td>218.00</td></tr> <tr><td>Feb-20</td><td>424.00</td><td>424.00</td></tr> <tr><td>Mar-20</td><td>386.00</td><td>386.00</td></tr> <tr><td>Apr-20</td><td>0.00</td><td>0.00</td></tr> <tr><td>May-20</td><td>0.00</td><td>0.00</td></tr> </tbody> </table>	Month	Actual	Target	Oct-19	379.00	379.00	Nov-19	240.00	240.00	Dec-19	109.00	109.00	Jan-20	218.00	218.00	Feb-20	424.00	424.00	Mar-20	386.00	386.00	Apr-20	0.00	0.00	May-20	0.00	0.00
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**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Parks and Recreation**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-652	-	-	0
Personnel	7,583,966	8,059,226	8,438,047	378,821
Operating	5,000,310	5,611,043	5,285,990	(325,053)
Capital Outlay	16,496,703	47,410,563	2,341,446	(45,069,117)
Grants & Aids	2,627,507	2,927,545	3,219,235	291,690
Other Uses	652	875,967	369,039	(506,928)
Total Budgetary Costs	<u>31,708,485</u>	<u>64,884,344</u>	<u>19,653,757</u>	<u>(45,230,587)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	8,657,754	10,144,969	9,673,126	(471,843)
Special Revenue	5,932,146	7,099,707	6,602,522	(497,185)
Capital	15,670,784	45,975,624	1,799,208	(44,176,416)
Enterprise	1,447,801	1,653,997	1,568,854	(85,143)
Trust and Agency	-	10,047	10,047	0
Total Revenues	<u>31,708,485</u>	<u>64,884,344</u>	<u>19,653,757</u>	<u>(45,230,587)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Admin - Parks and Recreation	3.00	3.00	3.00	0.00
Fairwinds Golf Course	17.40	17.40	17.40	0.00
Parks & Special Facilities	69.67	68.17	64.37	(3.80)
Regional Parks & Stadiums	47.63	49.83	53.63	3.80
Total Full-Time Equivalents (FTE)	<u>137.70</u>	<u>138.40</u>	<u>138.40</u>	<u>0.00</u>

## Admin - Parks and Recreation

### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
- Operating is changing due to:
  - o Decrease in software support contracts budget

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	290,498	281,417	296,528	15,111
Operating	20,774	74,580	28,080	(46,500)
Capital Outlay	40,426	100,000	100,000	0
Grants & Aids	17,164	7,649	7,649	0
Other Uses	-	39,039	39,039	0
Total Budgetary Costs	<u>368,862</u>	<u>502,685</u>	<u>471,296</u>	<u>(31,389)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	328,436	453,599	422,210	(31,389)
Special Revenue	-	39,039	39,039	0
Capital	40,426	-	-	0
Trust and Agency	-	10,047	10,047	0
Total Revenues	<u>368,862</u>	<u>502,685</u>	<u>471,296</u>	<u>(31,389)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	2.00	2.00	2.00	0.00
Professionals	1.00	1.00	1.00	0.00
Total Full-Time Equivalents (FTE)	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>

## Fairwinds Golf Course

### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
- Operating is changing due to:
  - o Decrease in operating expenses offset by increased expenses related to concession rental and chemicals budget request
- Capital Outlay is changing due to:
  - o New budget planning that eliminates capital carry forwards
  - o Requests for various capital projects, including
    - Toro Groundsmaster 4500 Rough Mower
    - Toro Multi Pro 1750 Spray Rig
    - Toro Sand Pro 3040 Bunker Rake
    - Expansion of the Golf Course Parking Lot and Installation of Security Lighting

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	808,216	891,214	961,271	70,057
Operating	642,264	611,308	607,583	(3,725)
Capital Outlay	133,680	415,935	216,946	(198,989)
Total Budgetary Costs	<u>1,584,161</u>	<u>1,918,457</u>	<u>1,785,800</u>	<u>(132,657)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Special Revenue	136,360	264,460	116,946	(147,514)
Capital	-	-	100,000	100,000
Enterprise	1,447,801	1,653,997	1,568,854	(85,143)
Total Revenues	<u>1,584,161</u>	<u>1,918,457</u>	<u>1,785,800</u>	<u>(132,657)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	1.66	1.66	1.66	0.00
Officials/Managers	2.00	2.00	2.00	0.00
Professionals	1.00	1.00	1.00	0.00
Service Maintenance	10.74	10.74	10.74	0.00
Skilled Craft	2.00	2.00	2.00	0.00
Total Full-Time Equivalents (FTE)	<u>17.40</u>	<u>17.40</u>	<u>17.40</u>	<u>0.00</u>

## **Parks & Special Facilities**

### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
  - o Reallocation of LPCC personnel to Regional Parks & Stadiums
- Operating is changing due to:
  - o Reallocation of LPCC operating expense budget to Regional Parks & Stadiums
  - o Completion of various Maintenance Improvement Projects
- Capital Outlay is changing due to:
  - o New budget planning that eliminates capital carry forwards
  - o Reduction in capital project requests
- Other Uses is changing due to:
  - o Adjustments to reserves for fund balancing

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	3,675,477	3,966,605	3,908,218	(58,387)
Operating	1,838,521	2,237,121	1,948,524	(288,597)
Capital Outlay	844,052	2,440,667	762,500	(1,678,167)
Grants & Aids	2,000	3,000	3,000	0
Other Uses	-	593,423	330,000	(263,423)
Total Budgetary Costs	<u>6,360,049</u>	<u>9,240,816</u>	<u>6,952,242</u>	<u>(2,288,574)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	5,423,199	6,613,124	5,799,782	(813,342)
Special Revenue	470,178	1,180,432	159,960	(1,020,472)
Capital	466,672	1,447,260	992,500	(454,760)
Total Revenues	<u>6,360,049</u>	<u>9,240,816</u>	<u>6,952,242</u>	<u>(2,288,574)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	12.44	12.10	11.10	(1.00)
Officials/Managers	2.00	2.00	2.00	0.00
Professionals	1.00	1.00	-	(1.00)
Protect/SVC/Non-sworn	9.38	9.20	9.20	0.00
Service Maintenance	34.98	35.80	34.00	(1.80)
Skilled Craft	5.67	4.67	4.67	0.00
Technicians	4.20	3.40	3.40	0.00
Total Full-Time Equivalentents (FTE)	<u>69.67</u>	<u>68.17</u>	<u>64.37</u>	<u>(3.80)</u>

## Regional Parks & Stadiums

### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
  - o Reallocation of Lincoln Park staff from Parks & Special Facilities to Regional Parks & Stadiums
- Operating is changing due to:
  - o Reallocation of LPCC operating expenses to Regional Parks & Stadiums
  - o Completion of various Maintenance Improvement Projects
- Capital Outlay is changing due to:
  - o New budget planning that eliminates capital carry forwards
  - o Completion of the Mets Stadium Improvement project
  - o New Restrooms for Lakewood Regional Park Multipurpose Fields, \$350,000
  - o Lakewood Regional Park Water Connection, \$250,000
  - o Lawnwood Baseball New Irrigation & Drainage, \$190,000
- Grants & Aids is changing due to:
  - o Increased Parks MSTU distribution to the City of Port St. Lucie
- Other Uses is changing due to:
  - o Adjustments to reserves for fund balancing

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-652	-	-	0
Personnel	2,809,887	2,919,990	3,272,030	352,040
Operating	2,496,134	2,688,034	2,701,803	13,769
Capital Outlay	15,478,544	44,453,961	1,262,000	(43,191,961)
Grants & Aids	2,608,343	2,916,896	3,208,586	291,690
Other Uses	652	243,505	-	(243,505)
Total Budgetary Costs	<u>23,392,908</u>	<u>53,222,386</u>	<u>10,444,419</u>	<u>(42,777,967)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	2,906,231	3,078,246	3,451,134	372,888
Special Revenue	5,325,547	5,615,776	6,286,577	670,801
Capital	15,161,130	44,528,364	706,708	(43,821,656)
Total Revenues	<u>23,392,908</u>	<u>53,222,386</u>	<u>10,444,419</u>	<u>(42,777,967)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	4.75	4.75	5.75	1.00
Officials/Managers	1.00	1.00	2.00	1.00
Professionals	1.00	1.00	1.00	0.00
Service Maintenance	31.00	32.75	34.55	1.80
Skilled Craft	4.33	4.33	4.33	0.00
Technicians	5.55	6.00	6.00	0.00
Total Full-Time Equivalentents (FTE)	<u>47.63</u>	<u>49.83</u>	<u>53.63</u>	<u>3.80</u>



## Mission Statement

Foster sustainable, quality development that advances a safe and economically sound community, maintains a high quality of life, and protect the natural environment by providing professional and responsive review and guidance on the adopted policies and codes which guide future growth and community development, including State Statutes and Rules, to ensure the health, safety and welfare of the citizens of St. Lucie County.

## Function

### Planning Division

- Provide customer service by guiding and assisting applicants looking to invest in the community and expediting the review of applications from the Targeted Industry List
- Prepare and implement the goals, objectives and policies of the adopted Comprehensive Plan (Plan); including the periodic evaluation and appraisal of the Plan to determine if updates are needed
- Prepare and implement the Land Development Code to implement the goals of the adopted Comprehensive Plan
- Process and review all development proposals (zoning compliance, site plans, conditional uses, variances, adjustment to site plans, etc.) for consistency with the Comprehensive Plan and Land Development Code
- Process and review text amendments and map amendments for consistency with the Comprehensive Plan, Land Development Code and State Statute
- Perform land use studies and conduct a wide variety of land use analyses to ensure the compatibility land uses reflecting the needs and desires of the citizens and how they want their community to develop and grow
- Develop, maintain, and disseminate geographic data and GIS resources to enhance county functions and provide resources making geographic data available to the public and preparing maps depicting various data

### Building and Code Division

- Handle all applications for commercial and residential building permits as well as performs code enforcement and contractors licensing duties. The division ensures that all construction in the County is performed to meet the requirements of the Florida Building Code and that contractors who perform the work are properly licensed. The Code Enforcement staff ensures that properties in the County are maintained in a manner consistent with the St. Lucie Land Development Code and the Compiled Laws of St. Lucie County

## Accomplishments

### Planning Division

*Promote Economic Development & Deliver Excellent Customer Service:*

- Pursuit's Major Site Plan Adjustment was processed and approved in under 6 weeks, paving way for their monumental expansion. The Department, in conjunction with other County and State teams, facilitated permitting of the initial 183,615 sq. ft. manufacturing facility expansion.
- Amazon established a their first "last-mile" distribution facility on the Treasure Coast, right here in St. Lucie County, through efforts to adjust an existing Site Plan to facility reuse of an existing 59,228 sq. ft. industrial building for operations.

*Deliver Excellent Customer Service & Develop and Train Workforce:*

- Actively collaborating with IT & Tyler Technology to prepare for online permitting, planning and code enforcement application processing and records management.

*Maintain A High Quality of Life:*

- The Department facilitated Road Impact Fee Ordinance Revisions to align fee levels proportionate to the need created by new development.
- Staff aided in the Development Review of a Site Plan for a new 48,387 sq. ft. Publix grocery store and 6,000 sq. ft. of ancillary retail @ Indrio Commons within the Towns, Villages & Countryside Overlay Zone.

### Building and Code Division

*Innovations & Deliver Excellent Customer Service & Develop:*

- Creating processes in preparation of the new EnerGov Land Management System Software to provide for online permitting, planning, contractor licensing and code enforcement application processing and records management.

*Deliver Excellent Customer Service & Develop and Train Workforce:*

- Training of plan reviewers and building inspectors on FEMA flood standards related to the substantial improvement of buildings in a floodway and substantial damage; and training of plan reviewers on flood elevation certificates.

*Maintain A High Quality of Life:*

- The "Eviction Piles" program, established in 2018, continues to be a success in collaboration with Waste Pro to help keep St. Lucie County beautiful. Better coordination with WastePro to ensure neighborhoods remain beautiful. Promoted 3rd Annual Lien Amnesty Program.

*Deliver Excellent Customer Service & Maintain A High Quality of Life:*

- Code Enforcement processed 2737 cases in 2019; 2192 cases abated without action by the Board; 335 cases referred to the Board; and only 147 cases had Board action. Public outreach has become the new 'norm' in getting compliance within the community. All code officers received certification in Environmental Noise Measurement.

## Initiatives

### Planning Division

*Maintain A High Quality of Life:*

- Implement the updated Comprehensive Plan through necessary updates to the Land Development Code (LDC) to address the community vision for growth, explore emerging issues, foster economic development and the provision of infrastructure, and ensure orderly and balanced future economic, social, physical, environmental, and fiscal development of the County.

*Promote Economic Development & Provide for a Safe Community & Maintain A High Quality of Life:*

- Assist in efforts to update the Port of Fort Pierce Master Plan.

*Innovations & Deliver Excellent Customer Service & Develop and Train Workforce:*

- Continue to improve the efficiency of the Pre-Application and Zoning Compliance processes, and update applications for ease of use and consistency. Create guides to assist applicants with code requirements. Develop workflows to implement the Land Management Software to provide online permitting/reviews and improve turnaround times.

### Building and Code Division

*Deliver Excellent Customer Service:*

- Continue to improve efficiency in the permit submittal process to improve overall service. Continue to improve the permitting process with quick turn-around time. Implement a master permitting process. Staff to become Lean Six Sigma Green Belt and Yellow Belt certified; and the Incident Command System (ICS) 100 – 400 certifications.

*Innovations & Deliver Excellent Customer Service:*

- Continue to improve efficiency in the permit submittal process to improve overall service. Continue to improve the permitting process with quick turn-around time. Implement a master permitting process. Staff to become Lean Six Sigma Green Belt and Yellow Belt certified; and the Incident Command System (ICS) 100 – 400 certifications.

*Provide for a Safe Community, Innovations and Deliver Excellent Customer Service:*

- Amend Land Development Code to allow a backyard chicken program; and stormwater regulations for infill development, and amend ordinance regarding contractor licensing criteria and the appeals section for decisions of the building officials. Perform more inspections at construction sites for unlicensed contractors.

Goals	Objectives	Measures	Charts
Service	<p>↓ Deliver Excellent Customer Service Permits</p>	<p>↓ Permits: Plan Review Time Permits</p>	<p>% / Plan Reviews complete within 21 days</p>
		<p>↑ Inspections: 24 Hour Completion Permits</p>	<p>%/Inspections Complete in 24 hours</p>
Community	<p>↑ Provide for a safe community Permits</p>	<p>↑ Total Building Permits Submitted and Issued Permits</p>	<p>Permits Issued (Monthly Average)</p>
		<p>↑ Inspections Performed Permits</p>	<p>Short Term Trends: Inspections (2016-2017)</p>
			<p>Long Term Trends: Inspections (Monthly Average)</p>

## Planning & Development Services

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	3,943,795	4,828,955	5,267,200	438,245
Operating	1,248,574	2,306,413	1,778,163	(528,250)
Capital Outlay	3,119	37,380	43,000	5,620
Grants & Aids	807,764	1,200,673	1,310,673	110,000
Total Budgetary Costs	<u>6,003,252</u>	<u>8,373,421</u>	<u>8,399,036</u>	<u>25,615</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	1,104,617	2,002,231	1,430,489	(571,742)
Special Revenue	2,598,531	3,119,644	3,039,502	(80,142)
Enterprise	2,275,105	3,196,180	3,873,679	677,499
Trust and Agency	25,000	55,366	55,366	0
Total Revenues	<u>6,003,252</u>	<u>8,373,421</u>	<u>8,399,036</u>	<u>25,615</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Admin. - Planning & Development Svc.	2.33	2.33	3.08	0.75
Planning	14.33	14.03	12.82	(1.21)
Building and Code Regulation	34.17	35.47	38.93	3.46
Total Full-Time Equivalents (FTE)	<u>50.83</u>	<u>51.83</u>	<u>54.83</u>	<u>3.00</u>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Admin. - Planning & Development Svc.**

**Highlights**

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
  - Budget proposal position request: Transportation Administrator
- Operating is changing due to:
  - Budget proposal increasing software support contracts
  - Budget proposal increasing to dues and memberships
  - Budget proposal increasing printing and training-seminar

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	263,864	285,654	376,983	91,329
Operating	190,433	131,339	154,546	23,207
Capital Outlay	3,119	-	-	0
Total Budgetary Costs	<u>457,417</u>	<u>416,993</u>	<u>531,529</u>	<u>114,536</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	34,635	58,606	60,978	2,372
Special Revenue	418,348	358,387	417,937	59,550
Enterprise	4,433	-	52,614	52,614
Total Revenues	<u>457,417</u>	<u>416,993</u>	<u>531,529</u>	<u>114,536</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	1.00	0.66	0.66	0.00
Officials/Managers	1.33	1.67	1.67	0.00
Professionals	-	-	0.75	0.75
Total Full-Time Equivalentents (FTE)	<u>2.33</u>	<u>2.33</u>	<u>3.08</u>	<u>0.75</u>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Planning**

**Highlights**

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase;
  - Decrease due to change in funding of positions
- Operating is changing due to:
  - Decrease to professional services to fund Transportation Administrator position
- Grants & Aids is changing due to:
  - Budget proposal increasing Treasure Coast Reg. Planning Council

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	1,220,826	1,292,706	1,222,940	(69,766)
Operating	176,701	480,254	417,787	(62,467)
Grants & Aids	127,983	125,915	135,915	10,000
Total Budgetary Costs	<u>1,525,510</u>	<u>1,898,875</u>	<u>1,776,642</u>	<u>(122,233)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	199,250	291,002	232,206	(58,796)
Special Revenue	1,326,260	1,607,873	1,530,436	(77,437)
Enterprise	-	-	14,000	14,000
Total Revenues	<u>1,525,510</u>	<u>1,898,875</u>	<u>1,776,642</u>	<u>(122,233)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	3.00	2.32	2.32	0.00
Officials/Managers	2.33	4.41	3.40	(1.01)
Professionals	5.00	5.00	5.00	0.00
Technicians	4.00	2.30	2.10	(0.20)
Total Full-Time Equivalentents (FTE)	<u>14.33</u>	<u>14.03</u>	<u>12.82</u>	<u>(1.21)</u>

## Building and Code Regulation

### Highlights

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
  - Budget proposal position requests: Zoning Technician, Assistant Building Official, & Plan Reviewer
  - Budget proposal increasing salaries-reimbursements
- Operating is changing due to:
  - Budget proposals increasing software support contracts
  - Budget proposals increasing to professional services & contract labor
  - Budget proposals increasing to travel, printing, and office supplies-computer
  - Budget proposals to equipment <\$1000, uniforms, and, office supplies
- Capital Outlay is changing due to:
  - Budget proposals increasing machinery & equipment

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	2,459,105	3,250,595	3,667,277	416,682
Operating	665,489	1,061,589	1,187,917	126,328
Capital Outlay	-	37,380	43,000	5,620
Total Budgetary Costs	<u>3,124,594</u>	<u>4,349,564</u>	<u>4,898,194</u>	<u>548,630</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Special Revenue	853,922	1,153,384	1,091,129	(62,255)
Enterprise	2,270,671	3,196,180	3,807,065	610,885
Total Revenues	<u>3,124,594</u>	<u>4,349,564</u>	<u>4,898,194</u>	<u>548,630</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	9.00	10.02	10.02	0.00
Officials/Managers	3.17	2.75	4.76	2.01
Professionals	16.00	15.00	16.25	1.25
Protect/SVC/Non-sworn	-	1.00	1.00	0.00
Skilled Craft	4.00	3.00	3.00	0.00
Technicians	2.00	3.70	3.90	0.20
Total Full-Time Equivalents (FTE)	<u>34.17</u>	<u>35.47</u>	<u>38.93</u>	<u>3.46</u>

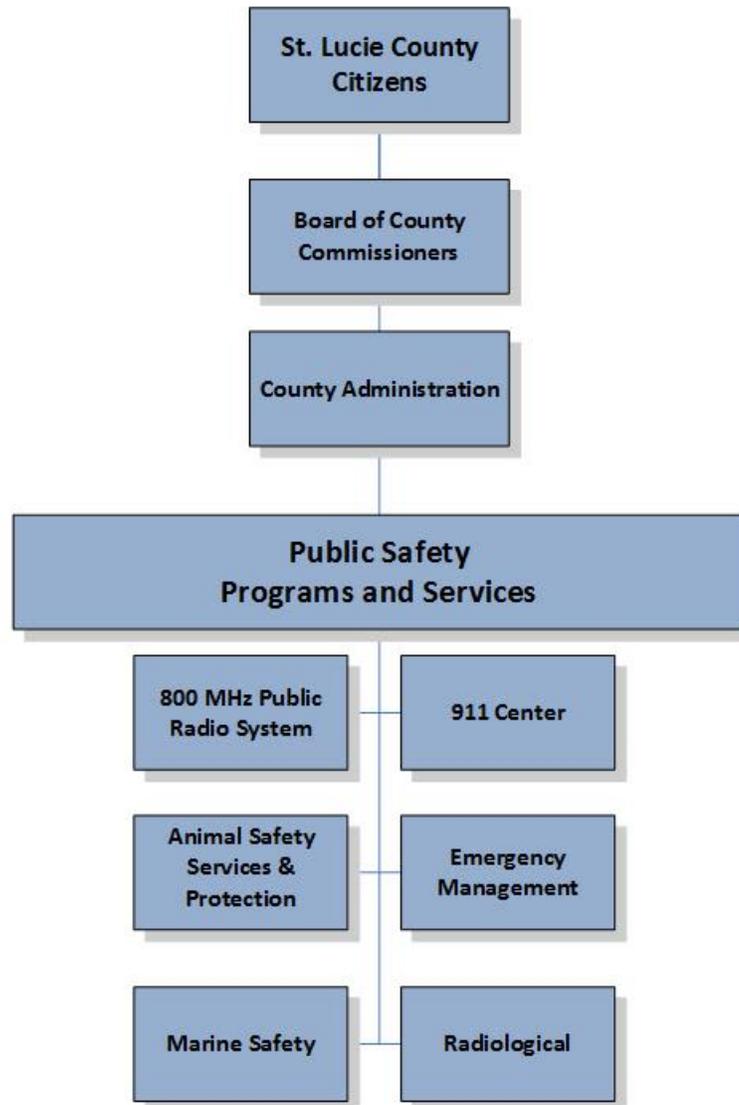
## Business and Strategic Initiatives

### Highlights

- Operating is changing due to:
  - Decrease to professional services for Veteran's Hospital
- Grants & Aids is changing due to:
  - Increase in aid to private organization to reflect the job growth investment grant program including a \$100,000 budget plus carryover funding from FY 20

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Operating	215,950	633,231	17,913	(615,318)
Grants & Aids	679,781	1,074,758	1,174,758	100,000
Total Budgetary Costs	<u>895,731</u>	<u>1,707,989</u>	<u>1,192,671</u>	<u>(515,318)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	870,731	1,652,623	1,137,305	(515,318)
Trust and Agency	25,000	55,366	55,366	0
Total Revenues	<u>895,731</u>	<u>1,707,989</u>	<u>1,192,671</u>	<u>(515,318)</u>



## Mission Statement

To provide the resources necessary in planning, preparing, protecting, and mitigating any manmade or natural disasters as well as emergencies for first responders, citizens, and visitors of St. Lucie County. To provide the most efficient and effective Public Safety Communications to our constituents through the most advanced technology available. To ensure that our personnel have the best training and equipment necessary to provide a professional Public Safety Service.

## Function

### **Animal Service and Protection**

- Provides information and enforces state and local statutes of our pet population. Responds to calls for service concerning abused, neglected, sick, injured and dangerous animals running at large. Team members educate and inform the public on responsible pet care and ownership. Part of the Animal Shelters Standard Committee that inspects various animal shelters for care, cleanliness, and compliance of the state requirements for animal sheltering.

### **Marine Safety**

- Provides protection, education and information to the citizens and visitors of St Lucie County in ocean and beach safety. Represents St Lucie County in a professional manner that instills the confidence in our Ocean Rescue/Marine Safety program from those we protect.

### **911 Center**

- Ensures all law enforcement, fire, medical, and animal control calls for St. Lucie County are answered in a timely manner, dispatched and forwarded to the appropriate law enforcement or fire rescue agency.

### **800 MHz Radio**

- Provides public radio system support to our end users. Manages and maintains the Motorola P25 800 MHz radio infrastructure for the regional inter-operable communication system. Oversees Motorola relations and contractual agreement. Manages maintenance agreement.

### **Emergency Management**

- Provide a comprehensive and integrated approach in the collaboration of enhancing our response partner's capabilities to mitigate, prepare, respond and recover from all hazards that may impact St. Lucie County.

### **Radiological Planning**

- Provides for the safety and welfare of St. Lucie County residents, visitors and response agencies through hazard specific best practices in the areas of radiological planning, equipment, training, exercise, operations, and regulatory compliance.

## Accomplishments

### Animal Safety and Protection

- Operated a temporary animal shelter for St. Lucie County since October 1<sup>st</sup>, 2019 and has served 800+ animals and counting
- Responded and mitigated 6500 animal calls for service and we are projecting to respond to approximately 13,000 calls
- Participated in 4 annual inspections of shelters, identified and declared a dangerous dog, and participated in formal hearings

### Marine Safety

- Provided protection, education and safety information to patrons that visited our St. Lucie County protected beaches. Had numerous rescue and emergency medical service incidents.
- Replaced one lifeguard tower
- Purchased a new All-Terrain Vehicle (ATV) for emergency and beach coverage
- Maintained high quality and vigorous training for all Ocean Rescue Life Guards

### 911 Center

- Reduced staffing related overtime and stress related attendance
- Completed the Quiet Room and exercise equipment
- Completed the staffing analysis, developed and implemented additional two addition shifts
- Provided new software training for a number of new programs: Schedule Express, Nice, and APCO portal updates

### 800 MHz Radio

- Replaced the tower lighting at the Landfill Site

### Emergency Management

- Completed annual review of Local Mitigation Strategy Management Plan from Florida Department of Emergency Management
- Completed audiovisual upgrades and enhancements to the EOC's Operations Room
- Reclassified Emergency Management Coordinators position to Emergency Operations Manager's position

### Radiological Planning

- Improved regional communications with risk and host counties
- Enhanced the radiological training program for first responders
- Improved public outreach programs
- Improved mapping system for evacuation routes

## Initiatives

### Animal Service and Protection

- Improve and enhance community educational opportunities in responsible pet care and ownership
- Participate in the Safety Day events and to continue to reach out to Home Owner Associations and civic organizations regarding responsible pet care and ownership
- Assist in the annual evaluations of pet shelters within St. Lucie County

### Marine Safety

- Continued to improve and enhance the safety of all patrons that visit St. Lucie County's protected beaches
- Continue to educate and inform visitors in ocean and beach safety
- Continue to train and educate all Ocean Rescue personnel in current ocean rescue strategies and tactics, as well as in the professional and customer service relations

### 911 Center

- Reach full staffing potential
- Replace workstations and consoles
- Begin Accreditation process for 911 Communications Center
- Reduce staffing related overtime and stress related attendance challenges
- Train and develop personnel for further advancement (succession planning)
- Enhance and improve our Public Safety Communications process through "NextGen"

### 800 MHz Radio

- Maintain and monitor efficiency and effectiveness of new radio system
- Replace the telephone system throughout the Public Safety Department
- Upgrade and enhance the Microwave link between Midway Road (main PSAP) and Rock Road (Back-Up PSAP)
- Replace the tower lighting at the Rock Road site

### Emergency Management

- Start Emergency Management accreditation plan process
- Improve and enhance the Hurricane Manual, Continuity of Operations Plan, National Flood Initiative Plan and Community Rating System comprehensive reviews

### Radiological Planning

- Continue to enhance and improve training initiatives for first responders
- Prepare for FEMA evaluated FPL/NPP exercise
- Improve technology for the Emergency Operations Center
- Improve communications in and between the Emergency Operations Center and the Emergency Operations Facility

Goals	Objectives	Measures	Charts																											
Service	<p>↑ Deliver excellent customer service 911 Operations</p>	<p>↑ Percentage of calls answered within 10 seconds 911 Operations</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Oct-19</td><td>97.11</td><td>90.00</td></tr> <tr><td>Nov-19</td><td>95.26</td><td>90.00</td></tr> <tr><td>Dec-19</td><td>93.84</td><td>90.00</td></tr> <tr><td>Jan-20</td><td>93.22</td><td>90.00</td></tr> <tr><td>Feb-20</td><td>-</td><td>90.00</td></tr> <tr><td>Mar-20</td><td>96.00</td><td>90.00</td></tr> <tr><td>Apr-20</td><td>97.36</td><td>90.00</td></tr> <tr><td>May-20</td><td>96.65</td><td>90.00</td></tr> </tbody> </table>	Month	Actual (%)	Target (%)	Oct-19	97.11	90.00	Nov-19	95.26	90.00	Dec-19	93.84	90.00	Jan-20	93.22	90.00	Feb-20	-	90.00	Mar-20	96.00	90.00	Apr-20	97.36	90.00	May-20	96.65	90.00
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Financial Management	<p>↓ Provide transparent and accountable financial management 911 Operations</p>	<p>↓ Monthly Overtime Expenses 911 Operations</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Actual (\$)</th> <th>Target (\$)</th> </tr> </thead> <tbody> <tr><td>Oct-19</td><td>50,000</td><td>25,000</td></tr> <tr><td>Nov-19</td><td>65,000</td><td>25,000</td></tr> <tr><td>Dec-19</td><td>45,000</td><td>25,000</td></tr> <tr><td>Jan-20</td><td>50,000</td><td>25,000</td></tr> <tr><td>Feb-20</td><td>-</td><td>25,000</td></tr> <tr><td>Mar-20</td><td>40,000</td><td>25,000</td></tr> <tr><td>Apr-20</td><td>35,000</td><td>25,000</td></tr> <tr><td>May-20</td><td>45,000</td><td>25,000</td></tr> </tbody> </table>	Month	Actual (\$)	Target (\$)	Oct-19	50,000	25,000	Nov-19	65,000	25,000	Dec-19	45,000	25,000	Jan-20	50,000	25,000	Feb-20	-	25,000	Mar-20	40,000	25,000	Apr-20	35,000	25,000	May-20	45,000	25,000
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Community	<p>↓ Provide for a safe community Animal Safety</p>	<p>▬ Number of approved Spay/Neuter Animal Safety</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Dogs</th> <th>Cats</th> </tr> </thead> <tbody> <tr><td>Oct-19</td><td>2.00</td><td>7.00</td></tr> <tr><td>Nov-19</td><td>11.00</td><td>1.00</td></tr> <tr><td>Dec-19</td><td>5.00</td><td>6.00</td></tr> <tr><td>Jan-20</td><td>11.00</td><td>9.00</td></tr> <tr><td>Feb-20</td><td>-</td><td>-</td></tr> <tr><td>Mar-20</td><td>3.00</td><td>0.00</td></tr> <tr><td>Apr-20</td><td>3.00</td><td>0.00</td></tr> <tr><td>May-20</td><td>3.00</td><td>4.00</td></tr> </tbody> </table>	Month	Dogs	Cats	Oct-19	2.00	7.00	Nov-19	11.00	1.00	Dec-19	5.00	6.00	Jan-20	11.00	9.00	Feb-20	-	-	Mar-20	3.00	0.00	Apr-20	3.00	0.00	May-20	3.00	4.00
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**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Public Safety**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-492,367	-	-	0
Personnel	6,126,854	6,177,714	6,377,109	199,395
Operating	2,069,609	2,642,812	2,776,876	134,064
Capital Outlay	268,114	58,600	285,050	226,450
Grants & Aids	274,231	323,198	573,198	250,000
Other Uses	349	1,443,240	1,073,095	(370,145)
Total Budgetary Costs	<u>8,246,791</u>	<u>10,645,564</u>	<u>11,085,328</u>	<u>439,764</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	1,418,003	1,442,494	1,473,952	31,458
Special Revenue	6,828,788	9,203,070	9,611,376	408,306
Total Revenues	<u>8,246,791</u>	<u>10,645,564</u>	<u>11,085,328</u>	<u>439,764</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Public Safety - Animal Safety Services and Protection	5.00	5.00	5.00	0.00
Public Safety - Cent. Communications	66.34	66.34	67.00	0.66
Public Safety - Emergency Mgmt.	4.00	5.00	4.34	(0.66)
Public Safety - Marine Safety	8.50	8.50	8.50	0.00
Public Safety - RAD Plan	2.00	2.00	2.00	0.00
Total Full-Time Equivalents (FTE)	<u>85.84</u>	<u>86.84</u>	<u>86.84</u>	<u>0.00</u>

## Public Safety - Animal Safety Services and Protection

### Highlights

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
- Operating is changing due to:
  - Budget proposals increasing professional services and other contractual services
  - Increase to training-seminar registration and professional services
- Grants Aids is changing due to:
  - Establish budget for the temp Animal Shelter
- Other uses is changing due to:
  - Adjustment to reserves for fund balancing

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	247,952	275,768	302,870	27,102
Operating	117,661	108,082	116,732	8,650
Grants & Aids	235,000	250,000	500,000	250,000
Other Uses	-	11,115	7,221	(3,894)
Total Budgetary Costs	<u>600,613</u>	<u>644,965</u>	<u>926,823</u>	<u>281,858</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Special Revenue	600,613	644,965	926,823	281,858
Total Revenues	<u>600,613</u>	<u>644,965</u>	<u>926,823</u>	<u>281,858</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Protect/SVC/Non-sworn	5.00	5.00	5.00	0.00
Total Full-Time Equivalents (FTE)	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>0.00</u>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Public Safety - Cent. Communications**

**Highlights**

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
  - Change in job classification for division creating (.66 FTE)
  - Budget Contract Coordinator approved FTE in FY 20
- Operating is changing due to:
  - Increase to travel, printing and binding (material center), utilities and communications 800 MHZ
  - CAD Consultant
- Capital Outlay is changing due to:
  - Monitors for 911 operators
- Other Uses is changing due to:
  - Fund balance forward adjustments and budget proposal for 911 center enhancement

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-492,018	-	-	0
Personnel	4,896,632	4,856,328	4,952,987	96,659
Operating	1,323,047	1,761,255	1,883,824	122,569
Capital Outlay	245,310	-	250,000	250,000
Other Uses	-	1,351,620	1,008,846	(342,774)
<b>Total Budgetary Costs</b>	<b>5,972,971</b>	<b>7,969,203</b>	<b>8,095,657</b>	<b>126,454</b>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	248,995	-	-	0
Special Revenue	5,723,976	7,969,203	8,095,657	126,454
<b>Total Revenues</b>	<b>5,972,971</b>	<b>7,969,203</b>	<b>8,095,657</b>	<b>126,454</b>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	1.00	-	1.00	1.00
Officials/Managers	6.34	6.34	6.00	(0.34)
Professionals	-	1.00	1.00	0.00
Protect/SVC/Non-sworn	58.50	58.00	58.00	0.00
Technicians	0.50	1.00	1.00	0.00
<b>Total Full-Time Equivalents (FTE)</b>	<b>66.34</b>	<b>66.34</b>	<b>67.00</b>	<b>0.66</b>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Public Safety - Emergency Mgmt.**

