

A large, stylized graphic in the background features a yellow sun with pointed rays on the left, and two large green leaves on the right. A white curved line separates the sun from the leaves. Below the leaves is a teal wavy shape.

Budget Workshop 2019/20 – 2020/21

May 14, 2019



CHARLOTTE COUNTY
FLORIDA

Agenda

- BCC Focus Areas
- Financial trends for Infrastructure
- Infrastructure goals
 - Funding and completion of Capital Needs Assessment through 2024
 - Define and maintain balance between capital and operating budgets

VISION

MISSION

VALUES

STRATEGIC FOCUS AREAS

Public Services

Economic & Community
Development

Infrastructure

Efficient & Effective
Government

Bold Goals

Strategic Initiatives

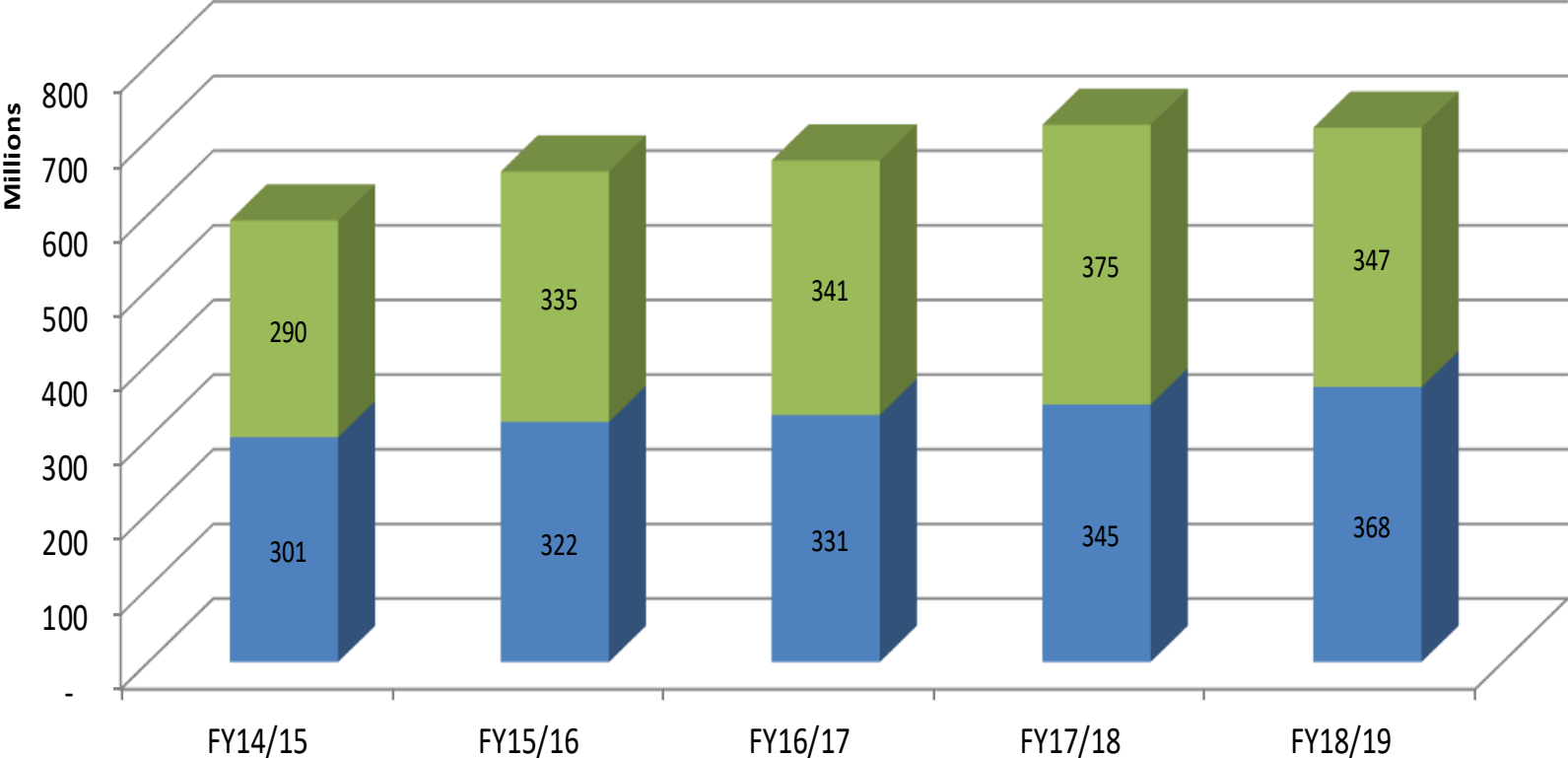
Results/Measures

BCC Focus Areas

- Transition from nine to four focus areas
- Performance-Based Budget summaries
- Alignment of dept. budgets for comparison and trends
- Use of Florida Uniform Chart of Accounts for comparison
- Infrastructure vs Capital

Net Budget

Capital vs Operating



■ Operating ■ Capital



Infrastructure

To build and maintain countywide infrastructure that meets our evolving needs and enhances our community appearance, improves public safety and protects our natural resources.

Infrastructure – What is it?

Public Works

Miles of road	2,141
Miles of street markings	800
County street lights	2,634
Traffic signals	114
Traffic/street signs	85,000
Miles of storm drainage	764
Bridges	147
Miles of canal	113

Infrastructure – What is it?

Utilities

Miles of sewer lines	968
Miles of water lines	1,333
Lift stations	310

Facilities

Miles of fiber optic cable	142
Number of buildings	157
Square feet of space	2,007,000

Infrastructure – What is it?

Community Services

Number of parks	64
Number of sports fields	52
Acres of preserved land	4,194
Acres of parks	977
Piers, decks & boardwalks (sq. ft.)	103,195

Financial Trends

Infrastructure

Community Services

Parks & ballfield maintenance

Facilities

Building maintenance

Project management

Public Safety

Radio

Public Works