**Highlights**

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
  - Change in job classification for division creating (.66 FTE)
- Operating is changing due to:
  - Decrease to utilities and communications
- Capital outlay is changing due to:
  - Machinery & equipment added to EMPG 2021 grant

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-349	-	-	0
Personnel	277,001	312,811	297,983	(14,828)
Operating	437,774	477,983	466,348	(11,635)
Capital Outlay	10,470	20,000	25,550	5,550
Grants & Aids	39,231	73,198	73,198	0
Other Uses	349	-	-	0
Total Budgetary Costs	<u>764,475</u>	<u>883,992</u>	<u>863,079</u>	<u>(20,913)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	575,496	810,794	789,881	(20,913)
Special Revenue	188,980	73,198	73,198	0
Total Revenues	<u>764,475</u>	<u>883,992</u>	<u>863,079</u>	<u>(20,913)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	1.00	2.00	1.00	(1.00)
Officials/Managers	1.00	1.00	1.34	0.34
Professionals	1.00	1.00	1.00	0.00
Service Maintenance	1.00	1.00	1.00	0.00
Total Full-Time Equivalents (FTE)	<u>4.00</u>	<u>5.00</u>	<u>4.34</u>	<u>(0.66)</u>

## **Public Safety - Marine Safety**

**Highlights**

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
- Operating is changing due to:
  - Decrease to other contractual services
- Capital outlay is changing due to:
  - Increase cost to machinery & equipment

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	570,568	598,886	655,257	56,371
Operating	12,812	23,814	19,314	(4,500)
Capital Outlay	10,132	9,000	9,500	500
Total Budgetary Costs	<u>593,512</u>	<u>631,700</u>	<u>684,071</u>	<u>52,371</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	593,512	631,700	684,071	52,371
Total Revenues	<u>593,512</u>	<u>631,700</u>	<u>684,071</u>	<u>52,371</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Protect/SVC/Non-sworn	8.50	8.50	8.50	0.00
Total Full-Time Equivalents (FTE)	<u>8.50</u>	<u>8.50</u>	<u>8.50</u>	<u>0.00</u>

## Public Safety - RAD Plan

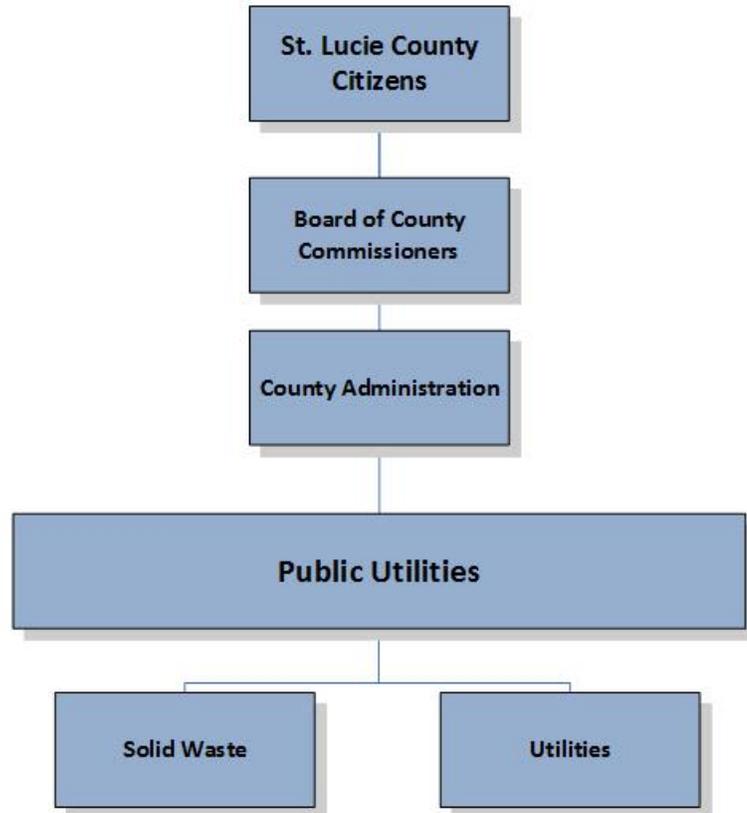
### Highlights

- Personnel is changing due to:
  - 2% COLA increase
  - 9% Health Insurance increase
  - Reclass of Coordinator position in FY 20
- Operating is changing due to:
  - Increase to professional services
- Capital outlay is changing due to:
  - No capital request
- Other Uses is changing due to:
  - Fund balance forward adjustments

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	134,701	133,921	168,012	34,091
Operating	178,316	271,678	290,658	18,980
Capital Outlay	2,201	29,600	-	(29,600)
Other Uses	-	80,505	57,028	(23,477)
Total Budgetary Costs	<u>315,218</u>	<u>515,704</u>	<u>515,698</u>	<u>(6)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Special Revenue	315,218	515,704	515,698	(6)
Total Revenues	<u>315,218</u>	<u>515,704</u>	<u>515,698</u>	<u>(6)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	1.00	1.00	-	(1.00)
Professionals	1.00	1.00	2.00	1.00
Total Full-Time Equivalentents (FTE)	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>



## Mission Statement

To serve the citizens of St. Lucie County by operating the St. Lucie County Baling and Recycling Facility in an efficient, safe, and cost effective manner and to improve the quality of life providing safe, reliable and environmentally responsible water, wastewater and reclaimed water service to our customers at a fair and reasonable cost and with the best customer experience possible.

## Function

### **Solid Waste Division**

St. Lucie County Solid Waste (SLCSW) receives and processes recycling and solid waste, such as yard waste, household hazardous waste, construction debris, electronics, and garbage. This is accomplished through the operation of two baling facilities and various waste stream diversion systems. SLCSW generates revenue through the sale of the recycled commodities, scrap metal, and some electronic waste, as well as tipping and franchise fees. An additional benefit of diverting the waste stream is saving valuable airspace, thereby extending the life of the landfill and providing a cost savings to the county through landfill diversion. SLCSW also processes landfill gas and sells it to Tropicana as a way to reduce the energy footprint, as this provides a savings to Tropicana and provides revenue to SLCSW.

### **Utilities Division**

The Utility Division provides water, wastewater and reclaimed water service to customers within the unincorporated areas of St. Lucie County through 94 miles of water transmission lines, 60 miles of wastewater lines, and 18 miles of reclaimed water lines plus five Wastewater and two Water Treatment Facilities. The service provided is accomplished in a cost efficient manner to maintain reasonable rates for our customers that does not compromise the quality of the product delivered or the service rendered. The Utility Division maintains compliance with all regulatory requirements as set forth by our regulatory agencies. The Utility Division evaluates and plans for the improvements and expansion of our water, wastewater, and reclaimed water systems to meet the needs of our current and future customers in compliance with County and State regulations. The Utility Division assists other County Departments with utility planning, and utility related questions and issues.

## Accomplishments

### Solid Waste Division

- SLCSW is now in the business of marketing our own commodities with a goal to continue processing the material to a quality standard that keeps our commodities in high demand.
- SLCSW entered into an ILA with Indian River County to bring in recyclables for processing.
- Added cooking oil to the list of items that are recycled within St. Lucie County.
- Joined the W.R.A.P. Campaign and implemented Plastic wrap recycling throughout SLC.
- Identified additional revenue streams for previously unsold commodities including rigid plastics.

### Utilities Division

- 34% of Utility Customers utilize automatic bill payment options
- Complete 2 miles of water and force mains construction and installation from Indrio Road to I-95
- Complete 5.51 mile water main installation for the North County water main loop from Turnpike Feeder Rd / Indrio Rd / US 1
- Completed Cured in Place Piping which relined sewer mains and manholes in the Lakewood Park Area
- Collaborate an effective utility resolution between Fort Pierce Utilities Authority and St Lucie County
- Implement Lakewood Park Pilot Program for water service
- Implemented a water conservation program
- Consolidated St Lucie County Service areas into one district

## Initiatives

### Solid Waste Division

- Seek a cost effective solution, or financing method to bring a waste to energy facility to St. Lucie County and the Treasure Coast to eliminate the need for selecting another landfill site for the foreseeable future.
- Explore and implement new technologies, such as Styrofoam densification or automated sorting capabilities.
- Upgrade and expand Single Stream Facility.
- Seek and secure agreements with additional communities to increase incoming recyclables.
- Develop education and outreach programs within the SLC School system.

### Utilities Division

- Continue to partner with developers in public/private partnerships to expand infrastructure to Waterstone Community located in the North County service area.
- Continue to partner with developers in the public/private partnerships to expand infrastructure to Creekside Phase II located in Central County service area.
- Increase Utility Customers utilizing automatic bill pay options by 10%

Goals	Objectives	Measures	Charts																											
Service	<p>↑ Deliver excellent customer service Utilities</p>	<p>↑ Customer Complaints per 4,000 Accounts Utilities</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Oct-19</td><td>0</td><td>30</td></tr> <tr><td>Nov-19</td><td>0</td><td>30</td></tr> <tr><td>Dec-19</td><td>0</td><td>30</td></tr> <tr><td>Jan-20</td><td>0</td><td>30</td></tr> <tr><td>Feb-20</td><td>1</td><td>30</td></tr> <tr><td>Mar-20</td><td>0</td><td>30</td></tr> <tr><td>Apr-20</td><td>4</td><td>30</td></tr> <tr><td>May-20</td><td>2</td><td>30</td></tr> </tbody> </table>	Month	Actual	Target	Oct-19	0	30	Nov-19	0	30	Dec-19	0	30	Jan-20	0	30	Feb-20	1	30	Mar-20	0	30	Apr-20	4	30	May-20	2	30
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Community	<p>↓ Maintain a high quality of life Utilities</p>	<p>↓ Boil Water Notices Utilities</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Oct-19</td><td>1</td><td>2</td></tr> <tr><td>Nov-19</td><td>0</td><td>2</td></tr> <tr><td>Dec-19</td><td>2</td><td>2</td></tr> <tr><td>Jan-20</td><td>0</td><td>2</td></tr> <tr><td>Feb-20</td><td>0</td><td>2</td></tr> <tr><td>Mar-20</td><td>2</td><td>2</td></tr> <tr><td>Apr-20</td><td>1</td><td>2</td></tr> <tr><td>May-20</td><td>2</td><td>2</td></tr> </tbody> </table>	Month	Actual	Target	Oct-19	1	2	Nov-19	0	2	Dec-19	2	2	Jan-20	0	2	Feb-20	0	2	Mar-20	2	2	Apr-20	1	2	May-20	2	2
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Service	<p>↑ Deliver Excellent Customer Service Solid Waste</p>	<p>↑ Customer In-yard Time (Minutes) Solid Waste</p>	<table border="1"> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Oct-19</td><td>10.00</td><td>20.00</td></tr> <tr><td>Nov-19</td><td>10.00</td><td>20.00</td></tr> <tr><td>Dec-19</td><td>10.00</td><td>20.00</td></tr> <tr><td>Jan-20</td><td>10.00</td><td>20.00</td></tr> <tr><td>Feb-20</td><td>10.00</td><td>20.00</td></tr> <tr><td>Mar-20</td><td>10.00</td><td>20.00</td></tr> <tr><td>Apr-20</td><td>9.00</td><td>20.00</td></tr> <tr><td>May-20</td><td>10.00</td><td>20.00</td></tr> </tbody> </table>	Month	Actual	Target	Oct-19	10.00	20.00	Nov-19	10.00	20.00	Dec-19	10.00	20.00	Jan-20	10.00	20.00	Feb-20	10.00	20.00	Mar-20	10.00	20.00	Apr-20	9.00	20.00	May-20	10.00	20.00
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**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Public Utilities**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	4,479,010	4,883,506	5,735,891	852,385
Operating	22,790,852	21,193,584	23,037,416	1,843,832
Capital Outlay	-	6,994,876	4,182,700	(2,812,176)
Grants & Aids	743,140	-	-	0
Other Uses	2,384,145	1,402,000	1,402,000	0
Total Budgetary Costs	<u>30,397,147</u>	<u>34,473,966</u>	<u>34,358,007</u>	<u>(115,959)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	81,885	-	-	0
Enterprise	30,315,262	34,473,966	34,358,007	(115,959)
Total Revenues	<u>30,397,147</u>	<u>34,473,966</u>	<u>34,358,007</u>	<u>(115,959)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Solid Waste & Recycling	56.80	56.80	67.60	10.80
Utilities	9.20	9.20	9.40	0.20
Total Full-Time Equivalents (FTE)	<u>66.00</u>	<u>66.00</u>	<u>77.00</u>	<u>11.00</u>

## Solid Waste & Recycling

### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
  - o FY 20 installation of Single Stream second shift of 11 FTEs to accommodate the MOU with Indian River County
  - o FY21 reallocation (reduction) of 0.20 FTE of Director salary from Solid Waste to Utilities Division
  - o FY 20 departmental reorganization reallocating pay grades and transferring a Solid Waste position to Utilities
  - o FY 20 reclassification of vacant Recycling Tech position (PG-U07) to a Special Projects Coordinator (PG-23)
  
- Operating is changing due to:
  - o Increase in contract labor, gas, oil, grease expense, grounds maintenance, and other operational increases
  - o Increase in equipment rental offset by decrease in equipment maintenance
  
- Capital Outlay is changing due to:
  - o Completion of new landfill project
  - o Request for recurring infrastructure site improvements of \$500,000
  - o Request for \$800,000 machinery & equipment budget, which is reduced from prior year request of \$2,360,000, due to equipment rentals

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	3,820,480	4,185,169	4,970,696	785,527
Operating	14,919,366	14,843,284	15,658,604	815,320
Capital Outlay	-	2,804,830	1,300,000	(1,504,830)
Grants & Aids	743,140	-	-	0
Other Uses	2,468,456	1,402,000	1,402,000	0
<b>Total Budgetary Costs</b>	<b>21,951,443</b>	<b>23,235,283</b>	<b>23,331,300</b>	<b>96,017</b>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	81,885	-	-	0
Enterprise	21,869,558	23,235,283	23,331,300	96,017
<b>Total Revenues</b>	<b>21,951,443</b>	<b>23,235,283</b>	<b>23,331,300</b>	<b>96,017</b>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	5.00	7.00	7.00	0.00
Officials/Managers	10.80	9.80	11.60	1.80
Professionals	-	1.00	3.00	2.00
Service Maintenance	22.00	18.00	22.00	4.00
Skilled Craft	14.00	17.00	21.00	4.00
Technicians	5.00	4.00	3.00	(1.00)
<b>Total Full-Time Equivalentents (FTE)</b>	<b>56.80</b>	<b>56.80</b>	<b>67.60</b>	<b>10.80</b>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Utilities**

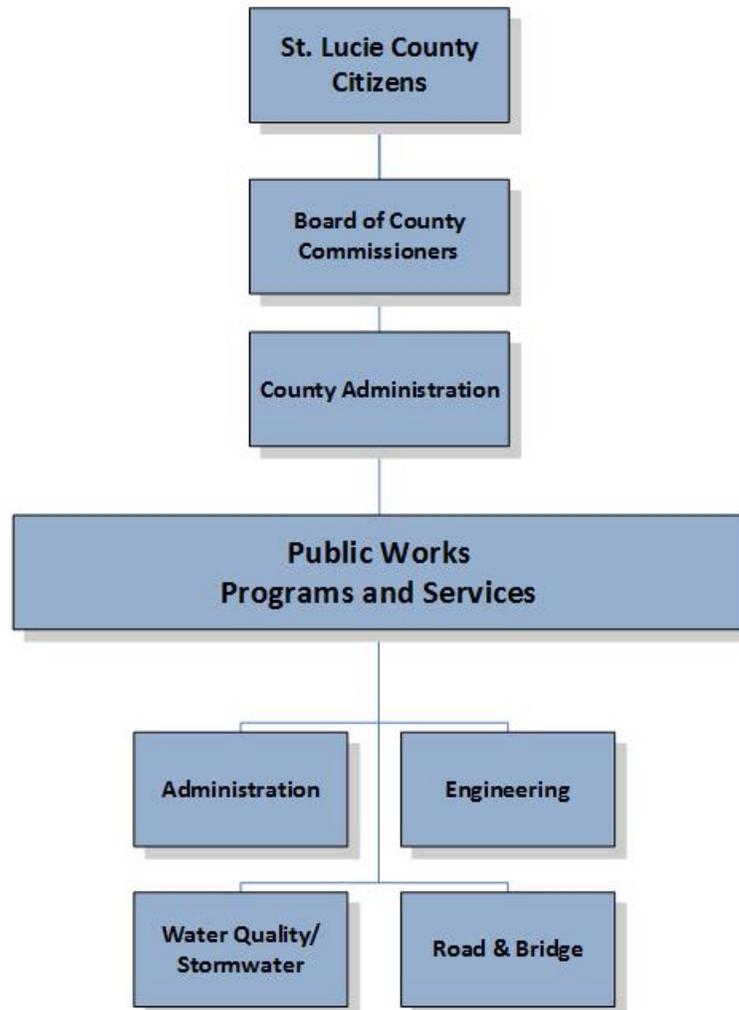
**Highlights**

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
  - o FY 20 Department reorganization that re-assessed pay grades and transferred a vacant SW Recycling Tech position to a Utilities Field Operations Technician
  - o FY21 reallocation of 0.20 FTE of Director's salary to the Utilities Division
- Operating is changing due to:
  - o Numerous operational increases including Other Contractual Services, Building Maintenance and Utilities offset by a \$250,000 decrease in interdepartmental charges
- Capital Outlay is changing due to:
  - o New budget planning that eliminates capital carry forwards
  - o NHI Force Main Replacement, \$345,093
  - o Central County WW Treatment Plant, \$100,000 additional funding
  - o North County Regional Water Treatment Plant, \$1,300,000 initial funding
  - o NHI Force Main Upgrade, \$300,000
  - o Taylor & Dairy Rd 30-In Water Main, \$460,000
  - o Increase in equipment & software requests offset by the spend down and completion of prior projects

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	658,530	698,337	765,195	66,858
Operating	7,871,486	6,350,300	7,378,812	1,028,512
Capital Outlay	-	4,190,046	2,882,700	(1,307,346)
Other Uses	-84,311	-	-	0
<b>Total Budgetary Costs</b>	<b>8,445,705</b>	<b>11,238,683</b>	<b>11,026,707</b>	<b>(211,976)</b>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Enterprise	8,445,705	11,238,683	11,026,707	(211,976)
<b>Total Revenues</b>	<b>8,445,705</b>	<b>11,238,683</b>	<b>11,026,707</b>	<b>(211,976)</b>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	4.00	4.00	4.00	0.00
Officials/Managers	2.20	2.20	2.40	0.20
Professionals	2.00	2.00	2.00	0.00
Technicians	1.00	1.00	1.00	0.00
<b>Total Full-Time Equivalentents (FTE)</b>	<b>9.20</b>	<b>9.20</b>	<b>9.40</b>	<b>0.20</b>



## Mission Statement

To serve the citizens of St. Lucie County in a way for residents to receive needed improvements in a timely and cost effective manner. To provide St. Lucie County, the Board of County Commissioners, County Administration, and the general public with a solid, dependable infrastructure program through procurement of funds for projects and overseeing a successful outcome.

## Function

### **Public Works Administration**

Provide Administrative support to all Divisions within Public Works, including the Artificial Reef Program and the Public Works Grant Administration

### **Artificial Reef Program**

The St. Lucie County Artificial Reef Program provides man-made habitat for aquatic and marine organisms. Artificial reefs are created by deploying concrete, steel ships, or prefabricated reef modules into the ocean at permitted locations. The ocean reefs create attractions for tourism for both amateur and professional scuba diving enthusiasts. The local fishing guides and commercial fisherman support the program because it enhances the opportunities for certain species of fish populations that inhabit the reefs. In addition, The artificial reef program provides habitat for many marine organisms to transition from the Indian River Lagoon to the Atlantic Ocean as they mature. Artificial reefs are also created and deployed in the St. Lucie River and the Indian River Lagoon Estuaries using oyster shell reef modules. The oyster shell modules provide a substrate foundation for juvenile oysters to attach and grow to create living oyster reefs in the Estuaries. Living oysters are filter-feeders that help to cleanse the water and improve water quality in the River. Oyster reefs are also Essential Fish Habitat for many species of juvenile fishes, many of which travel through the Fort Pierce Inlet (entering as larvae, exiting as juveniles to reside on the reefs created by the County). Providing juvenile habitat (including improving water quality) inshore (Indian River Lagoon), adult habitat offshore (Atlantic Ocean), and habitats within the Inlet is critical for the County's practice of Integrated Coastal Management.

### **Engineering Division**

The Engineering Division is responsible for the development and implementation of the County's roadway Capital Improvement Plan (CIP) including but not limited to the planning, design, permitting and construction of various infrastructure projects. The infrastructure includes but is not limited to roadway, bridges, stormwater, pedestrian facilities, and traffic signals and associated improvements. In addition the Engineering Division develops and manages long and short term capital improvements projects for the County and works closely in coordination with the Florida Department of Transportation (FDOT) and the St. Lucie County Transportation Organization (TPO) on regional transportation projects. Lastly, the Engineering Division is responsible for compliance with State & Federal Regulations & Laws, and County Regulatory permitting in Public Road Rights-of-Way

### **Road and Bridge Division**

The Road and Bridge Division is responsible for maintenance and repair of County roadways and drainage facilities. The Maintenance Section is responsible for maintenance of paved, chip sealed, asphalt milled and dirt roads. Road maintenance includes right-of-way mowing, surface patching, shoulder repair, and grading of dirt roads. The Drainage Sections is responsible for maintenance and repair of roadside swales, ditches and underground drainage facilities. The Traffic Section is responsible for designing new traffic signals; maintenance, repair and operation of existing traffic signals; fabrication and installation of regulatory, warning and street signs; pavement striping and marking; and performing traffic counts and studies.

### **Water Quality Division**

Design, construct and maintain stormwater capital projects. Manage the swale maintenance and aquatic vegetation maintenance contractors. Administer the County's Municipal Stormwater (MS4) NPDES Permit. Implements policies and projects to improve water quality in our regional systems. Process development permits and driveway permits.

## Accomplishments

### Public Works Administration

- Coordinated the development of a 4th Year Capital Project Plan for the Sales Tax Referendum.

### Artificial Reef Program

- Played a key role in developing a list of needed infrastructure improvements for the proposed half-cent sales tax and attended numerous community presentations
- Acquired the 180-foot freighter Voici Bernadette and prepared her for deployment to become an offshore reef.
- Completed permitting on the Indian Hills stormwater treatment area oyster reef program
- Completed the draft report on Fish Stock Assessment of St. Lucie County Mesophotic artificial reefs submitted by Florida Atlantic University's Harbour Branch Oceanographic Institute
- Initiated Permitting for South Causeway Observation Platform/Fishing Pier
- Initiated Planning for South Causeway Snorkeling Trail

### Engineering Division

- Ongoing management of the construction of Prima Vista Boulevard Resurfacing Project.
- Coordinate with Florida Department of Transportation (FDOT) on various projects
- Completed Construction:
  - Midway Road Culvert Replacement at :
    - Shinn Road
    - 2600' East of Shinn Road
    - NSLRWCD Canal 92
    - NSLRWCD Canal 93
  - Verada Ditch Repair – Calmoso Section
  - Peacock Road Culvert Replacement at NSLRWCD Canal 78
  - River Hammock (MSBU)
- Completed Design:
  - Bridge Repair at Keen Rd and Taylor Dairy Road
  - Selvitz Road Culvert at NSLRWCD Canal 102
  - Gordy Road Bridge Replacement
  - Russo Road Culvert Replacement at FPFWCD Canal 6
  - North Lennard Road/Tilton Road Drainage Improvements
  - Summit Road Culvert Replacement at NSLRWCD Canal 8
  - Sabal Creek (MSBU)

### Road and Bridge Division

- 7 roads were milled for .98 of a mile
- 12 roads were resurfaced and re-stripped more than 7.50 miles
- Fabricated and installed 4,091 roadway signs and rehabilitated two signalized intersections
- Replaced pavement marking and striping on six roads more than 34 miles

### Water Quality Division

- Completion of Paradise Park System 5 Phase 4 Stormwater Retrofit Project.
- Completion of San Lucie Plaza Basin 2A Stormwater Retrofit Project

## Initiatives

### Public Works Administration

- Coordinate the Lakewood Park Stormwater Improvements and seek grant funding to leverage Sales Tax funding.

### Artificial Reef Program

- Clear the Harbour Pointe Park artificial reef stockpiling area
- Locate and permit new stockpiling and staging areas
- Deploy a 2,000-ton secondary concrete reef on the Fort Pierce Sportfishing Club Site
- Develop a methodology for artificial reef monitoring using remotely operated vehicles (ROV)
- Continue to develop the Indian River Drive Oyster Reef by permitting the Old Fort Park site.
- Continue with Moore's Creek restoration
- Continue partnerships with Florida SeaGrant, the City of Fort Pierce, Indian River State College Science Club, Marine Cleanup Initiative, and the Florida Fish and Wildlife Conservation Commission

### Engineering Division

- CIP Projects:
  - Midway Road widening from Glades Cut Off Road to Selvitz Road - (Design)
  - Jenkins Road Extension
- Sales Tax Initiative Projects:
  - Prima Vista Boulevard Resurfacing (US 1 to Airoso Boulevard) - (Construction)
  - Replacement of Gordy Road Bridge - (Construction)
  - Replacement of Keen Road Bridge over Taylor Creek - (Design)
  - Johnston Road at FPFWCD Canals 1 and 15 - (Design)
  - Orange Avenue culvert replacements - (Design)
  - Countywide Conduit and Fiber - (Design)
  - Oleander Avenue sidewalks from South Market Avenue to Midway Road
- Hurricane Repair Projects:
  - Edwards Road (Oleander to US1) - (Design)

### Road and Bridge Division

- Complete Asphalt Millings surface 5 miles of dirt roads.
- Fabricate and install 2,500 street signs replacements to meet seven year replacement cycle
- Sales Tax Initiative Projects
  - Upgrade traffic signals
  - Resurfacing of Delaware Avenue and Orange Avenue

### Water Quality Division

- Complete the Stormwater needs assessment study
- Complete the Harmony Heights Phase 1 - (Construction)
- Begin Construction of Melville Road Phase 1

Goals	Objectives	Measures	Charts																																													
Service	<p>↑ Deliver excellent customer service Engineering</p>	<p>↑ Right-of-way permits Engineering</p>	<p><b>Actual Permits Received</b></p> <table border="1"> <thead> <tr> <th>Month</th> <th>Actual Permits Received</th> </tr> </thead> <tbody> <tr><td>Oct-19</td><td>8</td></tr> <tr><td>Nov-19</td><td>9</td></tr> <tr><td>Dec-19</td><td>9</td></tr> <tr><td>Jan-20</td><td>13</td></tr> <tr><td>Feb-20</td><td>19</td></tr> <tr><td>Mar-20</td><td>17</td></tr> <tr><td>Apr-20</td><td>18</td></tr> <tr><td>May-20</td><td>7</td></tr> </tbody> </table> <p><b>Number Year to Date</b></p> <table border="1"> <thead> <tr> <th>Month</th> <th>Number Year to Date</th> </tr> </thead> <tbody> <tr><td>Oct-19</td><td>8</td></tr> <tr><td>Nov-19</td><td>17</td></tr> <tr><td>Dec-19</td><td>26</td></tr> <tr><td>Jan-20</td><td>39</td></tr> <tr><td>Feb-20</td><td>58</td></tr> <tr><td>Mar-20</td><td>75</td></tr> <tr><td>Apr-20</td><td>93</td></tr> <tr><td>May-20</td><td>100</td></tr> </tbody> </table> <p><b>Actual number of days to complete permit vs Target of Working days to complete permit</b></p> <table border="1"> <thead> <tr> <th>Month</th> <th>Actual number of days to complete permit</th> <th>Target of Working days to complete permit</th> </tr> </thead> <tbody> <tr><td>Apr-20</td><td>8</td><td>16</td></tr> <tr><td>May-20</td><td>16</td><td>16</td></tr> </tbody> </table>	Month	Actual Permits Received	Oct-19	8	Nov-19	9	Dec-19	9	Jan-20	13	Feb-20	19	Mar-20	17	Apr-20	18	May-20	7	Month	Number Year to Date	Oct-19	8	Nov-19	17	Dec-19	26	Jan-20	39	Feb-20	58	Mar-20	75	Apr-20	93	May-20	100	Month	Actual number of days to complete permit	Target of Working days to complete permit	Apr-20	8	16	May-20	16	16
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**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Public Works**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-3,601,696	-	-	0
Personnel	6,516,136	7,543,804	7,892,710	348,906
Operating	8,721,424	18,336,398	14,300,225	(4,036,173)
Capital Outlay	13,118,852	27,473,423	13,202,829	(14,270,594)
Debt Service	144,843	160,000	160,000	0
Other Uses	4,377,274	1,957,166	27,315	(1,929,851)
Total Budgetary Costs	<u>29,276,834</u>	<u>55,470,791</u>	<u>35,583,079</u>	<u>(19,887,712)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	2,291,360	1,462,168	438,577	(1,023,591)
Special Revenue	14,128,338	19,627,620	15,107,766	(4,519,854)
Capital	12,857,136	34,381,003	20,036,736	(14,344,267)
Total Revenues	<u>29,276,834</u>	<u>55,470,791</u>	<u>35,583,079</u>	<u>(19,887,712)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administration - Public Works	4.00	4.00	4.00	0.00
Engineering	24.00	25.00	25.00	0.00
Road & Bridge	56.00	56.00	56.00	0.00
Water Quality	10.33	12.33	12.33	0.00
Total Full-Time Equivalents (FTE)	<u>94.33</u>	<u>97.33</u>	<u>97.33</u>	<u>0.00</u>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Administration - Public Works**

**Highlights**

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
- Operating is changing due to:
  - o Decrease in Other Contractual Services due to completion of Artificial Reef Grants

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-3,260	-	-	0
Personnel	401,515	434,921	440,601	5,680
Operating	140,790	213,841	99,253	(114,588)
Other Uses	3,260	-	-	0
Total Budgetary Costs	<u>542,305</u>	<u>648,762</u>	<u>539,854</u>	<u>(108,908)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	-	186,852	188,577	1,725
Special Revenue	542,305	461,910	351,277	(110,633)
Total Revenues	<u>542,305</u>	<u>648,762</u>	<u>539,854</u>	<u>(108,908)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	3.00	3.00	3.00	0.00
Officials/Managers	1.00	1.00	1.00	0.00
Total Full-Time Equivalentents (FTE)	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Engineering**

**Highlights**

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
- Operating is changing due to:
  - o The spend-down and completion of various operational and maintenance improvement projects, including those related to the Infrastructure Sales Surtax program
  - o Indian River Drive Traffic Solution project, \$250,000
- Capital Outlay is changing due to:
  - o New budget planning that eliminates capital carry forwards
  - o Requests for various capital projects, including those related to the Infrastructure Sales Surtax program, such as:
    - Edwards Rd from US 1 to Oleander Ave, \$2,000,000
    - Jenkins Rd (Midway Rd to Wal-Mart Distribution Center), \$2,000,000
    - Gordy Road Bridge over Ten Mile Creek, \$1,570,000
    - Selvitz Road Improvements (Glades Cut-Off Rd to Edwards Rd), \$1,000,000
- Other Uses is changing due to:
  - o Transfer of reserves to non-departmental

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-3,598,435	-	-	0
Personnel	1,940,767	2,250,580	2,318,077	67,497
Operating	1,843,255	10,100,231	6,600,747	(3,499,484)
Capital Outlay	10,140,890	22,576,346	11,238,188	(11,338,158)
Debt Service	144,843	160,000	160,000	0
Other Uses	4,374,014	1,957,166	27,315	(1,929,851)
<b>Total Budgetary Costs</b>	<b>14,845,333</b>	<b>37,044,323</b>	<b>20,344,327</b>	<b>(16,699,996)</b>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	2,291,360	1,275,316	250,000	(1,025,316)
Special Revenue	3,446,562	8,714,325	5,127,591	(3,586,734)
Capital	9,107,411	27,054,682	14,966,736	(12,087,946)
<b>Total Revenues</b>	<b>14,845,333</b>	<b>37,044,323</b>	<b>20,344,327</b>	<b>(16,699,996)</b>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	5.00	4.00	4.00	0.00
Officials/Managers	1.00	2.00	1.00	(1.00)
Professionals	10.00	11.00	12.00	1.00
Service Maintenance	1.00	1.00	1.00	0.00
Technicians	7.00	7.00	7.00	0.00
<b>Total Full-Time Equivalentents (FTE)</b>	<b>24.00</b>	<b>25.00</b>	<b>25.00</b>	<b>0.00</b>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

## Road & Bridge

### Highlights

- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
  - o FY20 reorganization and reclassifications within the Division
- Operating is changing due to:
  - o Increased requests for road work project funding, including those included in the Sales Tax Infrastructure Program such as:
    - Delaware Avenue Resurfacing, \$1,920,000
    - Orange Avenue Resurfacing and Guardrail, \$1,000,000
- Capital Outlay is changing due to:
  - o Reduction in heavy equipment expenses
  - o New budget planning that eliminates capital carry forwards
  - o Requests for various capital projects, including those related to the Infrastructure Sales Surtax program, such as:
    - Traffic Signal Upgrades, \$200,000

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	3,423,697	3,866,367	4,132,416	266,049
Operating	5,945,771	6,774,671	6,534,570	(240,101)
Capital Outlay	1,229,610	426,200	230,000	(196,200)
Total Budgetary Costs	<u>10,599,077</u>	<u>11,067,238</u>	<u>10,896,986</u>	<u>(170,252)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Special Revenue	7,662,178	7,124,717	7,326,986	202,269
Capital	2,936,899	3,942,521	3,570,000	(372,521)
Total Revenues	<u>10,599,077</u>	<u>11,067,238</u>	<u>10,896,986</u>	<u>(170,252)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	4.00	3.00	3.00	0.00
Officials/Managers	2.00	2.00	2.00	0.00
Professionals	1.00	3.00	3.00	0.00
Service Maintenance	29.00	29.00	29.00	0.00
Skilled Craft	14.00	14.00	14.00	0.00
Technicians	6.00	5.00	5.00	0.00
Total Full-Time Equivalents (FTE)	<u>56.00</u>	<u>56.00</u>	<u>56.00</u>	<u>0.00</u>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Water Quality**

**Highlights**

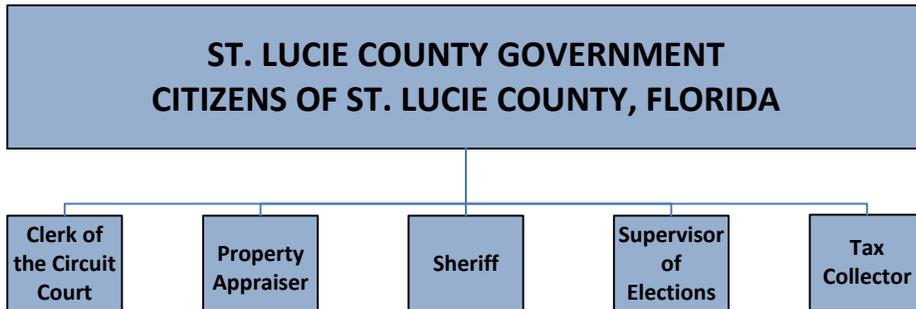
- Personnel is changing due to:
  - o 2% COLA increase
  - o 9% Health Insurance increase
- Operating is changing due to:
  - o Decrease in other contractual services
  - o Changes in operational and maintenance improvement projects, including those related to the Infrastructure Sales Surtax program
- Capital Outlay is changing due to:
  - o New budget planning that eliminates capital carry forwards
  - o Requests for various capital projects, including those related to the Infrastructure Sales Surtax program, such as:
    - Melville Rd Phase 1, \$1,000,000
    - Harmony Heights Phase 1 North, \$500,000
    - Neighborhood Retrofit Land Acquisition Program, \$400,000

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	750,158	991,936	1,001,616	9,680
Operating	791,608	1,247,655	1,065,655	(182,000)
Capital Outlay	1,748,353	4,470,877	1,734,641	(2,736,236)
Total Budgetary Costs	<u>3,290,119</u>	<u>6,710,468</u>	<u>3,801,912</u>	<u>(2,908,556)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Special Revenue	2,477,293	3,326,668	2,301,912	(1,024,756)
Capital	812,826	3,383,800	1,500,000	(1,883,800)
Total Revenues	<u>3,290,119</u>	<u>6,710,468</u>	<u>3,801,912</u>	<u>(2,908,556)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	-	1.00	1.00	0.00
Officials/Managers	2.33	2.33	2.33	0.00
Professionals	1.00	2.00	2.00	0.00
Service Maintenance	2.00	3.00	3.00	0.00
Skilled Craft	3.00	2.00	2.00	0.00
Technicians	2.00	2.00	2.00	0.00
Total Full-Time Equivalents (FTE)	<u>10.33</u>	<u>12.33</u>	<u>12.33</u>	<u>0.00</u>

CONSTITUTIONAL  
OFFICERS



**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Constitutional Officers**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Other Uses	99,417,721	102,305,132	104,580,272	2,275,140
Total Budgetary Costs	<u>99,417,721</u>	<u>102,305,132</u>	<u>104,580,272</u>	<u>2,275,140</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	39,843,905	43,746,301	44,731,298	984,997
Special Revenue	59,478,680	58,365,320	59,683,195	1,317,875
Debt Service	78,549	108,488	108,488	0
Capital	-2,671	70,413	42,681	(27,732)
Trust and Agency	19,258	14,610	14,610	0
Total Revenues	<u>99,417,721</u>	<u>102,305,132</u>	<u>104,580,272</u>	<u>2,275,140</u>

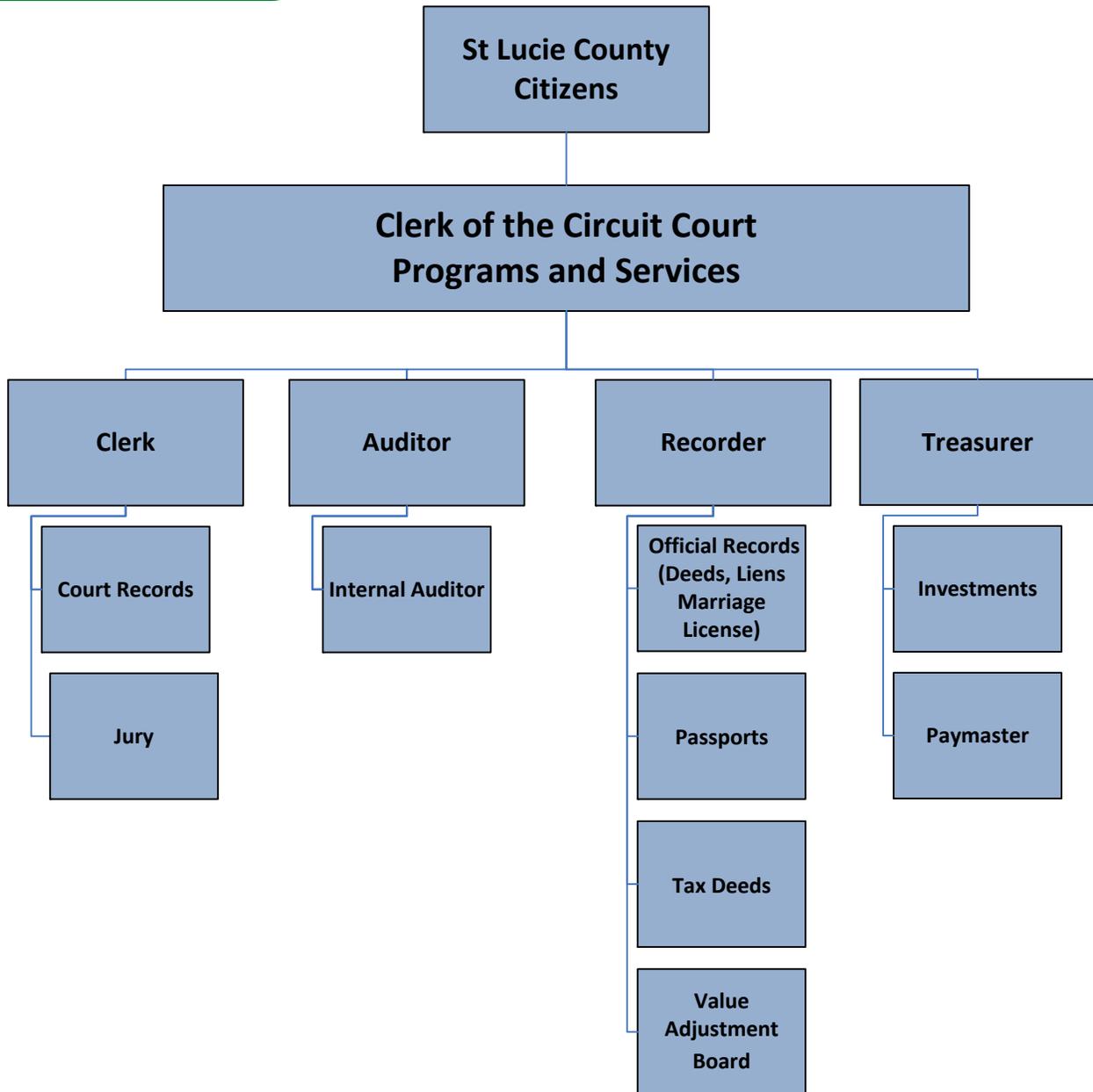
<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Sheriff	665.00	665.00	665.00	0.00
Supervisor of Elections	20.00	22.00	24.00	2.00
Clerk of Circuit Court	18.00	18.00	19.00	1.00
Tax Collector Fees	115.00	115.00	115.00	0.00
Property Appraiser Fees	72.00	72.00	72.00	0.00
Total Full-Time Equivalents (FTE)	<u>890.00</u>	<u>892.00</u>	<u>895.00</u>	<u>3.00</u>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Constitutional Officers (BOCC)**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Operating	7,683,956	3,921,647	4,936,746	1,015,099
Capital Outlay	1,150,295	213,455	-	(213,455)
Grants & Aids	89,706	297,216	157,090	(140,126)
Other Uses	639,759	891,863	1,166,701	274,838
Total Budgetary Costs	<u>9,563,716</u>	<u>5,324,181</u>	<u>6,260,537</u>	<u>936,356</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	7,668,364	3,901,647	4,916,746	1,015,099
Special Revenue	427,599	1,111,655	1,246,367	134,712
Capital	1,417,559	213,455	-	(213,455)
Trust and Agency	50,194	97,424	97,424	0
Total Revenues	<u>9,563,716</u>	<u>5,324,181</u>	<u>6,260,537</u>	<u>936,356</u>



## ST. LUCIE COUNTY CLERK OF THE CIRCUIT COURT: SUMMARY

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### **MISSION STATEMENT:**

Efficiently and effectively perform the responsibilities of the Clerk of the Circuit and County Courts, Clerk to the Board of County Commissioners, Recorder, Guardian of Public Records, Treasurer, and Auditor.

### **PROGRAMS AND SERVICES**

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### **FUNCTION, ACCOMPLISHMENTS, AND INITIATIVES:**

**Function:** The Clerk of the Courts serves as the clerk, accountant, and auditor for the Board of County Commissioners. The Clerk's budget consists of two parts. The first part deals with the Clerk's 'Finance' responsibilities to the Board. This is incorporated into the County budget review process and is subject to approval by the Board. The second part concerns the Clerk's responsibilities as Clerk of the Courts. This portion is supported by fees imposed on individuals by the court system. The Clerk submits a budget for the portion of his budget related to Finance responsibilities to the Board each year. In addition to the budget submitted by the Clerk, the County funds communications expenses directly in accordance with Florida Statutes 29.008.

## Clerk of Circuit Court

### Highlights

- Personnel is changing due to:
  - o An increase in Regular Salaries per Florida Statutes;
  - o An increase in the health insurance and annual COLA adjustment
- Operating is changing due to an increase in information technology and Insurance and bonds expenses

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Other Uses	1,795,225	1,618,242	1,729,682	111,440
Total Budgetary Costs	<u>1,795,225</u>	<u>1,618,242</u>	<u>1,729,682</u>	<u>111,440</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	1,795,225	1,618,242	1,729,682	111,440
Total Revenues	<u>1,795,225</u>	<u>1,618,242</u>	<u>1,729,682</u>	<u>111,440</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
of Circuit Court	18.00	18.00	19.00	1.00
Total Full-Time Equivalents (FTE)	<u>18.00</u>	<u>18.00</u>	<u>19.00</u>	<u>1.00</u>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

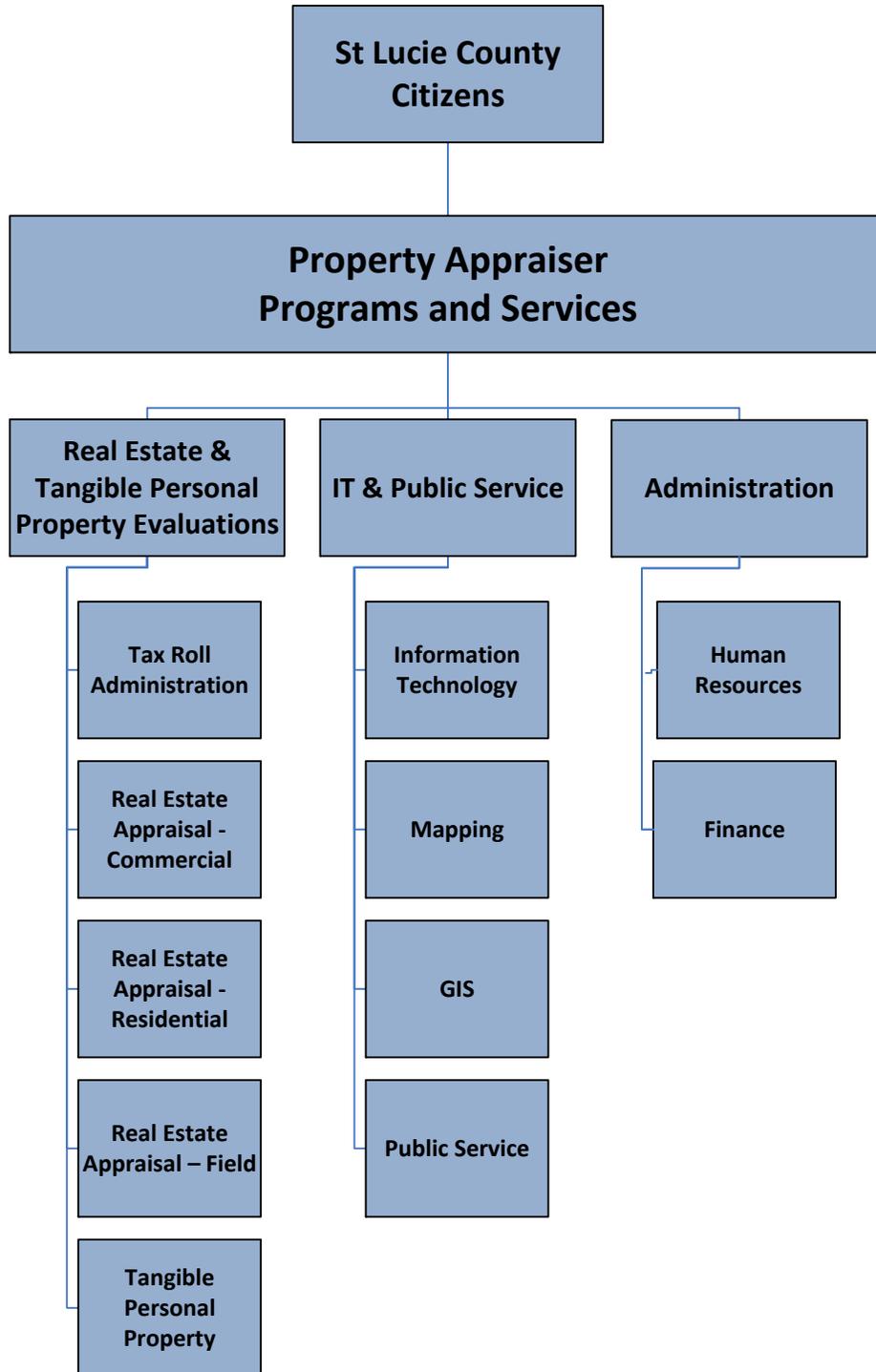
**Clerk of Circuit Court (Communications)**

**Highlights**

The Clerk of Court (COC) (BOCC) FY21 adopted budget is remaining the same as FY 2020.

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Operating	54,116	70,000	70,000	0
Total Budgetary Costs	<u>54,116</u>	<u>70,000</u>	<u>70,000</u>	<u>0</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	54,116	70,000	70,000	0
Total Revenues	<u>54,116</u>	<u>70,000</u>	<u>70,000</u>	<u>0</u>



## ST. LUCIE COUNTY PROPERTY APPRAISER: SUMMARY

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### MISSION STATEMENT:

Locate, appraise and assess all property located within St. Lucie County according to the laws of the State of Florida, thereby assuring all property owners with a fair and equitable taxing structure.

### PROGRAMS AND SERVICES

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### FUNCTION, ACCOMPLISHMENTS, AND INITIATIVES:

**Function:** The Property Appraiser is the officer in charge of determining the value of all county property. The Property Appraiser's budget is supported by fees for services charged to each entity for which tax is collected (except the school board and municipalities, which are paid by the County) (F.S. 192.091). The fees are based on the approved budget, and allocated based on prior year tax collections. The estimated budget is submitted to the Department of Revenue (DOR) on June 1<sup>st</sup> (F.S. 195.087). A copy is provided to the County at the same time. DOR notifies the County of its tentative budget decisions by July 15; the Appraiser or Board may submit information for DOR to consider prior to its final decision on or before August 15. The DOR's budget decisions may be appealed to the Governor and Cabinet. The budgeted amounts are the Board's portion of the Property Appraiser's budget. In addition to the budget submitted by the Property Appraiser, the County funds items directly, such as communications and printing.

1. Assess all property located within St. Lucie County.
2. Provide effective and efficient service to the citizens of St. Lucie County.
3. Administer all exemptions and classifications; Execute all processes of the Supreme Court, Circuit, County Court, and Board of County Commissioners.
4. Provide Tax Roll for all taxing authorities.
5. Administer the Truth in Millage (TRIM) process.

## Property Appraiser Fees

**Highlights**

- Property Appraiser Fees include \$5,912,709 net of \$-150,000 for anticipated excess fees.
- Property Appraiser fees are included in the Department budgets.
- Property Appraiser's budget is funded by fees for services charged.

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Other Uses	4,987,381	5,835,907	5,912,709	76,802
Total Budgetary Costs	4,987,381	5,835,907	5,912,709	76,802

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	3,809,669	4,390,904	4,572,733	181,829
Special Revenue	1,177,712	1,445,003	1,339,976	(105,027)
Total Revenues	4,987,381	5,835,907	5,912,709	76,802

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Appraiser Fees	72.00	72.00	72.00	0.00
Total Full-Time Equivalentents (FTE)	72.00	72.00	72.00	0.00

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

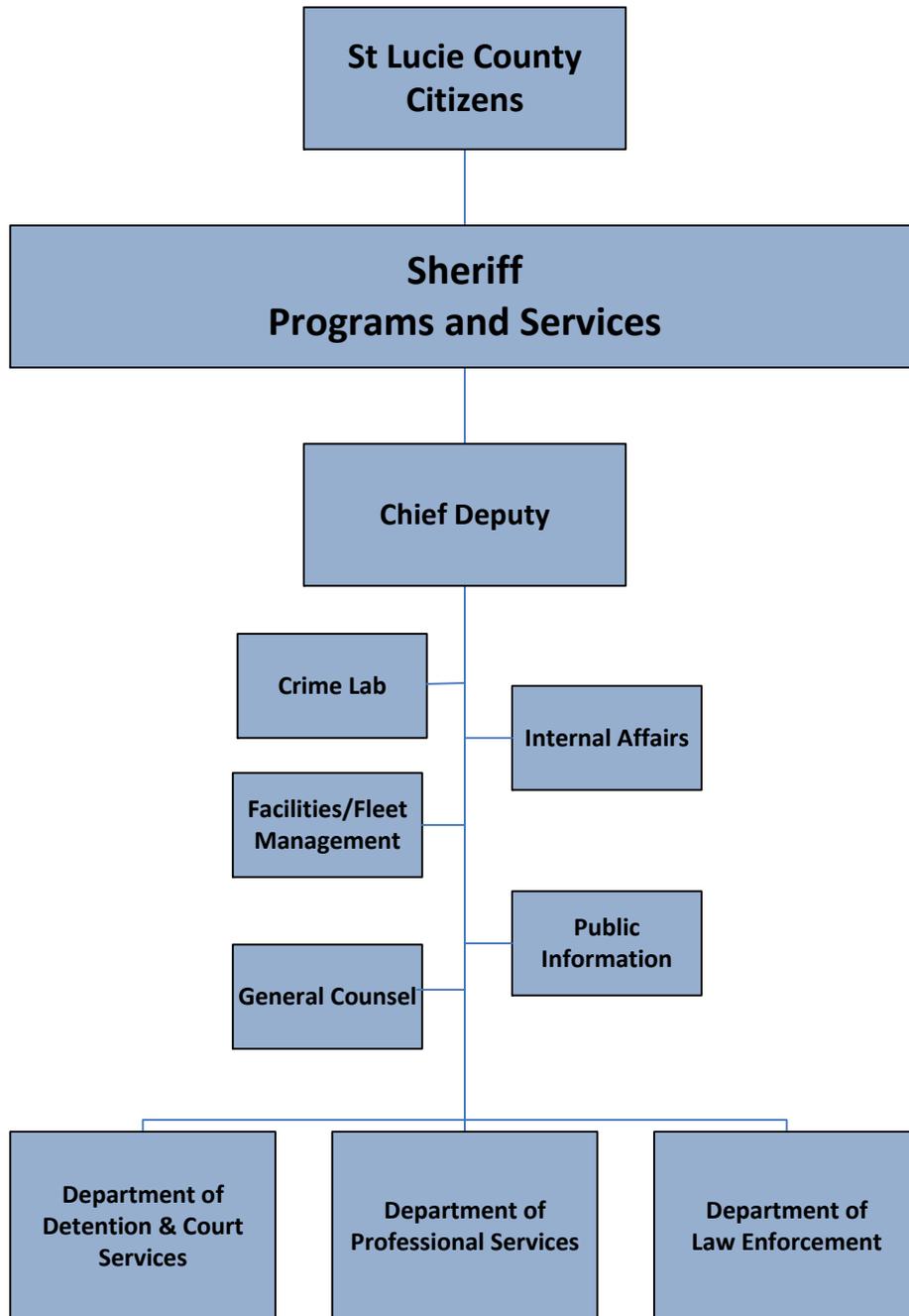
**Property Appraiser (TRIM & Comm.)**

**Highlights**

In addition to the budget submitted by the Property Appraiser, the County funds items directly such as Truth In Millage (TRIM), communications and printing expenses.

The Property Appraiser (BOCC) FY21 recommended budget remains the same as FY20

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Operating	80,270	115,000	115,000	0
Total Budgetary Costs	<u>80,270</u>	<u>115,000</u>	<u>115,000</u>	<u>0</u>
<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	80,270	115,000	115,000	0
Total Revenues	<u>80,270</u>	<u>115,000</u>	<u>115,000</u>	<u>0</u>



## ST. LUCIE COUNTY SHERIFF: SUMMARY

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### MISSION STATEMENT:

Provide the highest professional level of effective and efficient law enforcement services to the residents of St. Lucie County.

### PROGRAMS AND SERVICES

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### FUNCTION, ACCOMPLISHMENTS, AND INITIATIVES:

**Function:** The Sheriff is the chief law enforcement officer for the County. The Sheriff submits his budget to the County each year in accordance with Florida Statute 30.49(2) (a). The budget is incorporated into the County budget review process and is subject to approval by the Board of Commissioners. In the event there is a disagreement between the Sheriff and the Board, it may be resolved by the Governor and Cabinet. The Sheriff has limited revenues from non-ad valorem resources. The majority of his budget is supported by ad valorem taxes.

1. Provide a uniformed deputy to respond to all emergency and non-emergency calls for service.
2. Investigate crimes and diligently pursue those persons who violate the law.
3. Provide School Resource Officers at the Schools.
4. Execute all processes of the Supreme Court, Circuit, County Court, and Board of County Commissioners.
5. Provide St. Lucie County courthouse and courtroom security.

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Sheriff**

**Highlights**

- The Sheriff's overall budget is changing due to:
  - o An increase in Salaries, Florida Retirement Service (FRS), Health Insurance and other benefits
  - o An increase in various operating expenses including janitorial supplies, food, and supplies related to COVID19 in the jail population
  - o A decrease in Capital Outlays overall purchases for vehicles were significantly less than FY20
  - o An increase to Debt Service
  - o This budget includes net excess fees of -\$6,000

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Other Uses	85,006,781	86,016,507	87,999,324	1,982,817
Total Budgetary Costs	<u>85,006,781</u>	<u>86,016,507</u>	<u>87,999,324</u>	<u>1,982,817</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	28,044,399	30,477,885	31,109,321	631,436
Special Revenue	56,962,382	55,538,622	56,890,003	1,351,381
Total Revenues	<u>85,006,781</u>	<u>86,016,507</u>	<u>87,999,324</u>	<u>1,982,817</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Sheriff	665.00	665.00	665.00	0.00
Total Full-Time Equivalents (FTE)	<u>665.00</u>	<u>665.00</u>	<u>665.00</u>	<u>0.00</u>

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Sheriff (Inmate Med., Training)**

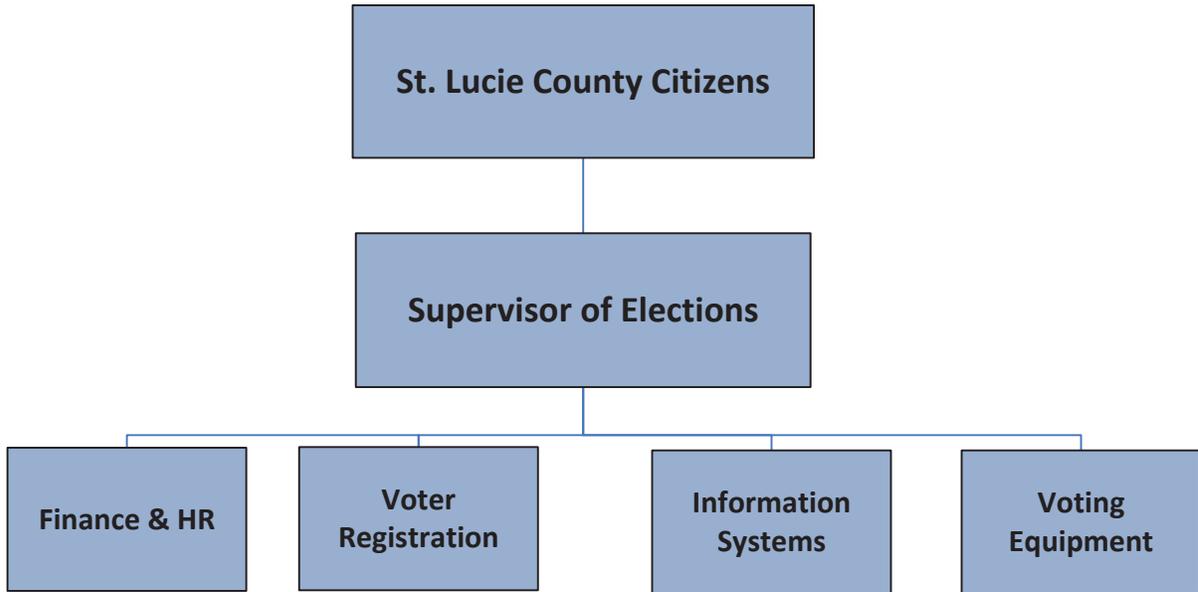
**Highlights**

In addition to the budget submitted by the Sheriff's Office, the County funds expenses for inmate medical, training and administer Grants for County Governments from Federal, State, and Local levels.

- The Sheriff's overall budget is changing due to:
  - o A reduction in grants and transfers
  - o Reduction of reserves for fund balancing
  - o \$1,000,000 increase in inmate medical

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Operating	7,220,031	3,420,000	4,420,000	1,000,000
Grants & Aids	89,706	297,216	157,090	(140,126)
Other Uses	639,759	891,863	1,166,701	274,838
Total Budgetary Costs	<u>7,949,496</u>	<u>4,609,079</u>	<u>5,743,791</u>	<u>1,134,712</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	7,204,439	3,400,000	4,400,000	1,000,000
Special Revenue	427,599	1,111,655	1,246,367	134,712
Capital	267,264	-	-	0
Trust and Agency	50,194	97,424	97,424	0
Total Revenues	<u>7,949,496</u>	<u>4,609,079</u>	<u>5,743,791</u>	<u>1,134,712</u>



## ST. LUCIE COUNTY SUPERVISOR OF ELECTIONS: SUMMARY

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### MISSION STATEMENT:

Pursue excellence in the registration of citizens to vote in compliance with the National Voter Registration Act as well as process and maintain voter records in a timely and professional manner that serves all citizens of St. Lucie County. The Supervisor of Elections will conduct all elections within St. Lucie County with integrity and accuracy, and in the most proficient and cost effective manner to serve all citizens.

### PROGRAMS AND SERVICES

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### FUNCTION, ACCOMPLISHMENTS, AND INITIATIVES:

**Function:** The Supervisor of Elections is the officer in charge of implementation of the state election laws. The Supervisor of Elections submits its budget to the County each year in accordance with Florida Statute 129.03. The budget is incorporated into the County budget review process and is subject to approval by the Board of County Commissioners. In the event the Board disagrees with the budget, the Board may amend, modify, increase, or reduce any or all items of expenditure in the proposed budget. If the budget has been modified, the Board must notify the Supervisor of Elections in writing of its action to specific items amended. The Supervisor of Elections budget is supported by ad valorem taxes in the General Fund. In addition to the budget submitted by the Supervisor of Elections, the County funds items directly such as utilities and rent.

1. Conduct all regularly scheduled federal, state, county and municipal elections as well as any special election as required by the State, County, and Cities in St. Lucie County or special district.
2. Maintain registration records in physical and electronic form via the statewide voter registration data base.
3. Perform voter outreach at many local events to educate the public on how to register to vote or make changes to their registration as well as provide opportunities to answer questions concerning registration, voting and elections.
4. Qualify all candidates for county or special district office within St. Lucie County.
5. Train poll workers for each election as required by state statutes.
6. Verification of signatures on candidate and initiative petitions with certification to the State of Florida
7. Publish election related material and advertising as required by state statute notifying citizens, candidates, political parties, and committees of dates of events relating to all elections.

## Supervisor of Elections

**Highlights**

The Supervisor of Elections (SOE) FY21 recommended budget of \$3,675,149, is decreasing by (\$239,708). This budget includes \$3,686,149 net of \$-11,000 for anticipated excess fees.

- Personnel is changing due to:
  - o An increase in Executive Salaries per Florida Statutes 145.09
  - o An increase in the health insurance and annual COLA adjustment
- Operating is changing due to an overall decrease in relation to FY20 budget.
- Capital Outlays is changing due to an increase in scanning equipment purchases

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Other Uses	3,184,222	3,914,857	3,675,149	(239,708)
Total Budgetary Costs	<u>3,184,222</u>	<u>3,914,857</u>	<u>3,675,149</u>	<u>(239,708)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	3,184,222	3,914,857	3,675,149	(239,708)
Total Revenues	<u>3,184,222</u>	<u>3,914,857</u>	<u>3,675,149</u>	<u>(239,708)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
of Elections	20.00	22.00	24.00	2.00
Total Full-Time Equivalents (FTE)	<u>20.00</u>	<u>22.00</u>	<u>24.00</u>	<u>2.00</u>

## Supervisor of Elections (Rent, Util.)

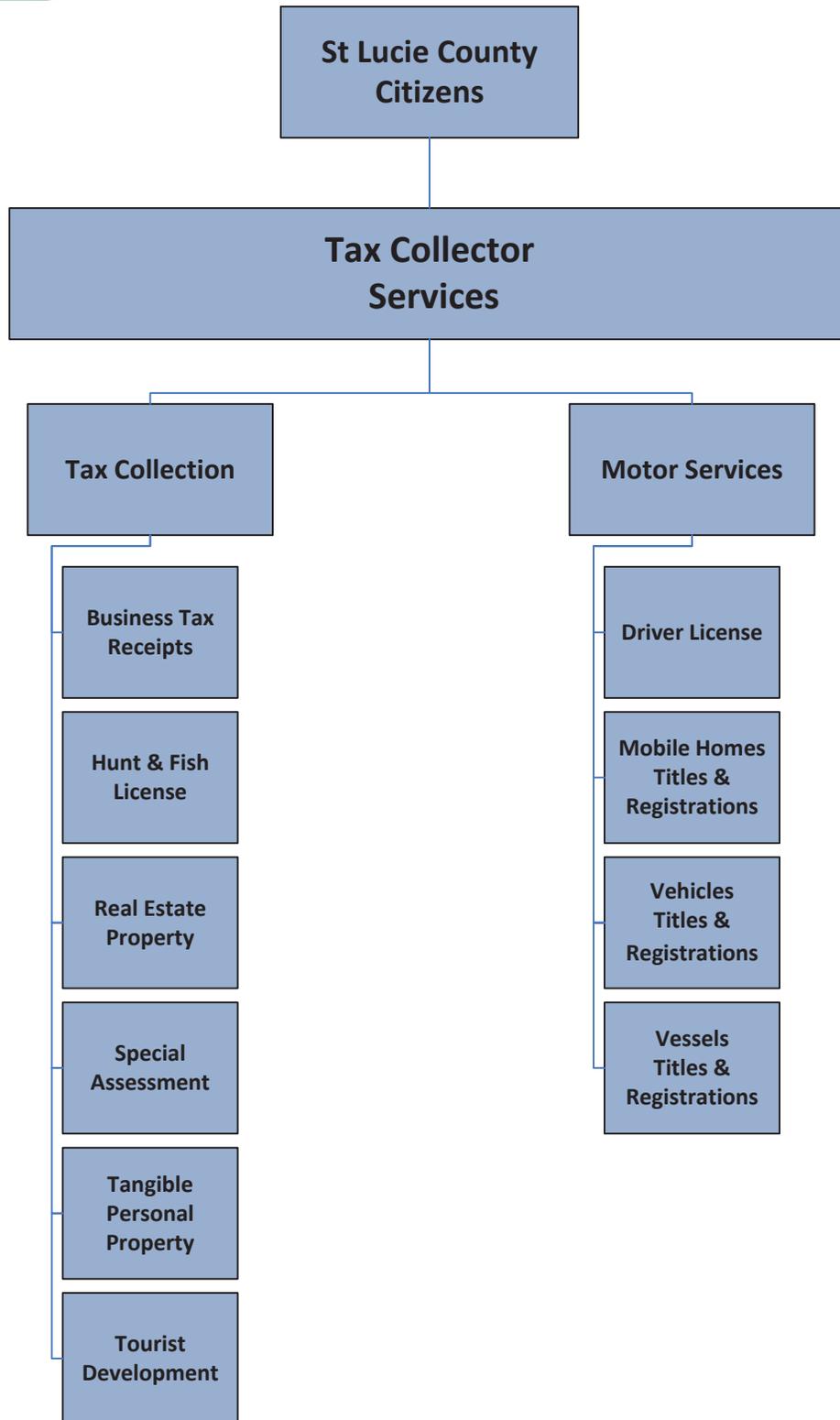
**Highlights**

The Supervisor of Elections (SOE) (BOCC) FY21 recommended budget, \$307,746 is increasing by \$15,099. The SOE (BOCC) budget includes utilities and building rental.

- The Supervisor of Elections (BOCC) recommended budget is changing due to:
  - o An increase in building rental expenses

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Operating	307,719	292,647	307,746	15,099
Total Budgetary Costs	<u>307,719</u>	<u>292,647</u>	<u>307,746</u>	<u>15,099</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	307,719	292,647	307,746	15,099
Total Revenues	<u>307,719</u>	<u>292,647</u>	<u>307,746</u>	<u>15,099</u>



## ST. LUCIE COUNTY TAX COLLECTOR: SUMMARY

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### MISSION STATEMENT:

Provide our neighbors the highest level of customer service through innovative technology and highly trained professionals while maintaining the public trust.

### PROGRAMS AND SERVICES

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### FUNCTION, ACCOMPLISHMENTS, AND INITIATIVES:

**Function:** The Tax Collector is an independently elected constitutional officer who collects taxes for state agencies as well as local governments. The County is just one of the Tax Collector's local government clients. Others include the cities, school board and special districts. The state agency clients include the Department of Revenue, Florida Wildlife Conservation Commission, Department of Highway Safety and Motor Vehicles and the Department of Health. The Tax Collector is a fee officer and his office budget is reviewed and approved through the Department of Revenue. Increases must be justified, and the Tax Collector must budget within the confines of the commissions and fees his office receives for the services he provides. The single largest tax collected in the State is the ad valorem tax. At the end of the year, any fees not required for operating expenses are distributed to the taxing authorities.

The budgeted amount is an estimate based on commissions and fees, and not a request from the Tax Collector. The Tax Collector's Budget is due to the State on August 1<sup>st</sup>. The budget figures represent the amount of fees that the County anticipates paying to the Tax Collector.

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Tax Collector Fees**

**Highlights**

The Tax Collector (TC) FY21 recommended budget includes \$5,263,408 net of \$-2,257,000 for anticipated excess fees. Also, additional Tax Collector fees are included in the Department budgets.

The Tax Collector's budget is based on Commissions and Fees the County anticipates paying to the Tax Collector.

Funding Sources:

- This Constitutional budget is funded by various funds.

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Other Uses	4,444,112	4,919,619	5,263,408	343,789
Total Budgetary Costs	<u>4,444,112</u>	<u>4,919,619</u>	<u>5,263,408</u>	<u>343,789</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	3,010,390	3,344,413	3,644,413	300,000
Special Revenue	1,338,586	1,381,695	1,453,216	71,521
Debt Service	78,549	108,488	108,488	0
Capital	-2,671	70,413	42,681	(27,732)
Trust and Agency	19,258	14,610	14,610	0
Total Revenues	<u>4,444,112</u>	<u>4,919,619</u>	<u>5,263,408</u>	<u>343,789</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Collector Fees	115.00	115.00	115.00	0.00
Total Full-Time Equivalents (FTE)	<u>115.00</u>	<u>115.00</u>	<u>115.00</u>	<u>0.00</u>

## **Tax Collector (Postage)**

**Highlights**

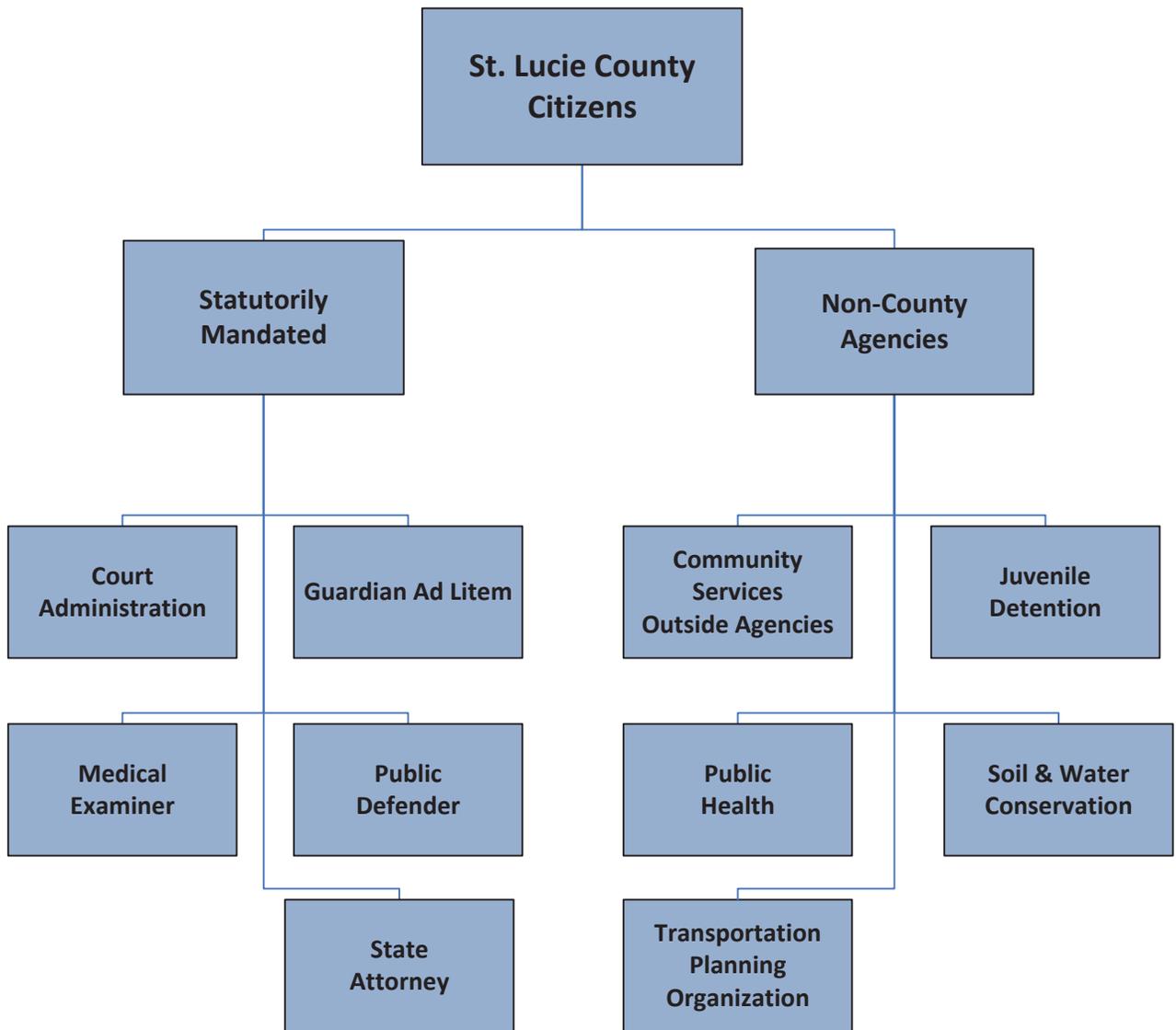
In addition to the budget submitted by the Tax Collector, the County budgets fund for direct postage expenses and the Tax Collector facility. The Tax Collector (BOCC) FY21 recommended budget, \$24,00 is decreasing by \$213,455.

- The Tax Collectors (Postage) budget is changing due to:
  - o No capital projects proposed for FY21

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Operating	21,821	24,000	24,000	0
Capital Outlay	1,150,295	213,455	-	(213,455)
Total Budgetary Costs	<u>1,172,116</u>	<u>237,455</u>	<u>24,000</u>	<u>(213,455)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	21,821	24,000	24,000	0
Capital	1,150,295	213,455	-	(213,455)
Total Revenues	<u>1,172,116</u>	<u>237,455</u>	<u>24,000</u>	<u>(213,455)</u>

OUTSIDE  
AGENCIES



**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Statutorily Mandated & Non-County Agencies**

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-130,315	-	-	0
Personnel	1,398,548	3,845,560	3,712,670	(132,890)
Operating	8,707,712	10,331,830	11,126,604	794,774
Capital Outlay	297,896	565,656	623,736	58,080
Grants & Aids	3,376,354	2,878,421	2,885,592	7,171
Other Uses	151,778	1,604,209	1,685,264	81,055
Total Budgetary Costs	<u>13,801,973</u>	<u>19,225,676</u>	<u>20,033,866</u>	<u>808,190</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	7,889,969	9,416,271	9,779,978	363,707
Special Revenue	5,911,998	6,434,841	7,002,315	567,474
Trust and Agency	6	3,374,564	3,251,573	(122,991)
Total Revenues	<u>13,801,973</u>	<u>19,225,676</u>	<u>20,033,866</u>	<u>808,190</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Court Related	12.00	12.00	12.00	0.00
Medical Examiner	12.00	12.00	12.00	0.00
Public Defender	4.00	4.00	4.00	0.00
Soil & Water Conservation	1.00	1.00	1.00	0.00
Total Full-Time Equivalentents (FTE)	<u>29.00</u>	<u>29.00</u>	<u>29.00</u>	<u>0.00</u>

## COURT ADMINISTRATOR: SUMMARY

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### MISSION STATEMENT:

Manage the non-judicial functions of the court. Administrative functions and responsibilities assigned to the Court Administrator's Office are subject to the supervision and direction of the Administrative Judge. It is the role of the Court Administrator to ensure that all Court Departments function together to provide a forum for the resolution of legal disputes.

### PROGRAMS AND SERVICES

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### FUNCTION, ACCOMPLISHMENTS, AND INITIATIVES:

**Function:** Effective July 1, 2004, Article V, revision 7 of the State Constitution requires counties to "fund the cost of communications services, existing radio systems, existing multiagency criminal justice information systems, and the cost of construction or lease, maintenance, utilities, and security of facilities." This is St. Lucie County's portion of the funding including Information Technology Recording Fees. St. Lucie County's amount includes general and administrative charges and excludes Trust Funds.

1. Duties of the Court Administrator's Office include personnel and fiscal management, calendar or scheduling management, information systems, space and equipment management, public information, law library operations, jury management and liaison functions to various groups and agencies.
2. The Court Administrator works closely with the office of the Clerk of the Court on all case management processes and procedures.

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Court Related**

**Highlights**

- Personnel is changing due to:
  - 9% Health Insurance increase
- Operating is changing due to:
  - Increase to various operating expenditures for Department of Justice grant
- Capital Outlays is changing due to:
  - Increase in machinery and equipment

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-80,000	-	-	0
Personnel	672,931	820,958	836,052	15,094
Operating	925,821	836,092	1,267,733	431,641
Capital Outlay	297,896	334,000	348,000	14,000
Grants & Aids	109,038	120,340	120,340	0
Other Uses	83,384	559,634	559,634	0
Total Budgetary Costs	<u>2,009,070</u>	<u>2,671,024</u>	<u>3,131,759</u>	<u>460,735</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Special Revenue	2,009,070	2,671,024	3,131,759	460,735
Total Revenues	<u>2,009,070</u>	<u>2,671,024</u>	<u>3,131,759</u>	<u>460,735</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Related	12.00	12.00	12.00	0.00
Total Full-Time Equivalentents (FTE)	<u>12.00</u>	<u>12.00</u>	<u>12.00</u>	<u>0.00</u>

## Court - Other

**Highlights**

- Operating is changing due to:
  - Increase to various operating expenditures
- Other Uses is changing due to:
  - Fund Balance Forward adjustments

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-38,899	-	-	0
Operating	117,130	262,975	264,777	1,802
Capital Outlay	-	225,306	225,306	0
Grants & Aids	45,000	-	-	0
Other Uses	-	149,575	98,130	(51,445)
Total Budgetary Costs	<u>123,231</u>	<u>637,856</u>	<u>588,213</u>	<u>(49,643)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	45,000	-	-	0
Special Revenue	78,231	231,551	181,908	(49,643)
Trust and Agency	-	406,305	406,305	0
Total Revenues	<u>123,231</u>	<u>637,856</u>	<u>588,213</u>	<u>(49,643)</u>

## GUARDIAN AD LITEM: SUMMARY

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### MISSION STATEMENT:

Represent the best interests of a child or incapacitated person involved in a case in superior court. The State of Florida Guardian ad Litem Program is a network of professional staff and community advocates, partnering to provide a strong voice in court and positive systemic change on behalf of Florida's abused and neglected children.

### PROGRAMS AND SERVICES

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### FUNCTION, ACCOMPLISHMENTS, AND INITIATIVES:

**Function:** Effective October 1, 2004, as a result of article V revision 7, Counties must fund certain costs associated with the Guardian Ad Litem Program.

1. A Guardian Ad Litem (GAL) is an individual appointed by the court.
2. The State of Florida Guardian Ad Litem Program is a network of professional staff and community advocates, partnering to provide a strong voice in court and positive systemic change on behalf of Florida's abused and neglected children.

## Guardian Ad Litem

**Highlights**

- Operating is changing due to:
  - Decrease to various operating expenditures
- Capital Outlay is changing due to:
  - Increase to machinery and equipment
- Other Uses is changing due to:
  - Increase to project reserves for new location

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Operating	332,085	349,212	312,205	(37,007)
Capital Outlay	-	-	10,430	10,430
Other Uses	56,978	265,000	397,500	132,500
Total Budgetary Costs	<u>389,063</u>	<u>614,212</u>	<u>720,135</u>	<u>105,923</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Special Revenue	389,063	614,212	720,135	105,923
Total Revenues	<u>389,063</u>	<u>614,212</u>	<u>720,135</u>	<u>105,923</u>

## MEDICAL EXAMINER: SUMMARY

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### MISSION STATEMENT:

Protect the constitutional and statutory rights of all citizens through the effective criminal legal representation of court appointed clients. The Office of the Public Defender provides superior legal representation to indigent defendants in the State of Florida.

### PROGRAMS AND SERVICES

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### FUNCTION, ACCOMPLISHMENTS, AND INITIATIVES:

**Function:** F. S. 406.08 provides that "Fees, salaries and expenses may be paid from the general fund or any other funds under the control of the Board of County Commissioners." The district medical examiner shall submit an annual budget to the Board of County Commissioners. This budget is net of credits not returned to the County at the end of the year as an adjustment to the following year's budget.

1. Required to investigate deaths occurring within the state in circumstances listed by Statute in order to determine the cause and manner of death.
2. Part of investigative team whose purpose is the timely, professional, medical, and legal investigation of death.

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Medical Examiner**

**Highlights**

- Personnel is changing due to:
  - Retirement of employees
- Operating is changing due to:
  - Decrease to various operating expenditures
- Capital Outlay is changing due to:
  - Increase to machinery and equipment
- Grants & Aids show no changes
- Other Uses show no changes

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	-	2,211,158	2,058,417	(152,741)
Operating	6	620,751	616,851	(3,900)
Capital Outlay	-	6,350	40,000	33,650
Grants & Aids	821,308	-	-	0
Other Uses	-	130,000	130,000	0
Total Budgetary Costs	<u>821,314</u>	<u>2,968,259</u>	<u>2,845,268</u>	<u>(122,991)</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Special Revenue	821,308	-	-	0
Trust and Agency	6	2,968,259	2,845,268	(122,991)
Total Revenues	<u>821,314</u>	<u>2,968,259</u>	<u>2,845,268</u>	<u>(122,991)</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Examiner	12.00	12.00	12.00	0.00
Total Full-Time Equivalentents (FTE)	<u>12.00</u>	<u>12.00</u>	<u>12.00</u>	<u>0.00</u>

## PUBLIC DEFENDER: SUMMARY

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### MISSION STATEMENT:

Protect the constitutional and statutory rights of all citizens through the effective criminal legal representation of court appointed clients. The Office of the Public Defender provides superior legal representation to indigent defendants in the State of Florida.

### PROGRAMS AND SERVICES

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### FUNCTION, ACCOMPLISHMENTS, AND INITIATIVES:

#### **Function:**

1. Required Represent indigent clients charged with criminal offenses filed in Circuit, County, Juvenile, and Traffic Court.
2. Represent indigent clients with cases on appeal to the First District Court of Appeal.
3. Represent indigent clients in civil commitment proceedings under the Baker Act.
4. To provide for the realization of the constitutional guarantees of counsel in the representation of indigents, including related necessary services and facilities, in criminal and juvenile proceedings within the State, and to assure effective assistance and continuity of counsel to indigent accused taken into custody and indigent defendants in criminal and juvenile proceedings before the courts of the State of Florida.

Effective July 1, 2004, Article V, revision 7 of the State Constitution requires counties to "fund the cost of communications services, existing radio systems, existing multiagency criminal justice information systems, and the cost of construction or lease, maintenance, utilities, and security of facilities."

## Public Defender

**Highlights**

- Personnel is changing due to:
  - 2% COLA increase
- Operating is changing due to:
  - Increase to various operating expenditures

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	99,318	104,134	108,131	3,997
Operating	344,756	402,673	418,575	15,902
Total Budgetary Costs	<u>444,075</u>	<u>506,807</u>	<u>526,706</u>	<u>19,899</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	99,318	104,134	108,131	3,997
Special Revenue	344,756	402,673	418,575	15,902
Total Revenues	<u>444,075</u>	<u>506,807</u>	<u>526,706</u>	<u>19,899</u>

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Defender	3.00	3.00	3.00	0.00
Professionals	1.00	1.00	1.00	0.00
Total Full-Time Equivalentents (FTE)	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>

## STATE ATTORNEY: SUMMARY

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### MISSION STATEMENT:

Pursue justice through prosecution effectively, efficiently, and in a timely manner for all criminal cases presented to or investigated by the State Attorney. The State's Attorney heads a team of prosecutors, victim advocates, investigators and other administrative staff to seek justice in all suits, applications, or motions, civil and criminal, in which the state is a party or civil actions which are mandated by the Florida Statutes.

### PROGRAMS AND SERVICES

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### FUNCTION, ACCOMPLISHMENTS, AND INITIATIVES:

**Function:** Effective July 1, 2004, Article V, revision 7 of the State Constitution requires counties to "fund the cost of communications services, existing radio systems, existing multiagency criminal justice information systems, and the cost of construction or lease, maintenance, utilities, and security of facilities." This summary includes Information Technology costs.

1. Provide personnel and procedures to perform all duties and functions for intake, investigation, and prosecution of felony, misdemeanor, juvenile criminal cases as well as other statutory obligations such as motions to which the State is a party.
2. Facilitating the function of the Grand Jury and serving as legal advisor to the Grand Jury.
3. Assist all law enforcement agencies with legal and investigative assistance upon request.
4. Represent the State of Florida in all suits, applications, civil, and criminal motions to which the State is a party.

## State Attorney

**Highlights**

- Operating is changing due to:
  - Increase to various operating expenditures
- Grants & Aids is changing due to:
  - Increase to operating expense for the Sexual Assault Assistance Program

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Operating	920,681	1,040,260	1,092,646	52,386
Grants & Aids	140,922	147,577	154,748	7,171
Total Budgetary Costs	1,061,603	1,187,837	1,247,394	59,557

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Special Revenue	1,061,603	1,187,837	1,247,394	59,557
Total Revenues	1,061,603	1,187,837	1,247,394	59,557

## Non-County Agencies

**Highlights**

- Operating show no budget changes

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Grants & Aids	1,416,851	1,487,857	1,487,857	0
Total Budgetary Costs	<u>1,416,851</u>	<u>1,487,857</u>	<u>1,487,857</u>	<u>0</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	1,401,851	1,462,857	1,487,857	25,000
Special Revenue	15,000	25,000	-	(25,000)
Total Revenues	<u>1,416,851</u>	<u>1,487,857</u>	<u>1,487,857</u>	<u>0</u>

## Community Service Mandates

**Highlights**

- Operating is changing due to:
  - Increase to Medicaid Hospital billings to the State of Florida

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Operating	4,581,327	4,847,808	5,172,808	325,000
Total Budgetary Costs	4,581,327	4,847,808	5,172,808	325,000

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	4,581,327	4,847,808	5,172,808	325,000
Total Revenues	4,581,327	4,847,808	5,172,808	325,000

## Juvenile Detention

**Highlights**

- Operating show no budget changes

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Operating	1,192,968	1,302,544	1,302,544	0
Total Budgetary Costs	1,192,968	1,302,544	1,302,544	0

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Special Revenue	1,192,968	1,302,544	1,302,544	0
Total Revenues	1,192,968	1,302,544	1,302,544	0

**St. Lucie County Board of County Commissioners  
Departmental Budget Documents**

**Public Health**

**Highlights**

- Grant & Aid show no changes

<b>Budgetary Costs</b>		<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Grants & Aids		843,235	1,122,647	1,122,647	0
	Total Budgetary Costs	<u>843,235</u>	<u>1,122,647</u>	<u>1,122,647</u>	<u>0</u>

<b>Funding Sources</b>		<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General		843,235	1,122,647	1,122,647	0
	Total Revenues	<u>843,235</u>	<u>1,122,647</u>	<u>1,122,647</u>	<u>0</u>

## Soil & Water Conservation

**Highlights**

- Personnel is changing due to:
  - 2% COLA increase

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Personnel	76,804	75,840	76,600	760
Total Budgetary Costs	76,804	75,840	76,600	760

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	76,804	75,840	76,600	760
Total Revenues	76,804	75,840	76,600	760

<b>Staffing Summary</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Administrative Support	1.00	1.00	1.00	0.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	0.00

## Transportation Planning Organization

**Highlights**

- Operating is changing due to:
  - Increase to communications

<b>Budgetary Costs</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
Intrafund Transfers	-11,416	-	-	0
Personnel	549,495	633,470	633,470	0
Operating	292,939	669,515	678,465	8,950
Other Uses	11,416	500,000	500,000	0
Total Budgetary Costs	<u>842,433</u>	<u>1,802,985</u>	<u>1,811,935</u>	<u>8,950</u>

<b>Funding Sources</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Recom'd</b>	<b>Variance</b>
General	842,433	1,802,985	1,811,935	8,950
Total Revenues	<u>842,433</u>	<u>1,802,985</u>	<u>1,811,935</u>	<u>8,950</u>

# CAPITAL BUDGET

# **ST. LUCIE COUNTY BOARD OF COUNTY COMMISSIONERS FIVE-YEAR CAPITAL IMPROVEMENT PLAN (INCLUDING MAJOR MAINTENANCE PROJECTS) FISCAL YEAR 2021 – 2025**

## **CAPITAL IMPROVEMENT PLAN OVERVIEW**

St. Lucie County's Capital Improvement Plan (CIP) is a planning tool to identify the County's capital needs over a five-year period. The CIP should not be confused with the capital budget. The capital budget represents the current year CIP and is legally adopted by the Board of County Commissioners annually. Projects and financing sources listed in the CIP beyond the current year are not authorized until the annual budgets for those "out-year" projects are legally adopted by the Board. The out-years serve as a guide for future planning, and are subject to further review and modification.

The CIP is a great resource that helps St. Lucie County government plan its infrastructure wisely to achieve high quality service levels through proper planning and provision of the replacement, maintenance and enhancement of the County's capital assets. The quality of life of County residents depends on the reliability of transportation, the efficiency of waste disposal, the accessibility of culture and recreation, and many other essential public services.

Capital projects are land, buildings, major fixed assets or infrastructure having a useful life of one year or more, and a project cost of \$25,000 or more, except for the acquisition of land which is capitalized regardless of cost. Capital projects can include items such as buildings, roads, bridges, parks, and other recreational facilities, libraries, utilities, solid waste facilities, etc. Proposed projects may originate from the Board, Administration, county departments, constitutional officers or citizens. Based on recommendations, the CIP is updated annually and approved by the Board of County Commissioners to reflect the projects approved for completion within a five-year period. Revisions, deletions and additions to the current year list of projects may be made throughout the fiscal year by the County Administrator, up to \$50,000, or upon approval of the St Lucie County Board of County Commissioners.

Some of the County's proposed improvements are for projects that are capitalized from an accounting perspective related to real property. These improvements are for land, buildings, and infrastructure. The County's CIP also includes major maintenance improvement projects with a total cost of \$25,000 or more.

Funds allocated to specific projects remain allocated to that project until completed or until reallocated. Depending on the availability of funds, the nature and size of the project, and specific policies of the Board, capital projects may be funded partially or wholly by a variety of revenue sources such as ad valorem revenues, franchise fees, half-cent sales tax, grants, donations or private source contributions, impact fees, special assessments, gas taxes and debt financing.

The dramatic decrease in the County's Tax Revenue and Impact Fees has resulted in the initiation of fewer new capital projects. The guideline has been to limit new projects to ones that will be matched or funded with Special Revenue and Capital Funds, grants or other funding sources (Federal, State etc.), which will not be funded by General Fund.

## **CAPITAL IMPROVEMENT PROGRAM**

### **Preparation**

Each fiscal year, the Office of Management and Budget facilitates the preparation of a capital improvement program. Officials, administrators, and staff of St. Lucie County government all assist in this process. The preparation schedule includes the following:

- I. **Assessment of Capital Needs**  
(Department/Division Staff and Constitutional Officers)
  - Prepare an inventory
  - Evaluate whether to repair or replace facilities and/or equipment
  - Identify future needs
- II. **Identification of Capital Projects**  
(Commission, Administration, Department/Division Staff and Constitutional Officers)
  - Review status of current projects
  - Develop information for new projects
  - Submit project requests
- III. **Financial Analysis**  
(Administration and OMB)
  - Evaluate financial conditions
  - Forecast financial trends
  - Evaluate funding options
- IV. **Evaluation & Planning of Capital Projects**  
(Administration, OMB and Department/Division Staff)
  - Review and prioritize project requests
  - Select projects and project schedules
  - Determine project funding sources
- V. **Adoption of Capital Improvement Program & Annual Capital Budget**  
(Commission, Administration and OMB)
  - Prepare and submit tentative program and budget to Commission
  - Hold public hearings
  - Revise and prepare final program and budget for adoption
- VI. **Implementation & Monitoring of Annual Capital Budget**  
(OMB and Department/Division Staff)
  - October 1 through September 30

Additionally, during the course of the year, the Citizens Budget Committee is presented with various sections of the capital plan for discussion.

## **OPERATING IMPACT**

A major challenge associated with completing capital projects involves the determination of operating impact. The following are examples of questions that must be asked, in order to be better able to budget for future operations:

- Will there be new revenues generated by the project such as lease, user fees and concession receipts?
- Will the project generate enough revenue to offset the anticipated operating expenses?
- How much will a new building increase the annual operating cost such as utilities, personnel and maintenance?

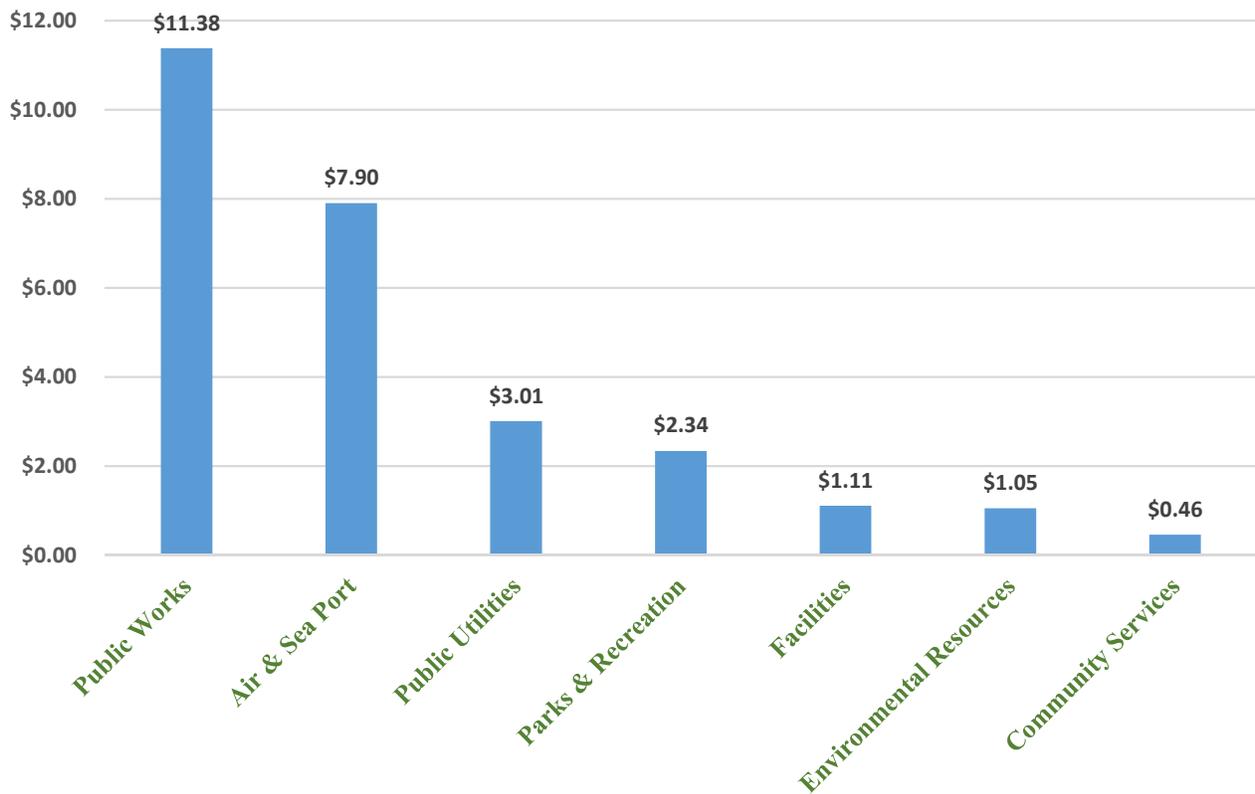
Departments have attempted to answer these questions in their capital budget requests. Any operating impact is indicated on the project summary sheet provided by the department during the capital plan review. Additional personnel costs due to these projects are shown in the individual departmental budgets.

Due to the decreasing funds available for operations, in some cases where capital funding is available, projects might have to be placed on hold to eliminate increased operating costs to the overall budget.

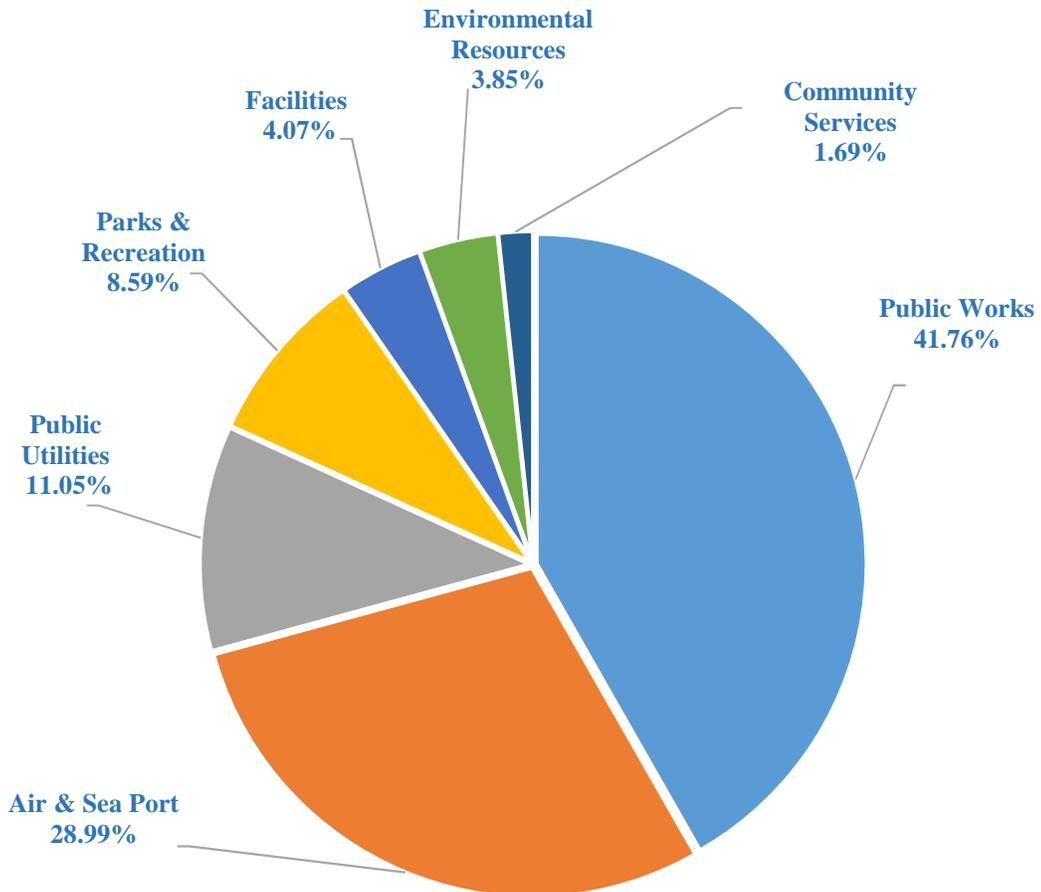
**FY 2021 RECOMMENDED PROJECTS  
BY DEPARTMENT  
IN MILLIONS**

<b>Department</b>	<b>CIP Funded Projects</b>	<b>Percent Distribution of Funded Projects</b>
Public Works	\$11.38	41.76%
Air & Sea Port	\$7.90	28.99%
Public Utilities	\$3.01	11.05%
Parks & Recreation	\$2.34	8.59%
Facilities	\$1.11	4.07%
Environmental Resources	\$1.05	3.85%
Community Services	\$0.46	1.69%
<b>Total CIP Budget - Funded Projects</b>	<b>\$27.25</b>	<b>100.00%</b>

**FY 2021 CIP RECOMMENDED PROJECTS  
IN MILLIONS**



**FY 2021 CIP RECOMMENDED PROJECTS  
Distribution by Department**



**FY 2021 RECOMMENDED PROJECTS  
BY FUNDING SOURCE  
IN MILLIONS**

<b>Funding Source</b>	<b>FY 2021 CIP Funding Sources</b>	<b>Funding Sources Distribution by Percent</b>
Grant Funds	\$9.46	34.72%
1/2 Cent Infrastructure Surtax	\$6.72	24.66%
Impact Fees - Transportation	\$3.90	14.31%
Water & Sewer Dist-Capital Facilities	\$2.16	7.93%
Impact Fees - Parks - District "B"	\$1.45	5.31%
General Fund	\$0.61	2.22%
Parks MSTU	\$0.55	2.00%
Sanitary Landfill Fund	\$0.50	1.83%
Fine & Forfeiture Fund	\$0.46	1.68%
Impact Fees - Parks - District "A"	\$0.35	1.28%
Water & Sewer Dist-R&R Fund	\$0.35	1.27%
Drainage MSTU	\$0.29	1.05%
Impact Fees - Public Buildings	\$0.25	0.92%
Airport Fund	\$0.14	0.53%
Housing Finance Authority Fund	\$0.05	0.18%
Jail Security Upgrade Fund	\$0.02	0.06%
County Capital-Transportation	\$0.01	0.05%
	<b>\$27.25</b>	<b>100.00%</b>

**St. Lucie County Recommended Capital Improvement Plan  
By Department  
FY 2020/21 to FY 2024/25  
Requested Projects**

## Air and Seaport



**RECOMMENDED CAPITAL IMPROVEMENT PLAN BY DEPARTMENT**  
**FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	RECOMMENDED BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	TOTAL 2021-2025	FUTURE ANTICIPATED NEEDS
<b>AIR &amp; SEAPORT</b>								
<b>AIRPORT</b>								
Design Taxiway E Realignment and C4/C5 Demo	Airport Fund	\$ 144,000	\$ -	\$ -	\$ -	\$ -	144,000	\$ -
<b>Project Sub-total</b>		<b>\$ 144,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>144,000</b>	<b>\$ -</b>
Lengthen Runway 10R/28L	Airport Fund	\$ -	\$ 183,986	\$ -	\$ -	\$ -	183,986	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 183,986</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>183,986</b>	<b>\$ -</b>
Create North Parallel Taxiway	Airport Fund	\$ -	\$ -	\$ -	\$ 155,600	\$ 155,600	311,200	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 155,600</b>	<b>\$ 155,600</b>	<b>311,200</b>	<b>\$ -</b>
Drainage & Erosion Control Project	Grant Fund	\$ 355,040	\$ -	\$ -	\$ -	\$ -	355,040	\$ -
<b>Project Sub-total</b>		<b>\$ 355,040</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>355,040</b>	<b>\$ -</b>
FDOT Noise Ops Monitoring System	Grant Fund	\$ 746,228	\$ -	\$ -	\$ -	\$ -	746,228	\$ -
<b>Project Sub-total</b>		<b>\$ 746,228</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>746,228</b>	<b>\$ -</b>
Install Segmented Circle Runway 10L/28R	Grant Fund	\$ 10,000	\$ -	\$ -	\$ -	\$ -	10,000	\$ -
<b>Project Sub-total</b>		<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>10,000</b>	<b>\$ -</b>
Security Perimeter Fencing & Access Control	Grant Fund	\$ 614,088	\$ -	\$ -	\$ -	\$ -	614,088	\$ -
<b>Project Sub-total</b>		<b>\$ 614,088</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>614,088</b>	<b>\$ -</b>
FDOT Runway 14/32 Lighting & Signage	Grant Fund	\$ 200,000	\$ -	\$ -	\$ -	\$ -	200,000	\$ -
<b>Project Sub-total</b>		<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>200,000</b>	<b>\$ -</b>
FDOT Construction Ph Runway 14/32 Microsurfacing	Grant Fund	\$ 2,800,000	\$ -	\$ -	\$ -	\$ -	2,800,000	\$ -
<b>Project Sub-total</b>		<b>\$ 2,800,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>2,800,000</b>	<b>\$ -</b>
EDA - Airport Expansion MRO	Grant Fund	\$ 901,348	\$ -	\$ -	\$ -	\$ -	901,348	\$ -
FDOT - Airport Expansion MRO	Grant Fund	\$ 243,631	\$ -	\$ -	\$ -	\$ -	243,631	\$ -
FDOT-Airport Expansion MRO	Grant Fund	\$ 169,036	\$ -	\$ -	\$ -	\$ -	169,036	\$ -
<b>Project Sub-total</b>		<b>\$ 1,314,015</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>1,314,015</b>	<b>\$ -</b>

**RECOMMENDED CAPITAL IMPROVEMENT PLAN BY DEPARTMENT**  
**FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	RECOMMENDED BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	TOTAL 2021-2025	FUTURE ANTICIPATED NEEDS
<b>PORT</b>								
FDOT-Fisherman's Wharf Rd Development	Grant Fund	\$ 59,945	\$ -	\$ -	\$ -	\$ -	\$ 59,945	\$ -
Fisherman's Wharf Bulkhead/Dredging - Construction Phase	Grant Fund	\$ 397,750	\$ -	\$ -	\$ -	\$ -	\$ 397,750	\$ -
<b>Project Sub-total</b>		<b>\$ 457,695</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 457,695</b>	<b>\$ -</b>
FDOT - Harbor Pointe Seagrass	Grant Fund	\$ 271,647	\$ -	\$ -	\$ -	\$ -	\$ 271,647	\$ -
<b>Project Sub-total</b>		<b>\$ 271,647</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 271,647</b>	<b>\$ -</b>
FDOT-Fisherman's Wharf Bulkhead Design	Grant Fund	\$ 609,236	\$ -	\$ -	\$ -	\$ -	\$ 609,236	\$ -
FIND-Fisherman's Wharf Bulkhead Design	Grant Fund	\$ 232,652	\$ -	\$ -	\$ -	\$ -	\$ 232,652	\$ -
<b>Project Sub-total</b>		<b>\$ 841,888</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 841,888</b>	<b>\$ -</b>
Fisherman's Wharf Boat Ramp Design	Grant Fund	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -
<b>Project Sub-total</b>		<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>
<b>AIRPORT - SEAPORT SUB-TOTAL</b>		<b>\$ 7,904,601</b>	<b>\$ 183,986</b>	<b>\$ -</b>	<b>\$ 155,600</b>	<b>\$ 155,600</b>	<b>\$ 8,399,787</b>	<b>\$ -</b>

## Community Services



**RECOMMENDED CAPITAL IMPROVEMENT PLAN BY DEPARTMENT**  
**FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	RECOMMENDED BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	TOTAL 2021-2025	FUTURE ANTICIPATED NEEDS
<b>COMMUNITY SERVICES</b>								
<b>TRANSIT SERVICES</b>								
Transit Administration & Operations Facility	General Fund	\$ 217,976	\$ -	\$ -	\$ -	\$ -	\$ 217,976	\$ -
Transit Administration & Operations Facility	Grant Fund	\$ 152,459	\$ -	\$ -	\$ -	\$ -	\$ 152,459	\$ -
Transit Administration & Operations Facility	Grant Fund	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ -
<b>Project Sub-total</b>		<b>\$ 405,435</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 405,435</b>	<b>\$ -</b>
Construct Bus Shelters	Grant Fund	\$ 4,214	\$ -	\$ -	\$ -	\$ -	\$ 4,214	\$ -
<b>Project Sub-total</b>		<b>\$ 4,214</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,214</b>	<b>\$ -</b>
<b>VETERAN'S SERVICES</b>								
Veteran's Assistance Center	Housing Finance Authority Fund	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -
<b>Project Sub-total</b>		<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>
	599330							
<b>COMMUNITY SERVICES SUB-TOTAL</b>		<b>\$ 459,649</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 459,649</b>	<b>\$ -</b>

## Environmental Resources



**RECOMMENDED CAPITAL IMPROVEMENT PLAN BY DEPARTMENT**  
**FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	RECOMMENDED BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	TOTAL 2021-2025	FUTURE ANTICIPATED NEEDS
<b>ENVIRONMENTAL RESOURCES</b>								
<b>ENVIRONMENTAL REGULATIONS</b>								
Teague Hammock Project	Grant Fund	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -
<b>Project Sub-total</b>		<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>
<b>ENVIRONMENTAL LANDS</b>								
Walton Scrub Observation Tower	Grant Fund	\$ 50,858	\$ -	\$ -	\$ -	\$ -	\$ 50,858	\$ -
<b>Project Sub-total</b>		<b>\$ 50,858</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,858</b>	<b>\$ -</b>
<b>ENVIRONMENTAL RESOURCES SUB-TOTAL</b>		<b>\$ 1,050,858</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,050,858</b>	<b>\$ -</b>

# Facilities



**RECOMMENDED CAPITAL IMPROVEMENT PLAN BY DEPARTMENT**  
**FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	RECOMMENDED					TOTAL	FUTURE
		BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	2021-2025	ANTICIPATED NEEDS
<b>FACILITIES</b>								
<b>CAPITAL PROJECTS &amp; CONSTRUCTION</b>								
<b>MANAGEMENT</b>								
Smithsonian Roof Unit Replacements	General Fund	\$ 32,750	\$ -	\$ -	\$ -	\$ -	32,750	\$ -
<b>Project Sub-total</b>		<b>\$ 32,750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>32,750</b>	<b>\$ -</b>
Courthouse "A" Fan Coil Unit Replacement - Phase 1 - 2nd Floor	Fine & Forfeiture	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ -	450,000	\$ -
<b>Project Sub-total</b>		<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>450,000</b>	<b>\$ -</b>
Morningside Library Studio Unit Replacement/Controls	General Fund	\$ 110,000	\$ -	\$ -	\$ -	\$ -	110,000	\$ -
<b>Project Sub-total</b>		<b>\$ 110,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>110,000</b>	<b>\$ -</b>
IM Waters HVAC - Chilled Water Air Handling Units (AHU)	Fine & Forfeiture	\$ 40,000	\$ -	\$ -	\$ -	\$ -	40,000	\$ -
<b>Project Sub-total</b>		<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>40,000</b>	<b>\$ -</b>
Fairgrounds HVAC Replacement - Bathroom	General Fund	\$ 45,000	\$ -	\$ -	\$ -	\$ -	45,000	\$ -
<b>Project Sub-total</b>		<b>\$ 45,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>45,000</b>	<b>\$ -</b>
Rock Road Jail - A Side - AHU Replacement	Fine & Forfeiture	\$ 267,176	\$ -	\$ -	\$ -	\$ -	267,176	\$ -
<b>Project Sub-total</b>		<b>\$ 267,176</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>267,176</b>	<b>\$ -</b>
Design Multi-Use Facility - CareHere Expansion, Parking & Special Needs Storage - Design Phase	Impact Fees	\$ 250,000	\$ -	\$ -	\$ -	\$ -	250,000	\$ -
<b>Project Sub-total</b>		<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>250,000</b>	<b>\$ -</b>
Mets Chiller 2 Replacement	General Fund	\$ 200,000	\$ -	\$ -	\$ -	\$ -	200,000	\$ -
<b>Project Sub-total</b>		<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>200,000</b>	<b>\$ -</b>
Rock Road - Upgrade Security System	Jail Security Upgrade Fund	\$ 15,278	\$ -	\$ -	\$ -	\$ -	15,278	\$ -
<b>Project Sub-total</b>		<b>\$ 15,278</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>15,278</b>	<b>\$ -</b>
<b>FACILITIES SUB-TOTAL</b>		<b>\$ 1,110,204</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>1,410,204</b>	<b>\$ -</b>

## Parks & Recreation



**RECOMMENDED CAPITAL IMPROVEMENT PLAN BY DEPARTMENT**  
**FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	RECOMMENDED					TOTAL	FUTURE
		BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	2021-2025	ANTICIPATED NEEDS
<b>PARKS &amp; RECREATION</b>								
<b>FAIRWINDS GOLF COURSE</b>								
Parking Lot Expansion & Security Lighting	Impact Fees	\$ 15,000	\$ -	\$ -	\$ -	\$ -	15,000	\$ -
Parking Lot Expansion & Security Lighting	Impact Fees	\$ 85,000	\$ -	\$ -	\$ -	\$ -	85,000	\$ -
<b>Project Sub-total</b>		<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>100,000</b>	<b>\$ -</b>
<b>PARKS &amp; SPECIAL FACILITIES</b>								
Fairgrounds Sewer Plant Drain Field Sand Filter Replacement	Parks MSTU	\$ 25,000	\$ -	\$ -	\$ -	\$ -	25,000	\$ -
<b>Project Sub-total</b>		<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>25,000</b>	<b>\$ -</b>
Fairgrounds Electrical Service Upgrade & Expansion	Impact Fees	\$ 7,000	\$ -	\$ -	\$ -	\$ -	7,000	\$ -
Fairgrounds Electrical Service Upgrade & Expansion	Impact Fees	\$ 43,000	\$ -	\$ -	\$ -	\$ -	43,000	\$ -
<b>Project Sub-total</b>		<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>50,000</b>	<b>\$ -</b>
Savannas Recreation Area Restroom & Shower, Phase 2 of 3	Impact Fees	\$ 7,000	\$ 56,000	\$ -	\$ -	\$ -	63,000	\$ -
Savannas Recreation Area Restroom & Shower, Phase 2 of 3	Impact Fees	\$ 43,000	\$ 344,000	\$ -	\$ -	\$ -	387,000	\$ -
<b>Project Sub-total</b>		<b>\$ 50,000</b>	<b>\$ 400,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>450,000</b>	<b>\$ -</b>
Beaches Restroom Replacement Program	Impact Fees	\$ 42,000	\$ -	\$ -	\$ -	\$ -	42,000	\$ -
Beaches Restroom Replacement Program	Impact Fees	\$ 258,000	\$ -	\$ -	\$ -	\$ -	258,000	\$ -
Beaches Restroom Replacement Program	Impact Fees	\$ 46,200	\$ 50,820	\$ 55,902	\$ 61,492	\$ 67,653	282,067	\$ -
Beaches Restroom Replacement Program	Impact Fees	\$ 283,800	\$ 312,180	\$ 343,298	\$ 377,738	\$ 415,512	1,732,528	\$ -
<b>Project Sub-total</b>		<b>\$ 630,000</b>	<b>\$ 363,000</b>	<b>\$ 399,200</b>	<b>\$ 439,230</b>	<b>\$ 483,165</b>	<b>2,314,595</b>	<b>\$ -</b>
Parks Playground Replacement Program	Impact Fees	\$ 86,250	\$ -	\$ -	\$ -	\$ -	86,250	\$ -
Parks Playground Replacement Program	Impact Fees	\$ 86,250	\$ -	\$ -	\$ -	\$ -	86,250	\$ -
Parks Playground Replacement Program	Impact Fees	\$ -	\$ 26,565	\$ 29,222	\$ 32,144	\$ 35,358	123,289	\$ -
Parks Playground Replacement Program	Impact Fees	\$ -	\$ 163,185	\$ 179,504	\$ 197,454	\$ 217,199	757,342	\$ -
<b>Project Sub-total</b>		<b>\$ 172,500</b>	<b>\$ 189,750</b>	<b>\$ 208,726</b>	<b>\$ 229,598</b>	<b>\$ 252,557</b>	<b>1,053,131</b>	<b>\$ -</b>

**RECOMMENDED CAPITAL IMPROVEMENT PLAN BY DEPARTMENT**  
**FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	RECOMMENDED BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	TOTAL 2021-2025	FUTURE ANTICIPATED NEEDS
South Hutchinson Island Campgrounds Feasibility Study	Impact Fees	\$ 7,000	\$ -	\$ -	\$ -	\$ -	7,000	\$ -
South Hutchinson Island Campgrounds Feasibility Study	Impact Fees	\$ 43,000	\$ -	\$ -	\$ -	\$ -	43,000	\$ -
<b>Project Sub-total</b>		<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>50,000</b>	<b>\$ -</b>
Expansion of Lincoln Park Pool Water Feature	Impact Fees	\$ 40,000	\$ -	\$ -	\$ -	\$ -	40,000	\$ -
<b>Project Sub-total</b>		<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>40,000</b>	<b>\$ -</b>
<b>REGIONAL PARKS &amp; STADIUMS</b>								
Lakewood Regional Park Water Connection	Impact Fees	\$ 35,000	\$ -	\$ -	\$ -	\$ -	35,000	\$ -
Lakewood Regional Park Water Connection	Impact Fees	\$ 215,000	\$ -	\$ -	\$ -	\$ -	215,000	\$ -
<b>Project Sub-total</b>		<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>250,000</b>	<b>\$ -</b>
Lawnwood Baseball New Irrigation & Drainage	Parks MSTU	\$ 190,000	\$ 190,000	\$ -	\$ -	\$ -	380,000	\$ -
<b>Project Sub-total</b>		<b>\$ 190,000</b>	<b>\$ 190,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>380,000</b>	<b>\$ -</b>
Lakewood Regional Park Infield Replacement	Parks MSTU	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	240,000	\$ -
<b>Project Sub-total</b>		<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>240,000</b>	<b>\$ -</b>
Horatio Grisby ADA Improvements	Parks MSTU	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	30,000	\$ -
<b>Project Sub-total</b>		<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>30,000</b>	<b>\$ -</b>
ADA Improvements Lawnwood Football Stadium Bleachers	Parks MSTU	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000	100,000	\$ -
<b>Project Sub-total</b>		<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>100,000</b>	<b>\$ -</b>
New Restrooms for Lakewood Regional Park Multipurpose Fields	Impact Fees	\$ 49,000	\$ -	\$ -	\$ -	\$ -	49,000	\$ -
New Restrooms for Lakewood Regional Park Multipurpose Fields	Impact Fees	\$ 301,000	\$ -	\$ -	\$ -	\$ -	301,000	\$ -
<b>Project Sub-total</b>		<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>350,000</b>	<b>\$ -</b>
Elks Park Baseball New Infield and Drainage	Parks MSTU	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	80,000	\$ -
<b>Project Sub-total</b>		<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>80,000</b>	<b>\$ -</b>

**RECOMMENDED CAPITAL IMPROVEMENT PLAN BY DEPARTMENT**  
**FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	RECOMMENDED BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	TOTAL 2021-2025	FUTURE ANTICIPATED NEEDS
Lincoln Regional Park New Infield & Drainage	Parks MSTU	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 60,000	-
<b>Project Sub-total</b>		<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ -</b>
New Pole Barn- Lakewood Regional Park	Impact Fees	\$ 4,200	\$ -	\$ -	\$ -	\$ -	\$ 4,200	-
New Pole Barn- Lakewood Regional Park	Impact Fees	\$ 25,800	\$ -	\$ -	\$ -	\$ -	\$ 25,800	-
<b>Project Sub-total</b>		<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ -</b>
South County Regional Stadium New Turf and New Drainage	Parks MSTU	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	-
<b>Project Sub-total</b>		<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>
Museum Pointe Park Additional Parking	Impact Fees	\$ 10,500	\$ -	\$ -	\$ -	\$ -	\$ 10,500	-
Museum Pointe Park Additional Parking	Impact Fees	\$ 64,500	\$ -	\$ -	\$ -	\$ -	\$ 64,500	-
<b>Project Sub-total</b>		<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ -</b>
<b>PARKS &amp; RECREATION SUB-TOTAL</b>		<b>\$ 2,342,500</b>	<b>\$ 1,242,750</b>	<b>\$ 707,926</b>	<b>\$ 748,828</b>	<b>\$ 735,722</b>	<b>\$ 5,777,726</b>	<b>\$ -</b>

## Public Utilities



**RECOMMENDED CAPITAL IMPROVEMENT PLAN BY DEPARTMENT**  
**FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	RECOMMENDED BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	TOTAL 2021-2025	FUTURE ANTICIPATED NEEDS
			\$ -					
<b>PUBLIC UTILITIES</b>								
<b>SOLID WASTE</b>								
Recurring Annual Infrastructure Site Improvements	Sanitary Landfill	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000	\$ -
<b>Project Sub-total</b>		<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 2,500,000</b>	<b>\$ -</b>
<b>UTILITIES</b>								
NHI Force Main Replacement	Water & Sewer Dist - R&R Fund	\$ 345,093	\$ -	\$ -	\$ -	\$ -	\$ 345,093	\$ -
<b>Project Sub-total</b>		<b>\$ 345,093</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 345,093</b>	<b>\$ -</b>
NHI Water Dist. System Replacement	Water & Sewer Dist - R&R Fund	\$ -	\$ 1,080,000	\$ 1,500,000	\$ -	\$ -	\$ 2,580,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 1,080,000</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,580,000</b>	<b>\$ -</b>
Central County Wastewater Treatment Plant	Water & Sewer Dist- Capital Facilities	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -
<b>Project Sub-total</b>		<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>
North County Regional Water Treatment Plant	Water & Sewer Dist- Capital Facilities	\$ 1,300,000	\$ 7,000,000	\$ 7,350,000	\$ -	\$ -	\$ 15,650,000	\$ -
<b>Project Sub-total</b>		<b>\$ 1,300,000</b>	<b>\$ 7,000,000</b>	<b>\$ 7,350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,650,000</b>	<b>\$ -</b>
NHI Force Main Upgrade	Water & Sewer Dist- Capital Facilities	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -
<b>Project Sub-total</b>		<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ -</b>
Taylor and Dairy Rd 30-Inch Water Main	Water & Sewer Dist- Capital Facilities	\$ 460,000	\$ -	\$ -	\$ -	\$ -	\$ 460,000	\$ -
<b>Project Sub-total</b>		<b>\$ 460,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 460,000</b>	<b>\$ -</b>
Bulk Water Connect with FPUA	Water & Sewer Dist- Capital Facilities	\$ -	\$ 384,000	\$ -	\$ -	\$ -	\$ 384,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 384,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 384,000</b>	<b>\$ -</b>

**RECOMMENDED CAPITAL IMPROVEMENT PLAN BY DEPARTMENT**  
**FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	RECOMMENDED BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	TOTAL 2021-2025	FUTURE ANTICIPATED NEEDS
North County Service Area Floridan Aquifer Wells	Water & Sewer Dist-Capital Facilities	\$ -	\$ 1,300,000	\$ -	\$ -	\$ -	\$ 1,300,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 1,300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,300,000</b>	<b>\$ -</b>
No Co Pump-High Service Pump Stn @ HPWTP	Water & Sewer Dist-Capital Facilities	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 700,000	\$ 1,700,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ 700,000</b>	<b>\$ 1,700,000</b>	<b>\$ -</b>
Indrio Rd 24-Inch Water Main	Water & Sewer Dist-Capital Facilities	\$ -	\$ -	\$ -	\$ -	\$ 1,400,000	\$ 1,400,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,400,000</b>	<b>\$ 1,400,000</b>	<b>\$ -</b>
Indrio Rd 20-Inch Water Main	Water & Sewer Dist-Capital Facilities	\$ -	\$ -	\$ -	\$ 718,000	\$ 588,000	\$ 1,306,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 718,000</b>	<b>\$ 588,000</b>	<b>\$ 1,306,000</b>	<b>\$ -</b>
Bulk Water Connect with FPUA	Water & Sewer Dist-Capital Facilities	\$ -	\$ -	\$ 384,000	\$ -	\$ -	\$ 384,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 384,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 384,000</b>	<b>\$ -</b>
Rangeline Rd Water Main Interconnect	Water & Sewer Dist-Capital Facilities	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>
Turnpike Feeder Rd Water Main	Water & Sewer Dist-Capital Facilities	\$ -	\$ -	\$ -	\$ 45,000	\$ 406,000	\$ 451,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 45,000</b>	<b>\$ 406,000</b>	<b>\$ 451,000</b>	<b>\$ -</b>
Airport 12-Inch Water Main South	Water & Sewer Dist-Capital Facilities	\$ -	\$ -	\$ 59,000	\$ 530,000	\$ 530,000	\$ 1,119,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 59,000</b>	<b>\$ 530,000</b>	<b>\$ 530,000</b>	<b>\$ 1,119,000</b>	<b>\$ -</b>
Airport 12-Inch Water Main North	Water & Sewer Dist-Capital Facilities	\$ -	\$ -	\$ 180,000	\$ 1,630,000	\$ 1,630,000	\$ 3,440,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 180,000</b>	<b>\$ 1,630,000</b>	<b>\$ 1,630,000</b>	<b>\$ 3,440,000</b>	<b>\$ -</b>

**RECOMMENDED CAPITAL IMPROVEMENT PLAN BY DEPARTMENT**  
**FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	RECOMMENDED BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	TOTAL 2021-2025	FUTURE ANTICIPATED NEEDS
North County Regional Wastewater Plant	Water & Sewer Dist-Capital Facilities	\$ -	\$ -	\$ 8,750,000	\$ 8,000,000	\$ 8,000,000	\$ 24,750,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,750,000</b>	<b>\$ 8,000,000</b>	<b>\$ 8,000,000</b>	<b>\$ 24,750,000</b>	<b>\$ -</b>
Fairgrounds Water Storage Tank	Water & Sewer Dist-Capital Facilities	\$ -	\$ -	\$ -	\$ 500,000	\$ 1,300,000	\$ 1,800,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 1,300,000</b>	<b>\$ 1,800,000</b>	<b>\$ -</b>
NHI Chloramines Booster Station	Water & Sewer Dist-Capital Facilities	\$ -	\$ -	\$ 123,000	\$ 1,108,000	\$ 1,108,000	\$ 2,339,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 123,000</b>	<b>\$ 1,108,000</b>	<b>\$ 1,108,000</b>	<b>\$ 2,339,000</b>	<b>\$ -</b>
Mirimar and Indrio Rd 24-Inch Water Main	Water & Sewer Dist-Capital Facilities	\$ -	\$ -	\$ 156,000	\$ 1,407,000	\$ 1,407,000	\$ 2,970,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 156,000</b>	<b>\$ 1,407,000</b>	<b>\$ 1,407,000</b>	<b>\$ 2,970,000</b>	<b>\$ -</b>
<b>PUBLIC UTILITIES SUB-TOTAL</b>		<b>\$ 3,005,093</b>	<b>\$ 10,264,000</b>	<b>\$ 19,002,000</b>	<b>\$ 15,438,000</b>	<b>\$ 17,819,000</b>	<b>\$ 65,528,093</b>	<b>\$ -</b>

## Public Works



**RECOMMENDED CAPITAL IMPROVEMENT PLAN BY DEPARTMENT**  
**FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	RECOMMENDED BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	TOTAL 2021-2025	FUTURE ANTICIPATED NEEDS
<b>PUBLIC WORKS</b>								
<b>ENGINEERING</b>								
Edwards Rd – Oleander Ave – US1	1/2 Cent Infrastructure Surtax	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -
<b>Project Sub-total</b>		<b>\$ 2,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>
Johnston Road @ FPFWCD Canal 16	1/2 Cent Infrastructure Surtax	\$ -	\$ 70,000	\$ 250,000	\$ -	\$ -	\$ 320,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 320,000</b>	<b>\$ -</b>
Old Dixie Highway Bridge over Taylor Creek Bridge Replacement	1/2 Cent Infrastructure Surtax	\$ 450,000	\$ -	\$ 2,550,000	\$ -	\$ -	\$ 3,000,000	\$ -
<b>Project Sub-total</b>		<b>\$ 450,000</b>	<b>\$ -</b>	<b>\$ 2,550,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,000,000</b>	<b>\$ -</b>
Orange Ave Culvert Repair MP 2.2 – 4.0	1/2 Cent Infrastructure Surtax	\$ -	\$ 1,150,000	\$ -	\$ -	\$ -	\$ 1,150,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 1,150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,150,000</b>	<b>\$ -</b>
Selvitz Road @ NSLRWCD Canal 102	1/2 Cent Infrastructure Surtax	\$ -	\$ 525,000	\$ -	\$ -	\$ -	\$ 525,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 525,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 525,000</b>	<b>\$ -</b>
Jenkins Rd (Midway Rd - Orange Ave)	Impact Fees	\$ -	\$ -	\$ -	\$ 600,000	\$ -	\$ 600,000	\$ 123,000,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ 600,000</b>	<b>\$ 123,000,000</b>
Johnston Road @ Canal 1 & Canal 15	1/2 Cent Infrastructure Surtax	\$ 200,000	\$ 750,000	\$ 750,000	\$ -	\$ -	\$ 1,700,000	\$ -
<b>Project Sub-total</b>		<b>\$ 200,000</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,700,000</b>	<b>\$ -</b>
Carlton Road @ NSLRWCD Canal 77	Drainage MSTU	\$ 75,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 375,000	\$ -
<b>Project Sub-total</b>		<b>\$ 75,000</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 375,000</b>	<b>\$ -</b>
Keen Road Bridge over Taylor Creek Replacement	1/2 Cent Infrastructure Surtax	\$ 450,000	\$ -	\$ 3,000,000	\$ -	\$ -	\$ 3,450,000	\$ 2,200,000
<b>Project Sub-total</b>		<b>\$ 450,000</b>	<b>\$ -</b>	<b>\$ 3,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,450,000</b>	<b>\$ 2,200,000</b>

**RECOMMENDED CAPITAL IMPROVEMENT PLAN BY DEPARTMENT**  
**FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	RECOMMENDED BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	TOTAL 2021-2025	FUTURE ANTICIPATED NEEDS
Orange Avenue Culvert at NSLRWCD C-54 (Pulitzer Road)	1/2 Cent Infrastructure Surtax	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>
Prima Vista Boulevard Medians and Access Management	1/2 Cent Infrastructure Surtax	\$ 350,000	\$ -	\$ 350,000	\$ 1,500,000	\$ 1,500,000	\$ 3,700,000	\$ -
<b>Project Sub-total</b>		<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ 350,000</b>	<b>\$ 1,500,000</b>	<b>\$ 1,500,000</b>	<b>\$ 3,700,000</b>	<b>\$ -</b>
Gordy Road Bridge over Ten Mile Creek	1/2 Cent Infrastructure Surtax	\$ 1,570,000	\$ -	\$ -	\$ -	\$ -	\$ 1,570,000	\$ -
<b>Project Sub-total</b>		<b>\$ 1,570,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,570,000</b>	<b>\$ -</b>
Oleander Avenue Vision Study	Impact Fees	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ -
<b>Project Sub-total</b>		<b>\$ 550,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 550,000</b>	<b>\$ -</b>
Walton Road Sidewalk (Lennard Rd- Green River Parkway)	1/2 Cent Infrastructure Surtax	\$ -	\$ -	\$ 202,679	\$ -	\$ -	\$ 202,679	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 202,679</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 202,679</b>	<b>\$ -</b>
Bell Avenue Sidewalk (25th Street to Sunrise Boulevard)	Impact Fees	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ -</b>
Glades Cut Off Road Improvements	Impact Fees	\$ -	\$ 4,500,000	\$ -	\$ -	\$ -	\$ 4,500,000	\$ 70,000,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 4,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,500,000</b>	<b>\$ 70,000,000</b>
Jenkins Road (Midway Road to Wal-Mart Distribution) - ROW Acquisition	Impact Fees	\$ 2,000,000	\$ 5,000,000	\$ 5,000,000	\$ -	\$ -	\$ 12,000,000	\$ 10,000,000
<b>Project Sub-total</b>		<b>\$ 2,000,000</b>	<b>\$ 5,000,000</b>	<b>\$ 5,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,000,000</b>	<b>\$ 10,000,000</b>
Midway Road (Jenkins Road to Selvitz Road)	Impact Fees	\$ -	\$ -	\$ -	\$ -	\$ 2,250,000	\$ 2,250,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,250,000</b>	<b>\$ 2,250,000</b>	<b>\$ -</b>
Selvitz Rd Improvements (Glades Cutoff - Edwards)	Impact Fees	\$ 1,000,000	\$ 7,000,000	\$ 5,000,000	\$ -	\$ -	\$ 13,000,000	\$ 10,000,000
<b>Project Sub-total</b>		<b>\$ 1,000,000</b>	<b>\$ 7,000,000</b>	<b>\$ 5,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,000,000</b>	<b>\$ 10,000,000</b>

**RECOMMENDED CAPITAL IMPROVEMENT PLAN BY DEPARTMENT**  
**FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	RECOMMENDED BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	TOTAL 2021-2025	FUTURE ANTICIPATED NEEDS
Turnpike Interchange at Midway Road	Impact Fees	\$ -	\$ 3,500,000	\$ -	\$ -	\$ -	\$ 3,500,000	\$ 34,000,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 3,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,500,000</b>	<b>\$ 34,000,000</b>
Midway Road (Glades Cut Off Road to Jenkins Road)	Impact Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000,000</b>
Oleander Avenue Sidewalk (Edwards Road to South Market Avenue)	Impact Fees	\$ -	\$ -	\$ -	\$ 450,000	\$ -	\$ 450,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,000</b>	<b>\$ -</b>	<b>\$ 450,000</b>	<b>\$ -</b>
Lennard Road ROW (ERD Parcel)	Impact Fees	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ -
<b>Project Sub-total</b>		<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 350,000</b>	<b>\$ -</b>
Kings Highway @ Indrio	Grant Fund	\$ 460,257	\$ -	\$ -	\$ -	\$ -	\$ 460,257	\$ -
Kings Highway @ Indrio	County Capital	\$ 14,345	\$ -	\$ -	\$ -	\$ -	\$ 14,345	\$ -
<b>Project Sub-total</b>		<b>\$ 474,602</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 474,602</b>	<b>\$ -</b>
L-20 Canal Rd Restoration	Drainage MSTU	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,120,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,120,000</b>
Devine Rd Restoration	Drainage MSTU	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,500,000</b>
Peacock Rd Restoration	Drainage MSTU	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,700,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,700,000</b>
Schumann Rd @ NSLRWCD C59	Drainage MSTU	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,000</b>
Woodlands Dr @ NSLRWCD C27	Drainage MSTU	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>
Glades Cut Off Rd (Commerce - Selvitz)	Impact Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,100,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,100,000</b>

**RECOMMENDED CAPITAL IMPROVEMENT PLAN BY DEPARTMENT**  
**FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	RECOMMENDED BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	TOTAL 2021-2025	FUTURE ANTICIPATED NEEDS
Jenkins Rd (Midway - St Lucie Blvd)	Impact Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 123,300,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 123,300,000</b>
Juanita Ave Ph 3 (Juanita Bridge-US 1)	Impact Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,000</b>
Oleander Ave. S/W (Midway - Saeger)	Impact Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,323,840
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,323,840</b>
Walton Road S/W - (Lennard Rd to Green River Pkwy)	Impact Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 640,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 640,000</b>
Weatherbee Rd Sidewalk (US1 – Oleander)	Impact Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,000</b>
Kings Highway Widening	Impact Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 900,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 900,000</b>
Oleander Ave – Farmers Market Intersection Improvements	Impact Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 325,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 325,000</b>
Sherwood Lane Drainage & Sidewalk Improvements	Impact Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 800,000</b>
McCarty Road Bridge over Ten Mile Creek South (940030)	Transportation Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,300,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,300,000</b>
<b>ROAD &amp; BRIDGE</b>								
Traffic Signal Upgrades	1/2 Cent Infrastructure Surtax	\$ 200,000	\$ 300,000	\$ 200,000	\$ 200,000	\$ -	\$ 900,000	\$ -
<b>Project Sub-total</b>		<b>\$ 200,000</b>	<b>\$ 300,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ 900,000</b>	<b>\$ -</b>

**RECOMMENDED CAPITAL IMPROVEMENT PLAN BY DEPARTMENT**  
**FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	RECOMMENDED BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	TOTAL 2021-2025	FUTURE ANTICIPATED NEEDS
<b>WATER QUALITY/STORMWATER</b>								
Neighborhood Retrofit Land Acquisition Fund	Drainage MSTU	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000	\$ -
<b>Project Sub-total</b>		<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>
Oleander-Platts Bioswale	Drainage MSTU	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -
<b>Project Sub-total</b>		<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ -</b>
Melville Road Stormwater Improvements Ph 1	1/2 Cent Infrastructure Surtax	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -
<b>Project Sub-total</b>		<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>
Melville Road Stormwater Improvements Ph 2	1/2 Cent Infrastructure Surtax	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ 400,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 400,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 400,000</b>	<b>\$ -</b>
Outfall Baffle Box Treatment Program	Drainage MSTU	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ 350,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 350,000</b>	<b>\$ -</b>
Lakewood Park Stormwater Improvements	1/2 Cent Infrastructure Surtax	\$ -	\$ 770,000	\$ -	\$ -	\$ -	\$ 770,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 770,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 770,000</b>	<b>\$ -</b>
Harmony Heights Phase 1 North	1/2 Cent Infrastructure Surtax	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -
<b>Project Sub-total</b>		<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ -</b>
Future Stormwater Pollution Reduction Projects	1/2 Cent Infrastructure Surtax	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 6,000,000	\$ -
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 6,000,000</b>	<b>\$ -</b>
White City Canals F and G Stormwater Improvements	Drainage MSTU	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,000,000</b>
Palm Gardens Re-Plat/Ruhlman Subdivision Stormwater Master Plan	Drainage MSTU	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000,000</b>

**RECOMMENDED CAPITAL IMPROVEMENT PLAN BY DEPARTMENT**  
**FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	RECOMMENDED BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	TOTAL 2021-2025	FUTURE ANTICIPATED NEEDS
Harmony Heights Drainage Improvement Phase 2-5	Drainage MSTU	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000,000</b>
Sunland Gardens Neighborhood Imp. Project	Drainage MSTU	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,000,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 36,000,000</b>
Baffle Box Installation Program	Drainage MSTU	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>
<b>PUBLIC WORKS SUB-TOTAL</b>		<b>\$ 11,379,602</b>	<b>\$ 24,815,000</b>	<b>\$ 20,702,679</b>	<b>\$ 4,950,000</b>	<b>\$ 5,950,000</b>	<b>\$ 67,797,281</b>	<b>\$ 579,108,840</b>
<b>ALL DEPARTMENTS GRAND TOTAL</b>		<b>\$ 27,252,507</b>	<b>\$ 36,655,736</b>	<b>\$ 40,562,605</b>	<b>\$ 21,292,428</b>	<b>\$ 24,660,322</b>	<b>\$ 150,423,598</b>	<b>\$ 579,108,840</b>

**ST. LUCIE COUNTY BOARD OF COUNTY COMMISSIONERS  
MAINTENANCE IMPROVEMENT PROJECTS  
FISCAL YEAR 2021 – 2025**

**MAINTENANCE IMPROVEMENT PLAN OVERVIEW**

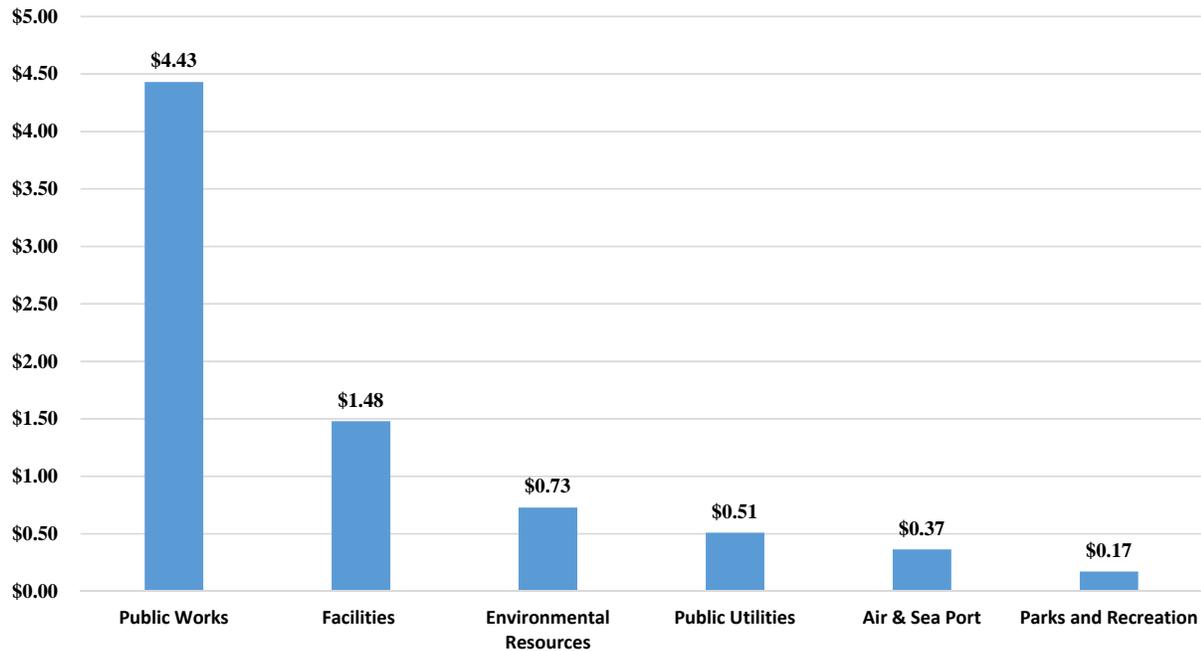
The following schedule is a list of maintenance improvement projects. These projects may have a major impact to a department's operational budget, but are not capitalized from an accounting perspective related to real property.

Major maintenance projects are updated annually, but are planned for a five-year timeframe. Since these projects have an impact to the department's operational budget, these funds are expected to be spent in the fiscal year that they are budgeted. If the life of the project is expected to go past the current fiscal year, the departments are instructed to request the funds for the project to be carried forward into the new fiscal year.

**FY 2021 RECOMMENDED MAJOR MAINTENANCE PROJECTS  
BY DEPARTMENT  
IN MILLIONS**

<b>Department</b>	<b>FY 2021 MIP Recommended Projects</b>	<b>Funded Project Distribution by Percent</b>
Public Works	\$4.43	58.16%
Facilities	\$1.48	19.43%
Environmental Resources	\$0.73	9.57%
Public Utilities	\$0.51	5.78%
Air & Sea Port	\$0.37	4.79%
Parks and Recreation	\$0.17	2.27%
<b>Total Major Maintenance Budget</b>	<b>\$7.69</b>	<b>100.00%</b>

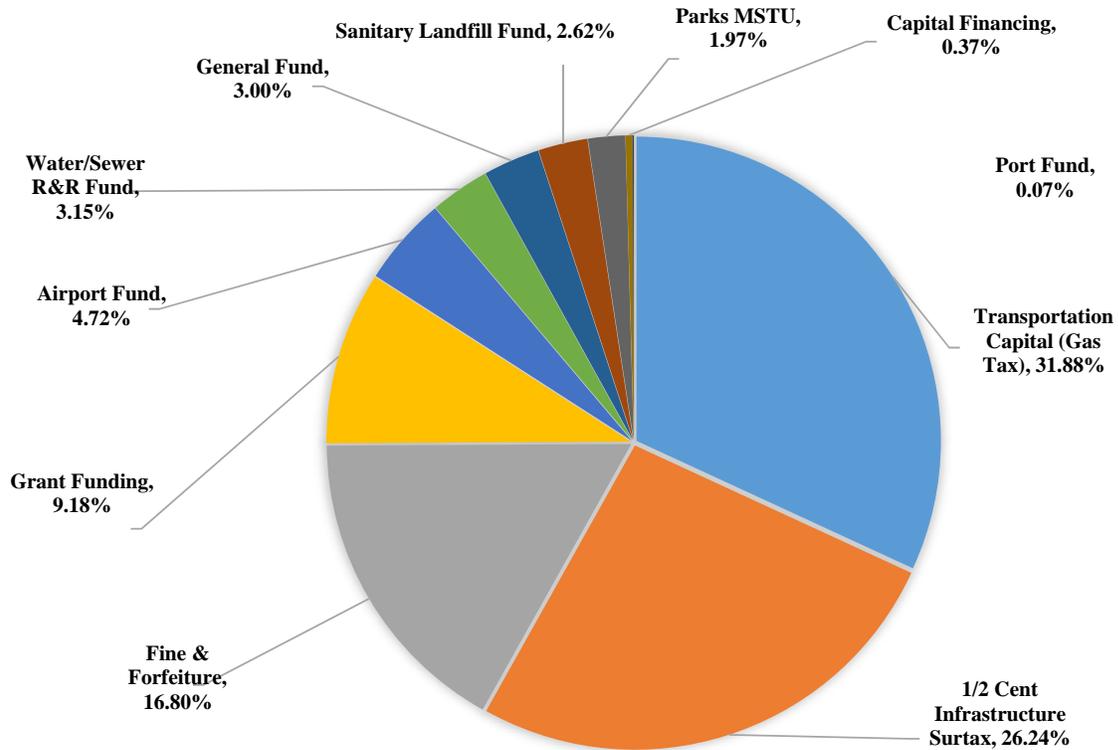
**FY 2021 MAJOR MAINTENANCE  
BY DEPARTMENT  
IN MILLIONS**



**FY 2021 RECOMMENDED MAJOR MAINTENANCE PROJECTS  
BY FUNDING SOURCE  
IN MILLIONS**

<b>Funding Source</b>	<b>FY 2021-2025 MIP -Funding Sources</b>	<b>Funding Sources Distribution by Percent</b>
Transportation Capital (Gas Tax)	\$2.43	31.88%
1/2 Cent Infrastructure Surtax	\$2.00	26.24%
Fine & Forfeiture	\$1.28	16.80%
Grant Funding	\$0.70	9.18%
Airport Fund	\$0.36	4.72%
Water/Sewer R&R Fund	\$0.31	3.15%
General Fund	\$0.23	3.00%
Sanitary Landfill Fund	\$0.20	2.62%
Parks MSTU	\$0.15	1.97%
Capital Financing	\$0.03	0.37%
Port Fund	\$0.00	0.07%
<b>Total Major Maintenance Budget</b>	<b>\$7.69</b>	<b>100.00%</b>

**FY2021 MIP RECOMMENDED PROJECTS BY  
DEPARTMENT**



**St. Lucie County Recommended Maintenance Improvement Plan  
By Department  
FY 2020/21 to FY 2024/25  
Funded Projects**

## Air and Seaport



**RECOMMENDED MAINTENANCE IMPROVEMENT PLAN BY DEPARTMENT  
FY 2021 TO FY 2025**

<b>PROJECT NAME</b>	<b>FUNDING SOURCE</b>	<b>CARRY FORWARD</b>	<b>NEW BUDGET FY2020/21</b>	<b>RECOMMENDED BUDGET FY2020/21</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>TOTAL 2021-2025</b>
<b>AIR &amp; SEAPORT</b>									
Airfield Signage and Lighting Update	Airport Fund	\$ -	\$ 360,000	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ 360,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 360,000</b>	<b>\$ 360,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 360,000</b>
Port Maintenance Improvement	Port Fund	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 25,000</b>
<b>AIR &amp; SEAPORT SUB-TOTAL</b>		<b>\$ -</b>	<b>\$ 365,000</b>	<b>\$ 365,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 385,000</b>

## Environmental Resources



**RECOMMENDED MAINTENANCE IMPROVEMENT PLAN BY DEPARTMENT  
FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	CARRY FORWARD	NEW BUDGET FY2020/21	RECOMMENDED BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	TOTAL 2021-2025
<b>ENVIRONMENTAL RESOURCES</b>									
Environmental Regulations Maintenance Improvement	General Fund	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 5,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 5,000</b>
FDEP SLC Becker Ten Mile Project	Grant Fund	\$ 700,000	\$ -	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ 700,000
<b>Project Sub-total</b>		<b>\$ 700,000</b>	<b>\$ -</b>	<b>\$ 700,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 700,000</b>
St. Lucie Village	Capital Financing	\$ -	\$ 28,350	\$ 28,350	\$ 28,350	\$ 28,350	\$ 28,350	\$ 28,350	\$ 141,750
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 28,350</b>	<b>\$ 28,350</b>	<b>\$ 28,350</b>	<b>\$ 28,350</b>	<b>\$ 28,350</b>	<b>\$ 28,350</b>	<b>\$ 141,750</b>
<b>ENVIRONMENTAL RESOURCES SUB-TOTAL</b>		<b>\$ 700,000</b>	<b>\$ 29,350</b>	<b>\$ 729,350</b>	<b>\$ 29,350</b>	<b>\$ 29,350</b>	<b>\$ 29,350</b>	<b>\$ 29,350</b>	<b>\$ 846,750</b>

# Facilities



**RECOMMENDED MAINTENANCE IMPROVEMENT PLAN BY DEPARTMENT  
FY 2021 TO FY 2025**

<b>PROJECT NAME</b>	<b>FUNDING SOURCE</b>	<b>CARRY FORWARD</b>	<b>NEW BUDGET FY2020/21</b>	<b>RECOMMENDED BUDGET FY2020/21</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>TOTAL 2021-2025</b>
<b>FACILITIES</b>									
Facilities Maintenance	General Fund		\$ 204,043	\$ 204,043	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 904,043
Facilities Maintenance	Fine and Forfeiture		\$ 1,280,818	\$ 1,280,818	\$ 1,280,818	\$ 1,280,818	\$ 1,280,818	\$ 1,280,818	\$ 6,404,090
Facilities Maintenance	Court Facilities Fund	\$ -	\$ -	\$ -	\$ 175,000	\$ 150,000	\$ 200,000	\$ 520,000	\$ 1,045,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 1,484,861</b>	<b>\$ 1,484,861</b>	<b>\$ 1,630,818</b>	<b>\$ 1,605,818</b>	<b>\$ 1,655,818</b>	<b>\$ 1,975,818</b>	<b>\$ 8,353,133</b>
<b>FACILITIES SUB-TOTAL</b>		<b>\$ -</b>	<b>\$ 1,484,861</b>	<b>\$ 1,484,861</b>	<b>\$ 1,630,818</b>	<b>\$ 1,605,818</b>	<b>\$ 1,655,818</b>	<b>\$ 1,975,818</b>	<b>\$ 8,353,133</b>

## Parks and Recreation



**RECOMMENDED MAINTENANCE IMPROVEMENT PLAN BY DEPARTMENT  
FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	CARRY FORWARD	NEW BUDGET FY2020/21	RECOMMENDED BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	TOTAL 2021-2025
<b>PARKS AND RECREATION</b>									
Increased Maintenance Improvement -General	General Fund	\$ -	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 40,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 40,000</b>
Increased Maintenance Improvement-Fenn Center	General Fund	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 5,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 5,000</b>
Increased Maintenance Improvement-Fairgrounds	General Fund	\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 12,500
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 12,500</b>
Fairgrounds Maintenance Improvement	General Fund	\$ -	\$ 11,800	\$ 11,800	\$ 11,800	\$ 11,800	\$ 11,800	\$ 11,800	\$ 59,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 11,800</b>	<b>\$ 11,800</b>	<b>\$ 11,800</b>	<b>\$ 11,800</b>	<b>\$ 11,800</b>	<b>\$ 11,800</b>	<b>\$ 59,000</b>
New Astro Turf Batting Cages - Multiple Locations	Parks MSTU		\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>
Lawnwood Sports Complex - Replace Old Fencing	Parks MSTU	\$ -	\$ 75,000	\$ 75,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 175,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 175,000</b>
Parking Lot Resealing - Multiple Locations	Parks MSTU	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 50,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>
Lawnwood Tennis Courts	Parks MSTU	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 100,000</b>
<b>PARKS AND RECREATION SUB-TOTAL</b>		<b>\$ -</b>	<b>\$ 173,300</b>	<b>\$ 173,300</b>	<b>\$ 118,300</b>	<b>\$ 93,300</b>	<b>\$ 43,300</b>	<b>\$ 43,300</b>	<b>\$ 471,500</b>

## Public Utilities



**RECOMMENDED MAINTENANCE IMPROVEMENT PLAN BY DEPARTMENT  
FY 2021 TO FY 2025**

<b>PROJECT NAME</b>	<b>FUNDING SOURCE</b>	<b>CARRY FORWARD</b>	<b>NEW BUDGET FY2020/21</b>	<b>RECOMMENDED BUDGET FY2020/21</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>TOTAL 2021-2025</b>
<b>PUBLIC UTILITIES</b>									
Road Resurfacing/Repairs	Sanitary Landfill	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 1,000,000</b>
SHI Lift Station Maintenance	Water/Sewer R&R	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 200,000</b>
SHI Force Main Maintenance	Water/Sewer R&R	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 150,000</b>
Lift Station Improvements	Water/Sewer R&R	\$ -	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 800,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 160,000</b>	<b>\$ 160,000</b>	<b>\$ 160,000</b>	<b>\$ 160,000</b>	<b>\$ 160,000</b>	<b>\$ 160,000</b>	<b>\$ 800,000</b>
Maintenance Improvement Projects	Water/Sewer R&R	\$ -	\$ 77,500	\$ 77,500	\$ 77,500	\$ 77,500	\$ 77,500	\$ 77,500	\$ 387,500
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 77,500</b>	<b>\$ 77,500</b>	<b>\$ 77,500</b>	<b>\$ 77,500</b>	<b>\$ 77,500</b>	<b>\$ 77,500</b>	<b>\$ 387,500</b>
<b>PUBLIC UTILITIES SUB-TOTAL</b>		<b>\$ -</b>	<b>\$ 507,500</b>	<b>\$ 507,500</b>	<b>\$ 507,500</b>	<b>\$ 507,500</b>	<b>\$ 507,500</b>	<b>\$ 507,500</b>	<b>\$ 2,537,500</b>

# Public Works



**RECOMMENDED MAINTENANCE IMPROVEMENT PLAN BY DEPARTMENT  
FY 2021 TO FY 2025**

PROJECT NAME	FUNDING SOURCE	CARRY FORWARD	NEW BUDGET FY2020/21	RECOMMENDED BUDGET FY2020/21	FY2022	FY2023	FY2024	FY2025	TOTAL 2021-2025
<b>PUBLIC WORKS</b>									
Chip Seal Program	Transportation Capital	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 1,250,000</b>
Asphalt Millings	Transportation Capital	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 1,250,000</b>
Unincorporated Area Resurfacing	Transportation Capital	\$ -	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 3,250,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 3,250,000</b>
Roadway Striping	Transportation Capital	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 500,000</b>
School Zone Upgrades	Transportation Capital	\$ -	\$ 120,000	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ 240,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>	<b>\$ 120,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 240,000</b>
Delaware Avenue Resurfacing	1/2 Cent Infrastructure Surtax	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 920,000	\$ -	\$ -	\$ -	\$ 1,920,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 920,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,920,000</b>
Orange Avenue Resurfacing & Guardrail	1/2 Cent Infrastructure Surtax	\$ -	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>
Unincorporated Area Resurfacing	1/2 Cent Infrastructure Surtax	\$ -	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 12,000,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 12,000,000</b>
Bridge Repairs - recurring	Transportation Capital	\$ -	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,000,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ 3,000,000</b>
Traffic Communications Conduit & Fiber	Transportation Capital	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
<b>Project Sub-total</b>		<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 1,500,000</b>

**RECOMMENDED MAINTENANCE IMPROVEMENT PLAN BY DEPARTMENT  
FY 2021 TO FY 2025**

<b>PROJECT NAME</b>	<b>FUNDING SOURCE</b>	<b>CARRY FORWARD</b>	<b>NEW BUDGET FY2020/21</b>	<b>RECOMMENDED BUDGET FY2020/21</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>TOTAL 2021-2025</b>
Traffic Communications Conduit & Fiber	Transportation Capital	\$ 160,000	\$ -	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ 160,000
<b>Project Sub-total</b>		<b>\$ 160,000</b>	<b>\$ -</b>	<b>\$ 160,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 160,000</b>
<b>PUBLIC WORKS SUB-TOTAL</b>		<b>\$ 160,000</b>	<b>\$ 4,270,000</b>	<b>\$ 4,430,000</b>	<b>\$ 6,190,000</b>	<b>\$ 5,150,000</b>	<b>\$ 5,150,000</b>	<b>\$ 5,150,000</b>	<b>\$ 26,070,000</b>
<b>ST. LUCIE COUNTY TOTAL MAINTENANCE IMPROVEMENT</b>		<b>\$ 860,000</b>	<b>\$ 6,830,011</b>	<b>\$ 7,690,011</b>	<b>\$ 8,480,968</b>	<b>\$ 7,390,968</b>	<b>\$ 7,390,968</b>	<b>\$ 7,710,968</b>	<b>\$ 38,663,883</b>

# DEBT SERVICE

## DEBT ADMINISTRATION OVERVIEW

The Debt Management Policy is part of the comprehensive St. Lucie County’s Financial Policy included under the Introduction tab in this issue of the Budget Book. The details of the outstanding debt obligations such as original amounts, outstanding balances, fiscal year principal and interest are shown in the Debt Summary Schedule in this section of the book.

### **DEBT ISSUANCE PROCEDURES**

Requests for debt issuance are considered in accordance with the County's overall adopted priorities and 5-year Capital Plan. St. Lucie County retains the services of professional financial consultants to facilitate the process.

The County may issue general obligation (GO) bonds and other debt instruments by means of referendums, County Ordinances, Bond Resolutions and/or other applicable provisions of law as required, and in full compliance with, the Constitution and Statutes of the State of Florida.

<b>DEBT RATIOS *</b>	<b>BENCHMARK **</b>	<b>09/30/17</b>	<b>09/30/18</b>	<b>09/30/19</b>	<b>09/30/20</b>
<b>Net Direct Debt per Capita***</b>	<b>\$400</b>	<b>\$407</b>	<b>\$454</b>	<b>\$443</b>	<b>\$400</b>
<b>Net Direct Debt per Capita as % of Income per Capita</b>	<b>2%</b>	<b>1.14%</b>	<b>1.25%</b>	<b>1.14%</b>	<b>1.02%</b>
<b>Net Direct Debt as % of Taxable Property Value</b>	<b>1%</b>	<b>0.67%</b>	<b>0.70%</b>	<b>0.68%</b>	<b>0.56%</b>
<b>Net Direct Debt Service as % of General Govt. Expenditures</b>	<b>10%</b>	<b>5.20%</b>	<b>5.46%</b>	<b>5.46%</b>	<b>5.34%</b>

Debt ratio calculations are based on the following data and sources:

<b>328,297</b>	<b>Population of St. Lucie County – Estimate for 2019</b> Source: <a href="http://www.census.gov/data/tables/time-series/demo/popest/2010s-counties-total.html">www.census.gov/data/tables/time-series/demo/popest/2010s-counties-total.html</a>
<b>\$39,374</b>	<b>Per Capita Income in St. Lucie County</b> Source: U.S. Dept. of Commerce; <a href="https://apps.bea.gov/iTable/index_regional.cfm">https://apps.bea.gov/iTable/index_regional.cfm</a>
<b>\$248,086,143</b>	<b>General Government Expenditures****</b> Source: FY20 Budget, FGIBDST Banner Query, Funds 001% and 107% as of 9/30/20
<b>\$131,340,000</b>	<b>Net Direct Debt (General Obligation and Governmental Funds Bonds)</b> Source: Bond Offering Statements as of September 30, 2020.
<b>\$13,258,745</b>	<b>Net Direct Debt Service (Annual principal, interest and other debt service costs FY18)</b> Source: Bond Offering Statements as of September 30, 2020.
<b>\$23,604,428,779</b>	<b>Taxable Property Value (total property value before exemptions)</b> Source: Tax Roll Certification

\* Expressions used in these calculations are defined in the St. Lucie County Financial Policy section of this book

\*\* Benchmarks are desirable ratio levels outlined in the St. Lucie County Financial Policy section of this book

\*\*\* Direct Debt includes general obligations and governmental fund bond debt

\*\*\*\* General Governmental expenditure budgets are considered General Fund and Fine and Forfeiture Fund expenditure budgets

Throughout the process, County Administration and the Finance Department coordinate the issuance of debt, such as sizing the new issue, structuring the debt, identifying the repayment sources and determining the mix and method of sale. The County, as a practice, structures all long-term debt with prepayment options except when alternative structures are more advantageous. The County's debt service requirements reflect its fiscal policies regarding the prudent use of tax-exempt financing.

### **CREDIT RATINGS**

The County strives to maintain a minimum underlying bond rating equivalent to 'Upper Medium Grade' (Moody Rating Service A or Standard & Poor's A).

Current Moody's and Standard & Poor's ratings for St. Lucie County:

#### ***Moody's***

- In December 2017, Moody's Investors Service assigned a rating of Aa3 to St. Lucie County FL's \$25.2 million Taxable Non-Ad Valorem Revenue Bonds, Series 2017A. Moody's maintained the Aa3 rating on approximately \$46.9 million of rated parity non-ad valorem debt, as well as the county's Aa2 Issuer Rating.

#### ***Standard and Poor's (S&P)***

- In December 2017, S&P Global Ratings assigned its 'AA-' long-term rating to St. Lucie County, FL's Series 2017A taxable non-ad valorem revenue bonds. At the same time, they affirmed their 'AA-' long-term rating on the county's non-ad valorem debt outstanding. They also affirmed their 'AA' long-term issuer credit rating on the county's general obligation (GO) debt outstanding. In February 2018, they subsequently increased St. Lucie County's credit rating on the series 2017A taxable non-ad valorem revenue bonds from AA- to AA.

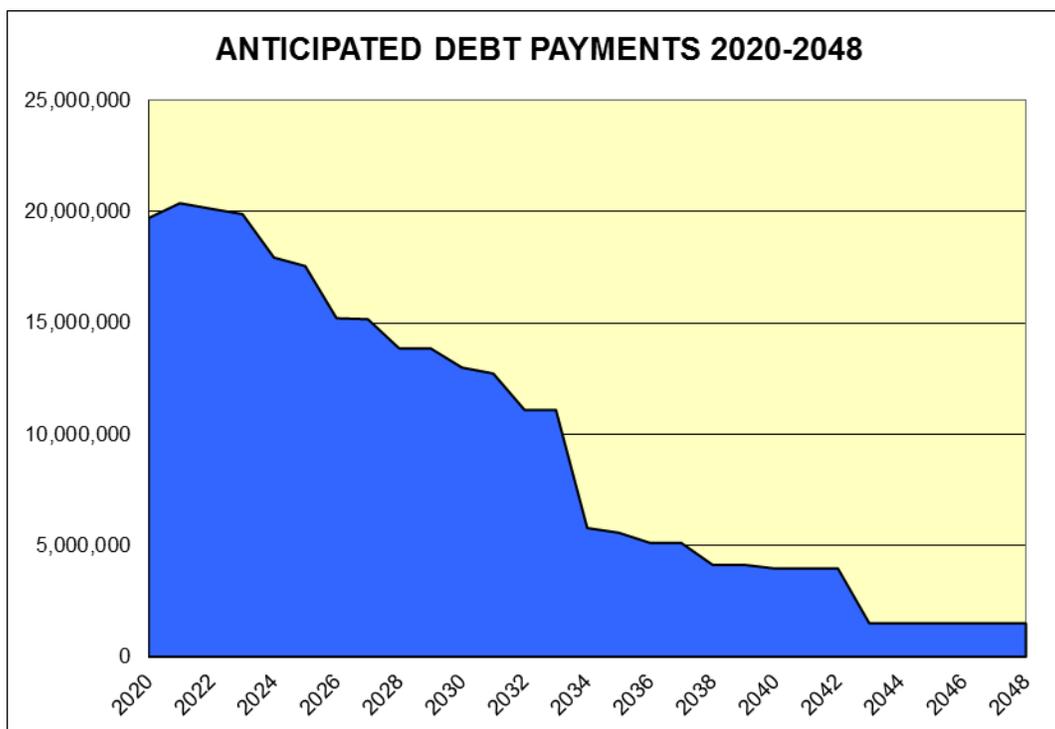
St. Lucie County has set aside reserves as stated in the Financial Policies. Also, the County Debt Policy outlines several key indicators designed to keep direct debt at the lowest possible level.

### **LEGAL DEBT MARGIN**

Neither the Florida Constitution, Florida Statutes, nor the St. Lucie Board of County Commissioners place limits on the amount of debt the voters may approve by referendum. As of September 30, 2020 the County anticipates \$131,340,000 governmental funds bonds. Based on the assessed valuation of \$23.6 billion for the fiscal year ending September 30, 2020, the County's general obligation and voted debt ratio currently equals 0.56 percent (0.56%).

### **OUTSTANDING INDEBTEDNESS**

The County's total outstanding debt as of September 30, 2020 is approximately \$179,561,536. None of the County's debt is pledged from property tax revenues. The debt is repaid with pledged revenues, including sales tax, tourist tax and special taxing units.



**Non-Ad Valorem Revenue Bonds**

St. Lucie County currently has several outstanding non-ad valorem revenue bonds. As of September 30, 2020, outstanding principal balance anticipated are listed below:

- Transportation Refunding Revenue Note issued in 2015 for the purpose of refunding the 2007 Bonds. The 2007 bonds purpose was acquisition, construction, and reconstruction of roads and bridges and other transportation improvements (The 2007 Project).
- (Half Cents) Sales Tax Refunding Revenue Bonds, Series 2013A issued to 1) refund all of the County’s outstanding Sales Tax Refunding Revenue Bonds, Series 2003, (the “Series 2003 Bonds”), 2) pay the premium for a Reserve Account Policy and 3) pay costs associated with the issuance of the Series 2013A Bonds. The Series 2003 Bonds were issued to advance refund all of the County’s outstanding Sales Tax Revenue Bonds Series 1994, pay the cost of certain capital improvements (Sheriff’s building, additional court, jail, library and other administrative facilities, purchase a Debt Service Reserve Account surety bond. The Bonds are secured by the County’s Local Government Half-Cent Sales Tax Clearing Trust Fund in the State Treasury.
- (Half Cents) Sales Tax Refunding Revenue Bonds, Series 2013B issued to 1) provide funds to advance refund all of the County’s outstanding Sales Tax Refunding Revenue Bonds, Series 2005 (the “Series 2005 Bonds,” and together with the Series 2003 Bonds, the “Refunded Bonds”), 2) pay the premium for a Reserve Account Policy and 3) pay costs associated with the issuance of the Series 2013B Bonds. Refunding of bonds issued to provide money’s with which the county purchased land for the County Research Park, (2) financing the costs of acquisition of certain lands within the county (the “Project” – the property is expected to be used for expansion of the St. Lucie County Fairgrounds); (3) purchasing a Reserve Account Credit Facility to fund the increase of the Reserve account requirements upon the issuance of the Series 2005 Bonds. These bonds and interest are limited, special obligations of the count payable form and secured solely by a pledge of and lien on (1) the proceeds of the Local Government Sales Tax Revenue when, as and if distributed to the county pursuant to chapter 218, Part VI, Florida Statutes.
- Capital Improvement Revenue Refunding Bonds, Series 2014 issued to provide funds for the principal purpose of refunding the County’s Public Improvement Refunding Revenue Bonds, Series 2004A and State Revenue

Sharing Improvement Revenue Bonds, Series 2005 (collectively, the “Refunded Bonds”). The 2004 Bonds were issued to cover the cost of acquisition, construction, and installation of an 800 MHz Radio System for the County. The 2005 Bonds were issued for the purpose of financing the cost of the acquisition of real property, Environmental Sensitive Land, and the construction of certain capital improvements including a courthouse expansion with the county and purchasing a Reserve account Credit facility to fund the Reserve account.

- Capital Improvement Revenue Bonds, Series 2015 issued to provide funds for the purpose of financing the cost of the acquisition of Tax Collector Building. Bonds secured solely by a pledge of General Fund revenues (Tax Collector Excess Fees).
- Capital Improvement Revenue Bonds, Series 2016 issued to provide funds to finance certain capital improvements related to the County Jail (Jail Security System Upgrade). The bonds are secured by covenanting to budget and appropriate legally available non-ad valorem funds to pay the bonds.
- Capital Improvement Revenue Bonds, Series 2016A issued to provide financing for the design, bid and construction phases for a new Maintenance Rehab and Overhaul (MRO) hangar at the Treasure Coast International Airport and certain other capital improvements, including bulkhead design and construction at the Port of Fort Pierce Fisherman’s Wharf, dredging permit and construction, roadway construction and the Port of Fort Pierce natural resources mitigations site design and permitting (the Project).
- Taxable Non-Ad Valorem Bonds, Series 2017A for the Port issued to acquire real property and existing infrastructure thereon in the King Maritime Terminal within the Port of Fort Pierce, Florida and acquire a 10% interest in real property located on or near the waterfront. This Project will include, but not be limited to, acquisition of two warehouse structures, submerged land leases from the State of Florida and construction of certain improvements thereto.
- Non-Ad Valorem Bonds, Series 2017 issued to acquire and construct improvements to the St. Lucie County Sports Complex owned by the County. Such improvements include, but not limited to, a new full-size practice field with artificial turf, new specialty raining fields, upgraded batting cages, upgraded Minor League clubhouse facilities, expanded outfield walkway, expanded and upgraded vertical circulation, new concession stands and restrooms, renovated Home and Visiting Team clubhouses, renovated support facilities, renovated fan and player walkways, signage, graphics, landscaping, youth baseball and softball playing fields, asphalt parking resurfacing, roof replacement/repair, washer/dryer replacements, seat replacements, HVAC, and ice machine and cooler replacements.
- St. Lucie County Water and Sewer District, Utility System Improvement and Refunding Revenue Bonds, Series 2013. These bonds were issued to provide funds for the purposes of (i) financing and/or reimbursing the costs of the 2013 Project, (ii) currently refunding all of the North Hutchinson Island Water and Sewer System Revenue Refunding Bonds, Series 1997, the Holiday Pines Water and Wastewater System Revenue Bonds, Series 1999 and the North Hutchinson Island Water and Sewer System Revenue Bonds, Series 2002 (collectively the “refunded Bonds”), (iii) prepaying the Improvement Refunding revenue Note, Series 2009A and (iv) paying the costs of issuance of the Series 2013 Bonds.

## **Loans**

As of September 30, 2020 St. Lucie County will have a total of \$6,363,000 outstanding balances in notes payable from government type funds. The interest rates on these loans range from 2.17 to 3.46 percent. These obligations are secured by St. Lucie County’s covenants to budget and appropriate from legally available revenues in an amount sufficient to pay the required annual principal and interest on the notes. Total FY2020-2021 debt service for the loans is projected to be \$2,190,235.

## **Capital Leases**

St. Lucie County has entered into several capital lease agreements at interest rates to 5.5900 percent. The total

outstanding balance as of September 30, 2020 is estimated to be \$15,529,717. All capital lease transactions undergo a thorough process of comparison to actual cost of acquisition of assets. Lease options are chosen if the annual cost of owning and maintaining the assets is higher. Capital leases are a cost-saving mechanism designed to keep up with the fast-changing technologies and high service and repair costs related to assets owned by the County.

### **Other Long-Term Obligations**

In 1998, St. Lucie County BOCC entered into a contract with the US Army Corp. of Engineers to repay a portion of the cost of port deepening activities. The principal amount of the loan, \$797,960, is to be repaid over 30 years at 6.125 percent rate. St. Lucie County BOCC covers 48% the debt service, and 52% comes from the Port Development MSBU Fund.

FPL \$134,966 Lighting Loan is a 20-year contractual obligation, dated May 1, 2001, to repay Florida Power and Light for the installation and modification of recreational lighting facilities at the South County Regional Stadium.

### **Municipal Services Benefit Units (MSBU)**

MSBUs are special assessments districts established to finance various neighborhood improvement projects. Special assessments are imposed against the properties benefiting from the projects. They are legally set up as trust accounts and are not obligations of the County. St. Lucie County is currently acting as the agent for the property owners in several municipal service taxing/benefit units located within the County. The County is in no way liable for repayment of the debt and is only collecting the assessments and forwarding the collections to the paying agent.

### **Conduit Debt**

From time to time, the County has issued Industrial Revenue Bonds to provide financial assistance to private-sector entities for the acquisition and construction of industrial and commercial facilities deemed to be in the public interest. The County has also participated with other counties in the issuance of Housing Authority/Community Development District Bonds to provide down payment and other financial assistance to low and moderate income individuals and families. The bonds also finance various local projects: water and sewer, irrigation, storm water and paving improvements, as well as stimulating the construction and rehabilitation of housing through the use of public financing. These bonds are secured by the property financed and are payable solely from payments received on the underlying debt. Upon repayment of the bonds, ownership of the required facilities transfers to the private-sector entity, or individuals, served by the bond issuance. Neither the County, the State, nor any political subdivision thereof is obligated in any manner for repayment of the bonds.

### **Anticipated Future Debt Needs**

Although the County may face some future debt needs to cover necessary improvements and repairs, its future debt position remains manageable.

**ST. LUCIE COUNTY - BASIC DEBT SCHEDULE**

FUND	Obligation	Year Issued	Maturity*	Original Amount	Interest Rate	Outstanding On 09/30/20	Payments Due in FY 21		
							Principal	Interest	Total
<b><u>BONDS - GOVERNMENT FUNDS:</u></b>									
218	TRANSPORTATION REFUNDING REVENUE NOTE Refunded Series 2007 Bonds. The 2007 bonds purpose was acquisition, construction, and reconstruction of Roads and bridges and other transportation improvements (The 2007 Project).	2015	2027	15,560,000	2.290%	8,035,000	\$1,070,000	\$184,002	1,254,002
215 **	(HALF-CENTS) SALES TAX REFUNDING REV BONDS Refunding of 2005 Sales Tax Ref Rev Bonds which ref 2003 5-bldg Bonds	2013 A	2033	47,285,000	2.00%-5.00%	33,560,000	\$1,905,000	\$1,558,050	3,463,050
215 **	(HALF-CENTS) SALES TAX REFUNDING REV BONDS Refunding of 2005 Research Park/Harbor Branch Acquisition Bonds	2013 B	2025	9,405,000	2.00%-5.00%	5,475,000	\$1,000,000	\$273,750	1,273,750
219	CAPITAL IMPROVEMENT REFUNDING BONDS Refunding of Series 2004 Bonds-800 MHz Radio Sys, & Series 2005 Bonds-Courthouse Imp./ESL Acquisition	2014	2025	10,495,000	2.41%	4,810,000	\$1,165,000	\$115,921	1,280,921
221	SLC CAPITAL IMPROVEMENT REVENUE BONDS, SERIES 2015 Tax Collector Building	2015	2034	7,000,000	2.74%	5,610,000	\$310,000	\$149,467	459,467
220	CAPITAL IMPROVEMENT REVENUE BONDS, SERIES 2016 Jail Security Upgrade	2016	2030	3,320,000	2.60%	2,400,000	\$215,000	\$62,400	277,400
224	CAPITAL IMPROVEMENT REVENUE BONDS, SERIES 2016A Airport MRO Hanger Rehab and Other Capital Projects, FY19 P&I for full bonds draw Bonds not to exceed \$3M full amount begins in FY20	2017	2028	3,000,000	2.18%	2,345,000	\$240,000	\$48,505	288,505
240	PORT SLC TAXABLE NON-AD VALOREM, SERIES 2017A Property and existing infras in King Maritime Terminal in FP Port (Prin begins in FY21)	2018	2047	25,730,000	2.584%-4.069%	25,730,000	\$555,000	\$967,901	1,522,901
263	NON-AD VALOREM REVENUE BONDS, SERIES 2017 Sports Complex Improvements \$55,000,000 (original amt. includes \$8M Premium, Issuance cost \$255,764.85 & underwriter discount \$68,681.15)	2017	2042	55,324,446	3.00%-5.00%	43,375,000	\$1,270,000	\$2,168,750	3,438,750
TOTAL:				93,065,000		131,340,000	7,175,000	5,528,745	13,258,745
<b><u>BONDS - ENTERPRISE FUNDS:</u></b>									
471 **	SLC WATER AND SEWER DISTRICT Utility System Improvement and Refunding Revenue Bonds Utility Project funds \$3,800,000 and Refunding	2013	2033	21,105,000	2.00%-5.25%	17,120,000	\$980,000	\$825,100	1,805,100
TOTAL:				21,105,000		17,120,000	980,000	825,100	1,805,100
<b><u>NOTES PAYABLE - GOVERNMENT FUNDS:</u></b>									
129	PARKS MSTU CAPITAL IMP REFUNDING REV NOTE 2011 Refunding of Improvement Revenue Note 2008	2011	2022	10,330,000	2.17%	3,050,000	\$995,000	\$55,313	1,050,313
262	TOURIST DEV TAX REVENUE NOTE 2011A Refunding of 2011/A & 2011B (Mets to pay debt service)	2016B	2023	4,832,000	3.03%	2,868,000	\$684,000	\$76,538	760,538
210	SOUTH COUNTY REGIONAL STADIUM Improvement Revenue Note Series 2008A	2009	2023	1,700,000	3.46%	445,000	\$140,000	\$21,716	161,716
225	LYNGATE PROPERTY Taxable Capital Improvement Revenue Bond, Series 2019	2019	2034	2,611,000	2.71%	2,346,000	\$150,000	\$67,669	217,669
TOTAL:				19,473,000		6,363,000	1,969,000	221,235	2,190,235
<b><u>OTHER LONG-TERM OBLIGATIONS:</u></b>									
140001/ 142	PORT DEEPENING LOAN/US ARMY CORP OF ENG County pays 48% and Port MSBU pays 52%	1998	2027	797,960	6.125%	307,665	\$36,514	\$18,844	55,358
216 PR#79502	FP&L SOUTH COUNTY REGIONAL STADIUM Lights Contract	2001	2021	134,966	8.82%	8,455	\$8,458	\$242	8,700
TOTAL:				932,926		316,120	44,971	19,087	64,058

FUND	Obligation	Year Issued	Maturity*	Original Amount	Interest Rate	Outstanding On 09/30/20	Payments Due in FY 21		
							Principal	Interest	Total
	<b>SPECIAL ASSESSMENTS:</b> An MSBU is a Municipal Services Benefit Unit. The debt service is paid by assessments on benefiting property, and unless guaranteed by the Board, is not an obligation of county government.								
39014	FRA MAR/WAGNER MSBU (39014)	2017	2027	242,000	2.600%	176,000	\$23,000	\$4,576	27,576
39015	IROQUOIS/NAVAJO MSBU	2019	2033	354,000	3.52%	316,000	\$19,000	\$11,122	30,122
39016	SABAL CREEK MSBU	2019	2039	2,580,000	2.50%	2,480,000	\$100,000	\$39,775	139,775
687	INDIAN RIVER ESTATES	2009	2028	16,000,000	3.068%	4,765,887	\$467,827	\$139,041	606,868
680	PARKLAND MSBU	2016	2031	339,000	3.73%	266,000	\$20,000	\$9,754	29,754
684	SUNLAND GARDENS Phase II (#3815)	2009B	2024	3,130,000	3.40%	888,813	\$166,078	\$27,396	193,475
			<b>TOTAL:</b>	<b>22,645,000</b>		<b>8,892,700</b>	<b>795,905</b>	<b>231,664</b>	<b>1,027,569</b>
	<b>ST. LUCIE COUNTY - OTHER DEBT</b>								
	<b>CAPITAL LEASES:</b>								
222	ENERGY EFFICIENCY (LEASE/PURCHASE) - FP&L County Buildings	2015	2031	9,305,379	2.37%	6,398,421	\$779,532	\$151,643	931,175
223	MOTOROLA (LEASE/PURCHASE) 800MHZ RADIO SYSTEM SLC debt Obligation begins in 2018	2015	2030	8,967,201	3.547%	8,135,938	\$410,604	\$288,582	699,185
101	SLC EQUIPMENT LEASE PURCHASE NOT TO EXCEED \$3M PW heavy equipment (dump truck, Mower, Grappler, Excavator) This represents year-to-date drawdown of funds FY18, Bd appd not to draw balance	2018	2022	1,230,188	2.552%	751,532	\$248,183	\$16,789	264,972
001/1955	ST. LUCIE COUNTY IT CAPITAL LEASE PURCHASE To purchase Compuquip Technology equipment, checkpoint Firewalls	2018	2022	299,947	2.552%	119,348	\$58,922	\$3,046	61,968
001/1955	ST. LUCIE COUNTY IT CAPITAL LEASE PURCHASE To purchase Storage Area Network	2019	2021	304,432	5.5900%	124,477	\$106,195	\$4,265	110,460
			<b>TOTAL:</b>	<b>20,107,148</b>		<b>15,529,717</b>	<b>1,603,435</b>	<b>464,324</b>	<b>2,067,759</b>
			<b>TOTAL COUNTY DEBT OBLIGATIONS:</b>	<b>\$177,328,074</b>		<b>\$179,561,536</b>	<b>\$12,568,311</b>	<b>\$7,290,155</b>	<b>\$20,413,467</b>
	Notes: *Maturity Date is per amortization schedule and is not based on County Fiscal Year. **Adjustments made to schedule based on Financial posting of some 10/1 debt payments in prior fiscal year on 9/30. County debt funds includes issuance cost, paying agent fees, etc. that are not included on this report.								

# APPENDICES

## CATEGORIES OF REVENUES & EXPENDITURES

### REVENUES ARE DIVIDED INTO THE FOLLOWING CATEGORIES:

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

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

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

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

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

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

**F. Miscellaneous Revenues** - Monies in this category are primarily interest earnings. Types of interest earnings include moneys on investments, contracts and notes, interest earnings of the Clerk of Court, Tax Collector, Sheriff, Property Appraiser and Supervisor of Elections. Also included would be rents and

proceeds for use of public property. Revenue estimates are based on history and analysis of fund balances.

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

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

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

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

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

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

**B. Public Safety** - Security of persons and property is the major focus of this category. Included are law enforcement (Sheriff, Public Safety), detention and/or correction (county jail), protective inspections (building and zoning inspections), emergency and disaster relief services (emergency management, communications system), and medical examiner.

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

**D. Transportation** - Costs incurred for the safe and adequate flow of vehicles, travelers and pedestrians

are included. Specific subcategories include road and street facilities, traffic engineering, street lighting (County Department of Public Works), airports (Port & Airport), water transportation systems (canals, terminals, dock and ports), and transit systems.

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

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

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

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

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

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

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

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

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

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

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

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

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

## GLOSSARY

– A –

**ABATEMENT** – A complete or partial cancellation of a levy imposed by a governmental unit; applicable to tax levies and special assessments.

**ABBREVIATIONS / ACRONYMS** – A list of abbreviations and acronyms follow the Glossary.

**ACCOUNT** – An accounting concept used to capture the economic essence of an exchange or exchange-like transaction. Accounts are used to classify and group similar transactions. Account types include: revenue, expense/expenditure, asset, liability and equity.

**ACCOUNTING SYSTEM** – A total structure or records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, account groups, or organizational components.

**ACCRUAL BASIS** – In accrual-basis accounting, income is realized in the accounting period in which it is earned, regardless of when the cash from these revenues is received. Expenses are recorded, as they are owed, instead of when they are paid.

**ACTUAL VS. BUDGETED** – Difference between the amounts projected (budgeted) in revenues or expenditures at the beginning of the fiscal year and the actual receipts or expenses which are incurred by the end of the fiscal year.

**ACTUARIAL** – A person or methodology that makes determinations of required contributions to achieve future funding levels that address risk and time.

**AD VALOREM** – A tax levied in proportion to the value of the property against which it is levied. It is a tax based upon the assessed value of real estate or personal property.

**ADOPTED BUDGET** – The budget, as approved by the Board of County Commissioners, after two public hearings prior to the beginning of each fiscal year.

**AGENCY FUNDS** – Agency funds are used to account for the assets held as an agent for individuals, private organizations, other governments, and/or other funds or accounts. Agency funds are purely custodial in nature.

**AGGREGATE MILLAGE RATE** – A rate obtained by dividing the sum of all ad valorem taxes levied by the governing body (Board of County Commissioners for County Government) by the taxable value of the county or municipality. Expresses an average tax rate.

**ALLOCATE** – To set apart portions of budgeted expenditures that are specifically designated to organizations for special activities or purposes.

**AMENDMENT** – A change to an adopted budget, which may increase or decrease a fund total. The Board of County Commissioners must approve the change.

**AMERICANS WITH DISABILITIES ACT (ADA)** – Federal legislation that prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, state and local government services, public accommodations, commercial facilities, and transportation.

**AMORTIZATION** – The reduction of debt through regular payments of principal and interest sufficient to retire the debt instrument at a predetermined date known as maturity.

**APPRAISED VALUE** – To make an estimate of value for the purpose of taxation.

**APPROPRIATED FUND BALANCE** – Amount of fund balance appropriated as revenue for a given fiscal year, to offset operating expenditures that exceed current revenue.

**APPROPRIATION** – A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

**APPROVED BUDGET** – The budget as formally adopted by the Board of County Commissioners with legal appropriations for the upcoming fiscal year.

**APPROVED POSITIONS** – Employee positions which are approved in the adopted budget. Positions are to be filled during the year.

**ARBITRAGE** – In government finance, the most common occurrence of arbitrage involves the investment of the proceeds from the sale of tax-exempt securities in a taxable money market instrument that yields a higher rate, resulting in interest revenue in excess of interest costs.

**ARTICLE V** – Article V of the Florida Constitution. Revision 7 of this article shifts the responsibility for many court-related items from the County to the State.

**ASSESSED VALUATION** – A valuation set upon real estate or other property by a government

as a basis for levying taxes. Taxable valuation is calculated from an assessed valuation. Assessed value is required to approach 100% of market value in Florida.

**ASSETS** – Physical items or rights that have value and are owned by the reporting entity. Tangible or intangible, passive or active resources owned or held by governments which possess service potentials which generally are utilized (consumed) in the delivery of municipal services.

**ASSESSMENT** – The process for determining values of real and personal property for taxation purposes.

**ATTRITION** – The naturally occurring accumulation of salary savings associated with the turn-over due to the duration of the hiring process.

**AUDIT** – An inspection, correction, and verification of accounts, conducted by an independent qualified accountant. An audit is the work done by accountants in examining financial reports, reviewing compliance with applicable laws and regulations, reviewing efficiency and economy of operations, and reviewing effectiveness in achieving program results. A basic audit examines only the financial reports and legal compliance. An outside Certified Public Accountant (CPA) audit is directed primarily toward the expression of an opinion as to the fairness of the financial statements and submission of a management letter. An auditor must be independent of the executive branch of government. A state auditor, private CPA, or public accountant, or elected auditor meets this test.

– B –

**BALANCE SHEET** – The financial statement disclosing the assets, liabilities and equity of an

entity at a specified date in conformity with generally accepted accounting principles.

**BALANCED BUDGET** – A budget in which the estimated revenues equal the estimated expenditures.

**BASIS OF ACCOUNTING** – The methodology and timing of when revenues and expenditures are recognized in the accounts and reported in the financial statements.

**BENEFITS** - Payments to which participants may be entitled under a pension plan, including pension benefits, death benefits, and benefits due on termination of employment.

**BOARD OF COUNTY COMMISSIONERS (BOCC)** – Five (5) County officials elected by districts whose responsibility includes establishing County policy, adopting a County-wide budget and establishing a County millage rate.

**BOND** – A long-term promise to repay a specified amount (the face amount of the bond) on a particular date (the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are long-term debt securities that are typically sold to finance capital improvement projects. With general obligation bonds, the full faith and credit of the County, through its taxing authority, guarantee the principal and interest payments

**BOND INDENTURE** – The formal agreement between a group of bond holders, acting through a trustee, and the issuer as to the term and security for the debt.

**BOND RATING** – In rating municipalities for the issuance of general obligation debt, credit rating agencies (Standard & Poor's, Moody's, and Fitch) consider factors that are regarded as especially relevant to a government's 'capacity

and willingness' to repay its debt: (a.) the local economic base, including local employment, taxes, and demographics (for example: age, education, income level, and skills of the local population); (b.) the financial performance and flexibility, including accounting and reporting methods, revenue and expenditure structure and patterns, annual operating and budgetary performance, financial leverage and equity position, budget and financial planning, and contingency financial obligations, such as pension liability funding; (c.) debt burden; and (d.) administration, including local autonomy and discretion regarding financial affairs, background and experience of key administrative officials, and frequency of elections.

Bond ratings impact the interest rate and the cost of debt service in the operating budget. It is a grade given to bonds that indicates their credit quality. The private independent rating services provide these evaluations of a bond issuer's financial strength, or its ability to pay a bond's principal and interest in a timely fashion. Also see CREDIT RATING.

**BOND REFINANCING** – The issuance of bonds to obtain better interest rates and / or bond conditions by paying off older bonds.

**BUDGET** – A plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed means of financing. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is proposed and tentative or whether the appropriating body has approved it. The budget, once adopted, is the legal authorization to expend county funds during

the fiscal year. The budget may be amended during the fiscal year by the governing body and/or management in accordance with procedures specified by law and/or administrative rules and regulations.

**BUDGET AMENDMENT** – The process, by which unanticipated changes in revenue or expenditures are made a part of the budget, thereby amends the budget. These changes may be between funds or departments and require BOCC approval.

**BUDGET CALENDAR** – The schedule of key dates or milestones that the County follows in preparation, adoption, and administration of the budget.

**BUDGET HEARING** – A public hearing conducted by the Board of County Commissioners to consider and adopt the annual budget.

**BUDGET DOCUMENT** – Is the official written statement prepared in order to present a comprehensive financial program of an organization. A budget document serves as 1.) a policy document; 2.) an operations guide; 3.) a financial plan; and 4.) as a communications device.

**BUDGET MESSAGE** – The opening section of the budget that provides the BOCC and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the upcoming period.

**BUDGET TRANSFER** – The process by which approved budgeted dollars may be reallocated between line item expenditures within the same fund and department to cover unforeseen expenses. Transfers between departments or funds required BOCC approval.

**BUDGETARY BASIS** – This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes on the three forms: GAAP, cash, or modified accrual. The County utilizes the modified accrual basis for all fund types except enterprise and fiduciary. Those funds use accrual accounting.

**BUDGETARY COMPARISONS** – Statements or schedules presenting comparisons between appropriated budgetary amounts (as amended) and actual results of operations on the budgetary basis).

– C –

**CAPITAL ASSET** – Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

**CAPITAL BUDGET** – A plan of proposed capital outlays, and the means of financing them for the current fiscal period. It is usually part of the current budget but may also be a multi-year plan.

**CAPITAL EXPENDITURES** – Capital expenditures generally create assets or increase the value and extend the useful lives of existing capital assets, and can be made with regard to tangible and intangible assets. The work product results in a long-term benefit greater than 1 year and involves an expenditure of County resources \$25,000 or greater for land, buildings, or infrastructure / improvements other than buildings. For software, machinery and equipment, the expenditures are \$1,000 or greater. The general categories of capital expenditures are: construction, improvements, major repairs and upgrades, replacements, expansions, additions, land, easements, buildings, building improvements, infrastructure / improvements other than buildings, vehicles, software, and machinery and equipment.

**CAPITAL IMPROVEMENT PROGRAM (CIP)** – A plan for capital expenditures incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

**CAPITAL LEASE** – An agreement that conveys the right to use property, plant or equipment, usually for a stated period of time, which meets one or more of the accounting criteria for lease capitalization. A capital lease is a direct substitute for the purchase of an asset with borrowed money. It is a non-cancelable contract to make a series of payments in return for the use of an asset for a specified period of time. The capital lease transfers substantially all of the benefits and risks inherent in the ownership of the property to the lessee.

**CAPITAL OUTLAY** – Expenditures resulting in the acquisition of or addition to a fixed asset. All charges incurred to acquire equipment, land, buildings, improvements of land or buildings (infrastructure), fixtures, and other permanent improvements.

**CAPITAL PROJECTS** – Projects for the purchase or construction of capital assets. Typically, a capital project encompasses a purchase of land and / or the construction of a building or facility.

**CARRYOVER** – Year-end savings that can be carried forward.

**CASH BASIS** – Method that recognizes revenues when cash is received and recognizes expenses when cash is paid out. In contrast, the ACCRUAL METHOD recognizes revenues when

goods or services are sold and recognizes expenses when obligations are incurred

**CHARGES FOR SERVICES** – Fees charged for various government operations that are based on a cost recovery model. 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, library, parks and recreation, and etc. fees. Revenue estimates are based on revenue history and operating agency projections.

**CHARRETTE** – A public input and design workshop used by planners in project design and formulation. The charrette provides a forum for ideas and offers the unique advantage of giving immediate feedback to the planners while giving mutual authorship to the plan by all those participate.

**CHARGEBACKS** – A mechanism by which services performed by one County Department for another is charged and paid across funds.

**CHART OF ACCOUNTS** – A system of accounting records developed by every organization to be compatible with its particular financial structure, and in agreement with the amount of detail required in its financial statements. It consists of a list of ledger account names and numbers showing classifications and sub-classifications, and serves as an index to locate a given account within the ledger.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)** – A federal funding source that allows local officials and residents flexibility in designing their own programs with a wide-range of eligible activities. The goal of the CDBG program is to encourage more broadly

conceived community development projects, and expand housing opportunities for people living in low and moderate-income households.

**COMMUNITY REDEVELOPMENT AGENCY (CRA)**

– The purpose of the agency is to revitalize both the physical and economic environment of the areas that are in need of redevelopment.

The activities and programs offered within a Community Redevelopment Area are administered by the Community Redevelopment Agency. A five- to seven-member CRA “Board” created by the local government (city or county) directs the agency. The Board can be comprised of local government officials and or other individuals appointed by the local government. Although one local government may establish multiple CRA districts, there generally may be only one CRA Board. Each district must maintain separate trust funds, and expend those funds only in that district.

**COMMUNITY REDEVELOPMENT AREA (CRA) –**

Under Florida law (Chapter 163, Part III), local governments are able to designate areas as Community Redevelopment Areas when certain conditions exist. Since all the monies used in financing CRA activities are locally generated, CRAs are not overseen by the state, but redevelopment plans must be consistent with local government comprehensive plans. Examples of conditions that can support the creation of a Community Redevelopment Area include, but are not limited to: the presence of substandard or inadequate structures, a shortage of affordable housing, inadequate infrastructure, insufficient roadways, and inadequate parking.

**COMMUNITY REDEVELOPMENT PLAN (CRP) –**

The Community Redevelopment Agency is responsible for developing and implementing the Community Redevelopment Plan that addresses the unique needs of the targeted

area. The plan includes the overall goals for redevelopment in the area, as well as identifying the types of projects planned for the area.

Examples of traditional projects include: streetscapes and roadway improvements, building renovations, new building construction, flood control initiatives, water and sewer improvements, parking lots and garages, neighborhood parks, sidewalks and street tree plantings. The plan can also include redevelopment incentives such as grants and loans for such things as façade improvements, sprinkler system upgrades, signs, and structural improvements. The redevelopment plan is a living document that can be updated to meet the changing needs within the Community Redevelopment Area; however, the boundaries of the area cannot be changed without starting the process from the beginning.

**COMPENSATED ABSENCES** – A liability for vested vacation and sick leave benefits that is recorded as a general long-term obligation.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT**

**(CAFR)** – The official financial report of a government. It includes the Auditor’s audit opinion as well as basic financial statements and supporting schedules necessary to demonstrate compliance with finance related legal and contractual provisions. It represents and reflects the County’s financial operations and condition to the County’s residents, its elected officials, management personnel, financial institutions, county bondholders, rating agencies, and all other parties interested in the financial affairs of the County. The CAFR is prepared in accordance with Generally Accepted Accounting Principles (GAAP) and includes financial statements audited by an independent public accounting firm. It is organized into a financial reporting pyramid, and includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, required

supplementary information, extensive introduction material and illustrative information about the County.

**COMPREHENSIVE DEVELOPMENT MASTER PLAN (CDMP)** – The State of Florida requires all municipal and county jurisdictions to develop a Comprehensive Plan for future growth and development within three years of incorporation. This plan should address virtually every aspect of County life and development and should reflect the local community's vision for future development. Some of the required elements of this plan include: Land Use; Parks and Recreation; Stormwater; Transportation; Intergovernmental Coordination; Housing, and etc.

**COMPREHENSIVE PLAN (CP)** – A plan with the purpose to develop, promote and implement plans, policies and public improvements which enhance the quality of life for St. Lucie County residents, protect natural resources and promote sound long term economic development, while recognizing the differing needs and values of each of the County's unique communities and diverse land area.

**COMPUTER AIDED DISPATCH (CAD) SYSTEM** – A computer system that supports the Emergency Operations Center (EOC) 911 response service areas as well as other areas of public safety.

**COMPUTER AIDED DESIGN AND DRAFTING (CADD) SYSTEM** – A computer system with input-tools for the purpose of streamlining drafting, documentation and design processes.

**CONSTITUTIONAL OFFICERS** – The Property Appraiser, Tax Collector, Supervisor of Elections, Sheriff and Clerk of Court are all independently elected County officials as per State Constitution.

**CONTINGENCY** – A budgetary reserve to provide for emergency or unanticipated expenditures during the fiscal year.

**CONTRACTUAL SERVICES** – Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include maintenance agreements, courier service, non-professional consulting services, and temporary help.

**COST-OF-LIVING ADJUSTMENT (COLA)** – An increase in salaries to offset the adverse effect of inflation on compensation.

**COUNTY SEAT** – The County Seat is the administrative center, or seat of government for a county. Most counties have only one county seat. However, some counties may have two county seats, which are usually located on opposite sides of the county. The county courthouse and county administration offices are usually located in the county seat, but some county functions may be conducted in other parts of the county, especially if the County is geographically large

**CREDIT RATINGS** – A credit rating is the opinion of the rating agencies regarding the general creditworthiness of the government in question. The rating is a function of risk factors to which the government is subject. A rating in of itself does not imply any form of a recommendation by the ratings agency. It is simply an objective evaluation of the government and its ability to meet the obligations of the security as well as its ability to repay the debt. The credit rating process involves a legal, quantitative, and qualitative analysis. The assigned ratings influence the cost of borrowing for the government.

**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 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.

**CURRENT ASSETS** – Cash or other assets that can reasonably be expected to be converted into cash, sold or consumed in operation within one year.

**CURRENT LIABILITIES** – Obligations due and payable within one year.

– D –

**DEBT** – Money or other property lent or borrowed and that must be repaid or returned. Debt may be outstanding for a short term (one year or less) or for a long term (one year or more).

**DEBT MILLAGE** – The portion of the millage required to pay principal and interest on voter approved bonds. This millage fluctuates annually based on the property values and debt payable.

**DEBT PROCEEDS** – Funds available from the issuance of bonds.

**DEBT RATIO** – Total debt divided by total assets. Used by finance and budgeting staff to assess fiscal health, internal controls, etc.

**DEBT SERVICE** – Payment of interest and repayment of principal to holders of a government's debt instruments (bonds and loans). Also includes payments for paying agents, registrars, and escrow agents. It is the

expense of retiring debt such as loans and bond issues.

**DEBT SERVICE RESERVE** – Monies set aside to ensure that funds will be available in the event that pledged revenues fall short of expectation.

**DEBT SERVICE FUNDS** – To account for the accumulation of resources for, and the retirement of, general long-term debt principal and interest.

**DEFICIT** – The excess of an entity's liabilities and reserved equity of a fund over its assets (deficit fund balance), or the excess of expenditures or expenses and encumbrances over revenues during and accounting period.

**DEPARTMENT** – A major unit of organization in the County which indicates overall an operation or group or related operations within a functional area.

**DEPENDENT SPECIAL DISTRICT** – A special district, whose governing body or whose budget is established by the governing body of the County or municipality to which it is dependent.

**DEPRECIATION** – 1.) Expiration in the service life of fixed assets, other than wasting assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence. 2.) The portion of the cost of a fixed asset other than a wasting asset, which is charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

**DERELICT STRUCTURE** – A residential or nonresidential building or structure, whether or not construction has been completed, that might endanger the public's health, safety or welfare and for a continuous period in excess of six months has been: vacant; boarded up; and not lawfully connected to electric service from a utility service provider or not lawfully connected to any water or sewer service from a utility service provider.

**DEVELOPMENT REVIEW COMMITTEE (DRC)** – A committee comprised of representatives from local public agencies having jurisdictional authority over development in the city limits. The development review committee serves in an advisory capacity to the planning and zoning commission and provides comments and recommendations on applications for land development and proposed amendments to the land development regulations and ordinances.

St. Lucie County's DRC committee is composed of personnel from various public agencies, including: Engineering, Public Works, Building & Code Regulation, Environmental Resources, Planning, Property Acquisitions, Utilities, St. Lucie County School Board, the Health Department, the Fire District, and the Sheriff.

**DISBURSEMENTS** – The payment of monies by the County from a bank account or cash fund.

**DISTINGUISHED BUDGET PRESENTATION AWARD PROGRAM** – A voluntary awards program administered by the Government Finance Officers Association (GFOA) to encourage governments to prepare and publish efficiently organized and easily readable budget documents and to provide peer recognition and technical assistance to the fiscal officers preparing them.

**DIVISION** – A unit of organization that is comprised of a specific operation within a

functional area. County departments may contain one or more divisions.

– E –

**EVALUATION AND APPRAISAL REPORT (EAR)** – The EAR, is a required part of the State growth management process and could be generally defined as a mechanism for determining whether the goals, objectives and policies of the County's Comprehensive Management Plan are being met, and if not, what changes are in order. State Statute requires each local government to evaluate its Comprehensive Plan. This requirement is found in Local Government Comprehensive Planning and Land Development Regulation Act, often referred to as the "Growth Management Act." The EAR is required every seven years but must be adopted according to a schedule determined by the Florida Department of Community Affairs.

**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.

**EFFECTIVENESS** – The degree to which goals, objectives and outcomes are achieved.

**EFFICIENCY** – A measurement of an organization's performance based on operational outputs as measured by a comparison of production with cost.

**ELECTRIC FRANCHISE** – Franchise Tax levied on electric utilities, such as: Florida Power and Light (FPL) and Fort Pierce Utility Authority (FPUA).

**EMERGENCY OPERATIONS CENTER (EOC)** – A central command and control facility

responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level in an emergency situation, and ensuring the continuity of operations during an emergency.

**ENCUMBRANCE** – An obligation in the form of a purchase order, contract, or other commitment, which is chargeable to an appropriation and for which a part of the appropriation is reserved. In some cases reserves are carried over into succeeding fiscal years.

**ENHANCED 911 (E911)** – Allows the citizens the ability to dial 911 in the event of an emergency. The system provides the caller's name, address, phone number, and emergency responder information that are automatically displayed on a computer screen in the Emergency Communication Center.

**ENHANCEMENT** – An improvement to a programmatic service level.

**ENTERPRISE FUND** – A fund established to account for operations financed and operated in a manner similar to private business enterprises. The governing body intends that the full cost of providing the goods or services be financed primarily through charges and fees, thus removing the expense from the tax rate. Examples of Enterprise Funds are airports, utilities, or transit systems.

**EXEMPTION** – A reduction to the assess value of property. The most common exemption is the \$25,000 homestead exemption allowed if the owner uses the property as the principal residence. There are other exemptions for disability, government owned and non-profit owned property.

**EXPENDITURES** – Decreases in net financial resources. Expenditures include current

operating expenses, which require the current or future use of net current assets, debt service and capital outlays.

**EXPENSES** – Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

– F –

**FIDUCIARY FUNDS** – A type of fund in which the government acts as a trustee or agent on behalf of another party. See TRUST AND AGENCY FUND.

**FINAL BUDGET** – Term used to describe the revenues and expenditures for the upcoming fiscal year beginning October 1<sup>st</sup> and ending September 30<sup>th</sup> as adopted by the Board of County Commissioners.

**FINANCIAL ACCOUNTING STANDARDS BOARD (FASB)** – Independent, private, non-governmental authority for the establishment of accounting principles in the United States. The authoritative accounting and financial reporting standard-setting body for business enterprises and not-for-profit organizations. The GASB and its predecessors have elected to apply a number of the FASB's standards as well as those of its predecessors, to state and local governments.

**FINANCIAL POLICY** – The County's policy in respect to taxes, spending, and debt management as these relate to the provision of County services, programs and capital investment.

**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.

**FISCAL AGENT** – A bank or other corporate fiduciary that performs the function of paying, on behalf of the governmental unit, or other debtor, interest on debt or principal of debt when due.

**FISCAL YEAR** – A 12-month period of which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County fiscal year is October 1<sup>st</sup> to September 30<sup>th</sup>.

**FIVE-YEAR CAPITAL PLAN** – A plan for capital expenditures to be incurred each year over a five-year period to meet capital needs arising from the long-term work program or other capital needs. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the resources estimated to be available to finance the projected expenditure.

**FIXED ASSETS** – Assets of a long-term character, which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

**FLEET** – The vehicle owned and operated by the County.

**FORFEITURE** – The automatic loss of property, including cash, as a penalty for breaking the law, or as compensation for losses resulting from illegal activities.

**FRANCHISE FEE** – Fees levied on a corporation in return for granting a privilege, sanctioning a monopoly, or permitting the use of public

property, usually subject to regulation. Some examples are electricity, telephone, cable television, and solid waste.

**FRINGE BENEFITS** – Employee benefits, in addition to salary, which may be paid in full or in part by the County or sponsored for employee participation at their individual expense. Some benefits, such as Social Security and Medicare (FICA), unemployment insurance, workers' compensation, and others are required by law. Other benefits, such as health, dental and life insurance are not mandated by law, but are offered to employees by the County as part of their total compensation.

**FRINGE BENEFITS** – For budgeting purposes, fringe benefits include employer payments for items such as Social Security, Medicare, retirement, group health and life insurance, dental insurance, workers compensation and unemployment.

**FULL-TIME EQUIVALENT (FTE) POSITION** – The unit of accounting for employee positions where part-time positions are converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time person working 20 hours per week is equivalent to a 0.50 FTE (20 hours multiplied by 52 weeks, then divided by 2,080 hours). Two part-time positions working 20 hours per week is equivalent to 1.00 FTE

**FUNCTIONS** – Expenditure classification according to the principal purposes for which expenditures are made. Examples are public safety, public health, public welfare, etc.

**FUND** – A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives

in accordance with special regulations, restrictions, or limitations.

**FUND ACCOUNTING** – The accounts of the County are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures, or expenses as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

**FUND BALANCE** – A term used to express the equity (assets minus liabilities and other uses) of governmental fund types and trust funds. These funds may be designated for a particular purpose. The unspent funds (the excess of fund assets over liabilities) can be included as revenue in the following year's budget.

**FUND TYPE** – Any one of seven categories into which all funds are classified in governmental accounting. The seven fund types are: general, special revenue, debt service, capital projects, enterprise, internal service, and trust and agency.

– G –

**GASB 34** – Refers to the changes in the Governmental Accounting Standards Board regulations whereby the County has taken measures to simplify accounting as the first step towards compliance. This statement has established the financial report standard for state and local governments, by stipulating the financial statements should consist of: a Management's Discussion and Analysis (MD&A), basic financial statements, notes to

the financial statements and supplementary information.

**GASB 54** – A statement that established changes to the fund balance classifications and governmental fund type definitions.

**GENERAL FUND** – The governmental accounting fund containing revenues that are not designed by law for any one specific purpose. These revenues, such as, property taxes, licenses and permits, service charges, and other general revenues, are used to provide county-wide operating services.

**GENERAL GOVERNMENT SERVICES** – Includes the costs of providing representation of the citizenry by the governing body (BOCC) 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, and Law Library), court reporting, and Information Technology.

**GENERAL LEDGER** – A record containing the accounts needed to reflect the financial position and the results of operations of a government. In a double-entry bookkeeping, the debits and credits in the general ledger are equal (for example, the debit balances equal the credit balances).

**GENERAL OBLIGATION (GO) BONDS** – When a government pledges its full faith and credit to the repayment of bonds it issues. The term is usually used to refer to bonds, which will be repaid, from taxes and other general revenue sources.

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)** – Uniform minimum standards of and guidelines for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provides a standard by which to measure financial presentations.

**GEOGRAPHIC INFORMATION SYSTEM (GIS)** – A system used to capture, manage, analyze and display all forms of geographically referenced information. Displayed information includes street, neighborhood, and planning district levels.

**GOAL** – A long or short-term desirable development that is attained by the execution of time-phased objectives and designed to carry out a strategy. It is an attainable target for an organization; a vision of the future.

**GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)** – An association of public finance professionals that was founded to support the advancement of governmental accounting, auditing and financial reporting. The GFOA has played a major role in the development and promotion of GAAP for state and local governments since its inception, and sponsors the Certificate of Achievement for Excellence in Financial Reporting Program and the Distinguished Budget Presentation Awards Program.

**GOVERNMENTAL ACCOUNTING** – The composite of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of governmental units and agencies.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)** – The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

**GOVERNMENTAL FUNDS** – Funds used to account for the acquisition, use and balances of financial resources and the related current liabilities. Does not include proprietary funds and fiduciary funds. The measurement focus is on the determination of financial position and changes in financial position, rather than on net income determination. Under current GAAP, there are four government fund types: general, special revenue, debt service and capital projects.

**GRANT** – A contribution of assets (usually cash) by a governmental unit or other organization to another. The contributions usually designated to support a specified purpose, activity or facility. Grants may be classified as either operating, capital, or both depending upon the restrictions placed on use of the grant monies by the grantor. Typically, these contributions are made to local governments from the state and federal governments.

**GROWTH MANAGEMENT ACT** – In 1975, the State of Florida adopted the Growth Management Act requiring local governments to prepare and adopt comprehensive plans.

– H –

**HEALTH & LIFE INSURANCE** – Provide for benefits for health, accidental death,

dismemberment, life insurance, and long-term disability for full-time employees.

**HOMESTEAD EXEMPTION** – A \$25,000 deduction from the total assessed value of owner occupied property. The taxable value of such a home is \$25,000 less than the assessed value.

**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.

– I –

**IMPACT FEES** – Monetary payments made by builders or developers to jurisdictions in order to defray the public costs of providing infrastructure services to the development.

**INDIRECT COST** – A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service. These are usually costs incurred by other departments in the support of operating departments. Includes support services like Budget Preparation, Accounting, or Payroll Preparation.

**INDUSTRIAL REVENUE DEVELOPMENT BONDS (IRDB)** – IRDBs are means of financing the acquisition, construction, expansion or renovation of industrial development facilities.

**INFLATION** – A rise in price levels caused by an increase in available funds beyond the proportion of available goods..

**INFRASTRUCTURE** – Facilities on which the continuance and growth of a community depend such as roads, water, sewer, public buildings, and parks.

**INTEREST** – A charge for borrowed money, generally a percentage of the amount borrowed.

**INTERFUND TRANSFERS** – Flows of assets (such as cash or goods) between funds of the governmental entity.

**INTERGOVERNMENTAL REVENUE** – Revenue collected by one government and distributed (usually through some predetermined formula) to another level of government(s). For example: funds received from federal, state and other local government sources in the form of grants, state shared revenues, entitlements, or payments in lieu of taxes.

**INTERLOCAL AGREEMENT** – A written agreement between the County and other units of government to share similar services, projects, emergency assistance, support, funding, etc., to the mutual benefit of all parties.

**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.

**INTERNAL SERVICE FUND** – A fund used to account for the financing of goods or services provided by one department to other departments on a reimbursement basis.

**INVESTMENTS** – Most commonly, securities are held for the production of revenues in the form of interest and dividends. The term does not include fixed assets used in government operations.

– K –

**KEY GOALS AND OBJECTIVES** – A concise presentation of departmental outcome and / or efficiency goals and objectives for the budgeted fiscal year.

**KEY MEASURE** – Important performance indicators of workload, efficiency or effectiveness identified by departments.

– L –

**LEASE-PURCHASE AGREEMENTS** – A method of purchasing equipment in which payments are spread over a multi-year period.

**LEGALLY ADOPTED BUDGET** – The total of the budgets of each County fund including budgeted transactions between funds.

**LEGISLATIVE PUBLIC HEARINGS** – The purpose of a legislative public hearing is to obtain public input on legislative decisions on matters of policy. Legislative public hearings are required by state law when a city or county addresses such matters as comprehensive land use plans or the annual or biennial budget. Legislative public hearings are generally less formal than

quasi-judicial public hearings. They do not involve the legal rights of specific, private parties in a contested setting, but rather affect a wider range of citizens or perhaps the entire jurisdiction.

The wisdom of legislative decisions reached as a result of such hearings is not second-guessed by the courts; if challenged, they are reviewed only to determine if they are constitutional or violate state law. For example, a court will not review whether the basic budgetary decisions made by a city council or county commission were correctly made. On the other hand, comprehensive plans in Growth Management Act (GMA) counties may be reviewed by a growth management hearings board, and maybe later by a court, for consistency with the GMA.

**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.

**LEVY** – To impose taxes, special assessments or service charges for the support of County activities.

**LIABILITIES** – Debt or other obligations arising in the past, which must be liquidated, renewed, or refunded at some future date.

**LICENSES AND PERMITS** – Revenues 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.

**LICENSES AND PERMITS** – Documents issued in order to regulate various kinds of businesses and other activity within the community. A degree of inspection may accompany the issuing of a license or permit, as in the case of building permits. In most instances, a fee is charged in conjunction with the issuance of a license or permit, generally to cover all or part of the cost of administration.

**LIFT STATION** – Part of the sanitary sewer collection system that pumps wasteflow from the gravity sewer system to the wastewater treatment plant. It can be installed above or below ground and is an integral part of the sanitary sewer system.

**LINE ITEM BUDGET** – A budget that lists each expenditure category separately, such as salaries, professional services, grounds maintenance, office supplies, uniforms, machinery & equipment, and etc. along with the dollar amount budgeted for each specific category.

**LITIGATION** – The act or process of bringing or contesting a legal action in court. It can be any lawsuit or other resort brought to the courts to determine a legal question or matter. Litigation is a contest authorized by law, in a court of justice, for the purpose of enforcing a right.

**LOCAL OPTION GAS TAX** – Revenues resulting from an additional six cents local tax on gasoline sales in St. Lucie County. These collected revenues are shared between the County, the City of Fort Pierce, and the City of Port St. Lucie.

**LONG-TERM DEBT** – Debt with maturity of more than one year after the date of issuance.

**LONG-TERM GOALS** – Identified expectations the organization has targeted to reach over a time period greater than three years.

– M –

**MANDATE** – Any responsibility, action or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive or judicial action as a direct order or that is required as a condition of aid.

**MAINTENANCE** – The act of keeping capital assets in a state of good repair. It includes preventative maintenance, normal periodic repairs, replacement of parts or structural components, and other activities needed to maintain the asset so that it continues to provide normal services and achieve its optimal life.

**MEASUREMENT FOCUS** – The accounting convention which determines (1.) which assets and liabilities are included on an entity's balance sheet; and (2.) whether its operating statement presents "financial flow" information (revenues and expenditures) or "capital maintenance" information (revenues and expenses).

**MILL, MILLAGE** – 1/1,000 of one dollar, used in computing taxes by multiplying the rate times the taxable value divided by 1,000. For example, millage rate of \$5.60 per thousand; taxable value of \$50,000 = \$50,000 divided by 1,000 = 50 multiplied by \$5.60 = \$280.00.

**MILLAGE RATE** – A rate expressed in thousands. As used with ad valorem (property) taxes, the rate expresses the amount of tax per one thousand dollars of taxable values.

**MISCELLANEOUS REVENUES** – Monies in this category are primarily interest earnings. Types of interest earnings include monies 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.

**MISSION STATEMENT** – A written description declaring the purpose of an organizational unit (department or agency) and its function (what the department or agency does).

**MODIFIED ACCRUAL BASIS** – The accrual basis of accounting adapted to the governmental fund type Spending Measurement Focus. Under it, revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred except for: (1.) Inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2.) Prepaid insurance and similar items which need not be reported; (3.) Accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes to the financial statements; (4.) Interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; and (5.) Principal and interest on long-term debt which are generally recognized when due. All governmental funds and Expendable Trust Funds are accounted for using the modified accrual basis of accounting.

**MUNICIPAL** – Refers to a village, town or city government; from the Latin “municipus” – many over the people. Used legislatively to separate counties from villages, towns and cities.

**MUNICIPAL SERVICES BENEFIT UNIT (MSBU)** – An MSBU is a special benefit district created to provide for projects and/or services to a specifically defined area of the County and financed by a special assessment to only those citizens receiving the benefits of those projects or services.

**MUNICIPAL SERVICES TAXING UNIT (MSTU)** – An MSTU is a special taxing district authorized by the State Constitution Article VII and the Florida Statutes 125.01. The MSTU is a legal and financial mechanism for providing specific services and/or improvements to a defined geographical area. An MSTU may levy ad valorem taxes without a referendum. An MSTU may also use assessments, service charges or other revenue to provide resources. The MSTU is one type of dependent special district.

– N –

**NATIONAL COUNCIL ON GOVERNMENT ACCOUNTING (NCGA)** – Established the use of fund accounting and of the accounting and reporting standards.

**NET ASSETS** – The GASB defines net assets as “the residual of all other elements presented in a statement of financial position.” Net Assets = assets + deferred outflows of resources – liabilities – deferred inflows of resources.

**NET BONDED DEBT** – Self-supporting and General Obligation debt less any sinking funds and reserves.

**NET BUDGET** – The legally adopted budget less all inter-fund transactions. Those amounts in the budget representing transfers and inter-fund reimbursements that in effect are double counted in from the perspective of the entire budget are subtracted from the legally adopted budget amount.

**NETWORK INFRASTRUCTURE** – In information technology and on the Internet, infrastructure is the physical hardware used to interconnect computers and users. Infrastructure includes the transmission media, including telephone lines, cable television lines, and satellites and antennas, and also the routers, aggregators, repeaters, and other devices that control transmission paths. Infrastructure also includes the software used to send, receive, and manage the signals that are transmitted.

**NON-DEPARTMENTAL** – Non-departmental appropriations include contributions to public agencies (non-County), debt service payments, and transfers to other funds, which are not attributable to a specific department.

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

**NON-RECURRING REVENUES** – One time or intermittent revenues received, often from short-term grants, insurance recoveries, donations, etc.

**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.

– 0 –

**OBJECTIVE** – A simply stated, readily measurable statement of aim or expected accomplishment within the fiscal year. A good statement of objectives should imply a specific standard of performance for a given program: 1.) An operational objective focuses on service delivery; 2.) A managerial objective focuses on those aspects of management that help staff achieve operational objectives, i.e., staff training, work plan development, etc.

**ONE-TIME-COST** – Non-recurring costs budgeted for one year and then removed.

**ONE-TIME-REVENUE** – Sources of revenue that are irregular or occasional

**ONGOING** – Program expenditures or sources of revenues that are continuous or recurring.

**OPERATING & MAINTENANCE (O&M) COSTS** – The day-to-day operating and maintenance costs of a department and/or a division. These costs include personnel, contractual services, utility bills, travel, communication, postage, equipment and grounds maintenance, vehicle maintenance costs, and operating supplies.

**OPERATING BUDGET** – A plan of financial operation, which encompasses an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenues). The operating budget is the primary tool by which most of the financing, acquisition, spending and service delivery activities of a government are planned and controlled.

**OPERATING EXPENSES** – Recurring expenditures for services, supplies, equipment, and payments to individuals and other agencies.

**OPERATING REVENUES** – Funds received as income to pay for ongoing operations. The revenues include items such as taxes, fees from services, interest earnings, and grant revenues. The operating revenues are used to pay for day-to-day services.

**OPERATING TRANSFERS** – Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

**ORDINANCE** – A formal legislative enactment by the governing body of a county or municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the county or municipality to which it applies. The statutes will specify or imply those legislative actions that must be by ordinance and those that may be by resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, usually require ordinances. See RESOLUTION.

**OTHER POST EMPLOYMENT BENEFITS (OPEB)** – Post-employment benefits that an employee will begin to receive at the start of retirement such as life insurance premiums, healthcare premiums and deferred-compensation arrangements. This does not include pension benefits paid to the retired employee. The County provides only healthcare insurance benefits to retirees.

**OUTSIDE AGENCIES** – Community agencies or organizations that are financial partners with whom the County contracts to provide specific services.

**OVERTIME** – Provide for compensation for any overtime throughout the year, at one and one-half times the regular salary.

– P –

**PER CAPITA** – Represents a given quantitative measure (for example, spending, inspections, ambulance trips) per unit of population.

**PERFORMANCE BUDGET** – A budget, which relates expenditures to measures of activity and performance.

**PERFORMANCE INDICATORS** – Specific quantitative and qualitative measures of work performed and outcomes achieved as an objective of specific operations, projects, or programs.

**PERFORMANCE MEASURE** – A goal-driven estimation of past, present, and future success of the delivery of a given service, program, or function. Different measures can be used to provide specific information about the program and activities undertaken by government.

**PERSONAL PROPERTY** – A category of property, other than real estate, so identified for purposes of taxation. It includes personally owned items, corporate property and business equipment. Examples include automobiles, motorcycles, trailers, boats, airplanes, business furnishings and manufacturing equipment. Goods held by manufacturers, wholesalers or retailers (inventory) are not included.

**PERSONNEL SERVICES** – Expenditures related solely to staffing, i.e., wages, salaries, overtime, taxes and employee benefits.

**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.

**PLEGGED RESERVES** – That portion of a fund’s assets that are set aside for guaranteeing payment of bonded debt.

**PRINCIPAL** – An amount of money invested, the face amount of a bond, or the balance owed on a debt, distinct from the finance charges paid to borrow.

**PRODUCTIVITY** – Maximizing the use of resources (personnel and dollars) to achieve an effective result at the least possible cost.

**PROGRAM BUDGET** – A budget organized by programs. A program used in this application is a grouping of related activities, projects and services that are similar in purpose. The expenditure focus of a program budget is related to the nature of work and services performed.

**PROGRAM PERFORMANCE BUDGET** – Combines performance measures with a program budget structure.

**PROPERTY APPRAISER** – The elected county official responsible for setting property valuations for tax purposes and for preparing the annual tax roll.

**PROPERTY TAX** – A tax levied on the assessed value of real property. Also referred to as Ad Valorem Taxes.

**PROPRIETARY FUNDS** – Funds operated like a business and charging user fees. Enterprise and Internal Service Funds fall within this classification. *Enterprise Funds* are used to report the same functions presented as

business-type activities in the government-wide financial statements. This fund is the same as the function shown in the business-type activities in the Statement of Net Assets and the Statement of Activities. *Internal Service Funds* are an accounting device used to accumulate and allocate costs internally among the functions of the County. For example, the County uses an internal service fund to account for its risk management activity. Because this operation benefits predominately governmental rather than business-type activities, the internal service fund has been included within the governmental activities in the government-wide financial statements.

**PUBLIC ASSISTANCE** – Federal, state and local programs that provide a safety net (such as housing, medical assistance, and/or money) for disadvantaged groups who lack the resources to provide basic necessities for themselves and their families.

**PUBLIC HEARING** – a noticed meeting (per statute and/or ordinance) relating to legal action by a government; usually requires that the public must be heard before action is taken.

**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.

– Q –

**QUASI-JUDICIAL PUBLIC HEARING** – Unlike legislative ones, Quasi-Judicial Public Hearings involve the legal rights of specific parties, and the decisions made as a result of such hearings must be based upon and supported by the

"record" developed at the hearing. Quasi-judicial hearings are subject to stricter procedural requirements than legislative hearings. Most quasi-judicial hearings held by local government bodies involve land use matters, including site specific rezones, preliminary plats, variances, and conditional uses.

– R –

**REAL PROPERTY** – Real estate, including land and improvements, classified for purposes of tax assessment.

**REAL PROPERTY TAX BASE** – All land, buildings and other structures attached to it that are taxable under state law.

**RECLASSIFICATION** – A change in the classification and corresponding job title of an existing position which results from a major change in assigned responsibilities.

**RECOMMENDED BUDGET** – The budget formally submitted by the County Administrator to the Board of County Commissioners for its consideration.

**RECURRING COSTS** – Costs incurred on a recurring and generally regular basis throughout a facility's economic life, typically for operation, normal maintenance, and anticipated repair or replacement of components or subsystems.

**RECURRING REVENUES** – Revenues that can be expected to be received each year unless specific action is taken to eliminate the source.

**REFERENDUM** – Presenting an issue to the voters of the County where a majority of voters decide on the issue.

**REFUNDING BOND** – A bond issued to pay off another bond to obtain better interest rates and/or bond conditions. This is allowed one time only per bond issue.

**RESERVE** – An account used either to set aside budgeted revenues that are not required for expenditures in the current budget year, or to earmark revenues for a specific future purpose.

**RESERVE FOR CONTINGENCIES** – An amount set aside, consistent with statutory authority that can subsequently be appropriated to meet unexpected needs.

**RESOLUTION** – A special or temporary order of a legislative body that requires less legal formality than an ordinance or statute.

**RESOURCES** – Total dollars available for appropriations including estimated revenues, fund transfers and beginning fund balances.

**REUSE** – Reclaimed treated wastewater effluent that is suitable and usable for direct beneficial use by the public.

**REVENUE** – All funds that the County receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

**REVENUE BONDS** – When a government issues bonds, which do not pledge the full faith and credit of the jurisdiction, it issues limited liability revenue bonds. Typically, pledges are made to dedicate one specific revenue source to repay these bonds. Revenue bonds do not require voter approval under state law.

**REVENUE ESTIMATES** – A formal estimate of how much revenue will be earned from a

specific revenue source from some future period.

**REVENUES** – 1.) Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. Under NCGA Statement 1, general long-term debt proceeds and operating transfers-in are classified as "other financing sources" rather than revenues. 2.) Increases in proprietary fund type net total assets from other than expense refunds, capital contributions, and residual equity transfers. Under NCGA Statement 1, operating transfers-in is classified separately from revenues.

**REVERSE OSMOSIS** – A method of water treatment to produce potable water.

**RISK MANAGEMENT** – An organized, economical attempt to protect a government's assets against accidental loss.

**ROLLED-BACK RATE** – The millage rate that would generate the same ad-valorem tax revenue as was generated the previous year excluding changes in taxable valuation resulting from new construction, annexation or de-annexation. If the proposed aggregate millage rate exceeds the aggregate rolled-back rate, then by law, the advertisement for the public hearings to adopt the millage must advertise a tax increase. The advertisement must also state the amount of tax that the rolled-back rate would generate, as well as the amount of revenue to be generated by the proposed tax increase.

– S –

**SALES TAX** – Tax imposed on the taxable sales of all final goods.

**SERVICE LEVEL** – Service(s) or product(s) which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

**SHARED REVENUES** – Revenues levied by one government but shared on a predetermined basis, often in proportion to the amount collected at the local level, with another government or class of governments.

**SHORT-TERM GOALS** – Identified expectations the organization has targeted to reach over a time period between one and three years.

**SPECIAL ASSESSMENTS** – Collections resulting from compulsory levies against certain properties to defray all or part of the cost of specific improvements or services presumed to be of general benefit to the public and of special benefit to the assessed property.

**SPECIAL ASSESSMENT DISTRICT (SAD)** – A compulsory levy imposed on certain properties to defray part or all of the costs of a specific improvement or service deemed to primarily benefit those properties.

**SPECIAL IMPROVEMENT SERVICE DISTRICT (SISD)** – Is a special purpose district. It occurs when property owners within a district agree to the collection of additional taxes in order to fund improvements within the district. Improvements may include infrastructure, such as street lights, etc.

**SPECIAL REVENUE FUNDS** – To account for specific sources of revenue that is legally restricted for expenditures of specific purposes.

**STATE-SHARED REVENUE** – Includes the County's portion of state sales tax revenues, state-collected communications fees and gasoline taxes.

**STATUTE** – A written law enacted by a duly organized and constituted legislative body.

**STRATEGIC PLANNING** – The continuous and systematic process that guides members of the County to make decisions about the County's future; develop the necessary procedures and operations to achieve the future goals and plans; and determine how success will be measured.

**STRATEGIC PLANS** – A practical, action-oriented guide based on an examination of internal and external factors that directs goal-setting and resource allocation to achieve meaningful results over time. The County's strategic plan establishes the future direction of and reflects the strategic or critical issues facing the whole organization.

– T –

**TAX INCREMENT FINANCING (TIF)** – A public financing method that is used as a subsidy for redevelopment, infrastructure and other community –improvement projects. TIF is a method to use future gains in taxes to subsidize current improvements, which are projected to create the conditions for said gains. The completion of a public or private project often results in an increase in the value of surrounding real estate, which generates additional tax revenue. Sales-tax revenue may also increase, and jobs may be added, although these factors and their multipliers usually do not influence the structure of TIF.

When an increase in site value and private investment generates an increase in tax revenues, it is the "tax increment." Tax increment financing dedicates tax increments within a certain defined district to finance the debt that is issued to pay for the project. TIF

was designed to channel funding toward improvements in distressed, underdeveloped, or underutilized parts of a jurisdiction where development might otherwise not occur. TIF creates funding for public or private projects by borrowing against the future increase in these property-tax revenues.

**TAX LEVY** – The total amount to be raised by general property taxes.

**TAX RATE** – The amount of tax stated in terms of a unit of the tax base; for example, 5 mills equal 5 dollars for each thousand of taxable value.

**TAX ROLL** – The certification of assessed/taxable values prepared by the Property Appraiser and presented to the taxing authority by July 1 of each year.

**TAX ROLL** – The calendar year in which ad valorem property taxes are levied to finance the ensuing fiscal year budget. For example, the tax roll for the 2000 calendar year would be used to compute the ad valorem taxes levied for the FY 2000/01 budget.

**TAXABLE VALUATION** – The value used for computing the ad-valorem taxes levied against property. The taxable value is the assessed value less any exemptions allowed by law. The most common exemption is the \$25,000 homestead exemption allowed if the owner uses the property as the principle residence. There are also exemptions for disability, government owned and non-profit owned property.

**TAXES** – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special

assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

**TAXING AUTHORITY** – When a legislative body has the legal ability to impose a tax on its citizens.

**TAX BASE** – The total taxable value of real property (land, buildings and related improvements), commercial property and personal property (cars, boats, business tangible equipment) within the County.

The total property valuation on which each taxing authority imposes its tax rates.

**TENTATIVE BUDGET** – The preliminary budget approved by the Board of County Commissions for the purpose of establishing a millage rate to be mailed to property owners prior to final adoption of a millage rate and budget.

**TRANSFER** – A budget revenue or appropriation to reflect the transfer of dollars from one County fund to another County fund. Revenue transfers reflect transfers from other funds while appropriation transfers reflect transfers to other funds.

**TRANSFERS IN/OUT** – Amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute revenues or expenditures of the governmental unit but only of the individual funds. Thus, they are budgeted and accounted for separately from other revenues and expenditures.

**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.

**TRIAL BALANCE** – The aggregate of all debit and credit balances at the end of an accounting period that (1.) shows if the general ledger is in balance (total debits equal total credits) before making closing entries; (2.) serves as a worksheet for making closing entries; and (3.) provides the basis for making draft financial statements.

**TRIM NOTICE** – "True rate in Millage," a tentative tax notice sent to all property owners in August to provide information reflecting tentatively adopted millage rates.

**TRUST AND AGENCY FUND** – Trust and Agency Funds are used to account for assets held by a governmental unit acting as a trustee or agent for individuals, organizations, other governmental units, or other funds of the same government.

**TRUST FUNDS** – A trust fund is an account for cash set-aside in a trustee capacity such as donations for certain programs.

**TRUTH IN MILLAGE (TRIM)** – A 1980 law enacted by the Florida legislature that changed the budget process for local taxing agencies. It was designed to keep the public informed about the taxing intentions of the various taxing authorities.

The Florida Truth In Millage Act serves to formalize the property tax levying process by requiring a specific method of tax rate calculation, form notice, public hearing requirements and advertisement specifications prior to the adoption of a budget tax rate.

The effect of TRIM is to inform taxpayers that their property taxes are changing (up or down), the cause (a change in the assessed value of

their property and / or an increase in the proposed spending level) and how the proposed new tax rate compares to the rate that would generate the same property tax dollars as the current year (the “rolled back” rate).

– U –

**UNENCUMBERED BALANCE** – The amount of an appropriation that is not encumbered. It is essentially the amount of funds still available for future needs.

**UNIFORM ACCOUNTING SYSTEM** – The chart of accounts prescribed by the Office of the State Comptroller designed to standardize financial information to facilitate comparison and evaluation of reports.

**UNINCORPORATED AREA** – That portion of the County that is not within the boundaries of any municipality.

**UNRESERVED FUND BALANCE** – In a governmental or expendable trust fund, the balance of net financial resources that are spendable or available for appropriation. In a non-expendable trust fund, the portion of fund balance that is not legally restricted.

**USER FEES** – These are charges for certain County services used by the public. Examples include: fees for the use of swimming pools and fees charged for summer camps, classes or facility rental.

**USES** – Total expenditures and transfers to other funds that decreases net financial resources.

– V –

**VALUATION** – The dollar value of property assigned by the County Property Appraiser.

**VISION** – A statement of an organization’s strategic plan for the future. It is an objective statement that describes an entity’s most desirable future state. An organizational vision employs the skills, knowledge, innovation and foresight of management and the workforce in order to communicate effectively the desired future state.

– W –

**WARRANT** – A voucher authorizing payment or receipt of money.

## ABBREVIATIONS / ACRONYMS

<b>ADA:</b> Americans with Disabilities Act	<b>COLA:</b> Cost of Living Adjustment
<b>AP:</b> Accounts Payable	<b>CP:</b> Comprehensive Plan
<b>A/R:</b> Accounts Receivable	<b>CPI:</b> Consumer Price Index
<b>BMP:</b> Best Management Practice	<b>CPSL:</b> City of Port St. Lucie
<b>BOCC:</b> Board of County Commissioners	<b>CRA:</b> Community Redevelopment Agency, or Community Redevelopment Areas
<b>CAD:</b> Computer Aided Dispatch System	<b>CRP:</b> Community Redevelopment Plan
<b>CADD:</b> Computer Aided Design and Drafting	<b>CY:</b> Calendar Year
<b>CAFR:</b> Comprehensive Annual Financial Report	<b>DCA:</b> Department of Community Affairs
<b>CBC:</b> Citizens Budget Committee	<b>DEP:</b> Department of Environmental Protection
<b>CCE:</b> Community Care for the Elderly	<b>DJJ:</b> Department of Juvenile Justice
<b>CDBG:</b> Community Development Block Grant	<b>DOR:</b> Department of Revenue
<b>CDMP:</b> Comprehensive Development Master Plan	<b>DR 420/422:</b> Department of Revenue forms certifying taxable assessed value
<b>CERT:</b> Community Emergency Response Team	<b>DRC:</b> Development Review Committee
<b>CEU:</b> Continuing Education Unit	<b>EAR:</b> Evaluation and Appraisal Report
<b>CFP:</b> City of Fort Pierce	<b>ED:</b> Erosion District
<b>CGFO:</b> Certified Government Finance Officer	<b>EDC:</b> Economic Development Council
<b>CIP:</b> Capital Improvement Program, or Construction in Progress	<b>EM:</b> Emergency Management
<b>CO:</b> Change Order	<b>EOC:</b> Emergency Operations Center
<b>COA:</b> Council On Aging	<b>EQ:</b> Equipment
<b>COBRA:</b> Consolidated Omnibus Budget Reconciliation Act	<b>ERD:</b> Environmental Resources Department
<b>COC:</b> Clerk of Court	<b>EXP:</b> Expenditures
	<b>F &amp; F:</b> Fines and Forfeitures
	<b>FAA:</b> Federal Aviation Administration

**FASB:** Financial Accounting Standards Board

**FCT:** Florida Community Trust Fund

**FDEP:** Florida Department of Environmental Protection

**FDOT:** Florida Department of Transportation

**FGFOA:** Florida Government Financial Officers Association

**FEMA:** Federal Emergency Management Agency

**FFA:** Future Farmers of America

**FICA:** Federal Insurance Contributions Act (Medicare and Social Security taxes)

**FIND:** Florida Inland Navigation District

**FLMP:** Florida Land Management Program

**FMLA:** Family Medical Leave Act

**FP&L:** Florida Power & Light

**FP:** Fort Pierce

**FPUA:** Fort Pierce Utility Authority

**FRDAP:** Florida Recreational Development Assistance Program

**FS:** Florida Statute

**FTED:** Florida Seaport and Economic Development

**FT:** Full Time

**FTE:** Full-time Equivalent position

**FY:** Fiscal Year

**GAAP:** Generally Accepted Accounting Principles

**GASB:** Governmental Accounting Standards Board

**GFOA:** Government Finance Officers Association

**GIS:** Geographic Information System

**GL:** General Ledger

**GMA:** Growth Management Act

**GOB:** General Obligation Bond

**GPS:** Global Positioning System

**H&CS:** Housing & Community Services

**HBOI:** Harbor Branch Oceanographic Institute

**HCRA:** Health Care Responsibilities Act

**HIPAA:** Health Insurance Portability and Accountability Act

**HMO:** Health Maintenance Organization

**HR:** Human Resources

**HRS:** Health and Rehabilitative Services

**HUD:** Housing and Urban Development

**HVAC:** Heating, Ventilation and Air Conditioning

**ICMA:** International City/County Management Association

**IRSC:** Indian River State College (formally IRCC - Indian River Community College)

**IT:** Information Technology

**IRDB:** Industrial Revenue Development Bonds

**JAC:** Juvenile Assessment Center

**JPA:** Joint Participation Agreement

**LAN:** Local Area Network

**LDR:** Land Development Regulation

**LETF:** Law Enforcement Trust Fund

**LOC:** Letter of Credit, or Line of Credit

**LOGT:** Local Option Gas Tax

**MC&CMS:** Mosquito Control & Coastal Management Services

**MHz:** Megahertz

**MOU:** Memo of Understanding

**MPO:** Metropolitan Planning Organization

**MSBU:** Municipal Service Benefit Unit

**MSTU:** Municipal Service Taxing Unit

**OAA:** Older Americans Act

**OMB:** Office of Management & Budget

**OPEB:** Other Post Employment Benefits

**OSHA:** Occupational Safety and Health Administration

**NACO:** National Association of Counties

**NPDES:** National Pollutant Discharge Elimination System

**NRCS:** National Resource Conservation Service

**NSF:** Non-Sufficient Funds

**P&DS:** Planning & Development Services

**P&SF:** Parks & Special Facilities

**PA:** Property Appraiser

**PC:** Personal Computer

**PCARD:** Purchase Card

**PO:** Purchase Order

**PR&F:** Parks, Recreation & Facilities

**PPO:** Preferred Provider Organization

**PS&C:** Public Safety & Communications

**PSL:** Port St. Lucie

**PT:** Part-time

**PUD:** Planned Unit Development

**PW:** Public Works

**R&B:** Road and Bridge

**R&E Park:** Research & Education Park

**R&R:** Renewal and Replacement

**RAD:** Radiological

**REP:** Radiological Emergency Preparedness

**REV:** Revenues

**RFB:** Request for Bid

**RFI:** Request for Information

**RFP:** Request for Proposal

**RFQ:** Request for Quote

**ROW:** Right-of-Way

**RP&S:** Regional Parks & Stadiums

**SAD:** Special Assessment District

**SIDI:** Special Improvement Service District

**SFWMD:** South Florida Water Management District

**SHIP:** State Housing Initiative Partnership

**SJPA:** Supplemental Joint Participation Agreement

**SLC:** St. Lucie County  
**SLCTV:** St. Lucie County Television  
**SLW:** St. Lucie West  
**SO:** Sheriff's Office  
**SOE:** Supervisor of Elections  
**SRO:** School Resource Officer  
**SISD:** Special Interest Service District  
**STOP:** Satellite Tracking Of People  
**T&V:** Tourism & Venues  
**TC:** Tax Collector  
**TCCLG:** Treasure Coast Council of Local Governments  
**TCERDA:** Treasure Coast Education, Research and Development Authority  
**TCRPC:** Treasure Coast Regional Planning Council  
**TCREP:** Treasure Coast Research and Education Park  
**TDC:** Tourist Development Council  
**TIC:** True Interest Cost  
**TPL:** Trust for Public Land  
**TPO:** Transportation Planning Organization  
**TRIM:** Truth in Millage  
**W&S:** Water & Sewer  
**WAN:** Wide Area Network  
**WTP:** Water Treatment Plant  
**WW:** Wastewater

**WWTP:** Wastewater Treatment Plant  
**VA:** Veterans Administration  
**VAB:** Value Adjustment Board  
**VoIP:** Voice over Internet Protocol telephone system  
**VSO:** Veterans Services Officer  
**YTD:** Year To Date



**ST. LUCIE  
COUNTY**  
FLORIDA



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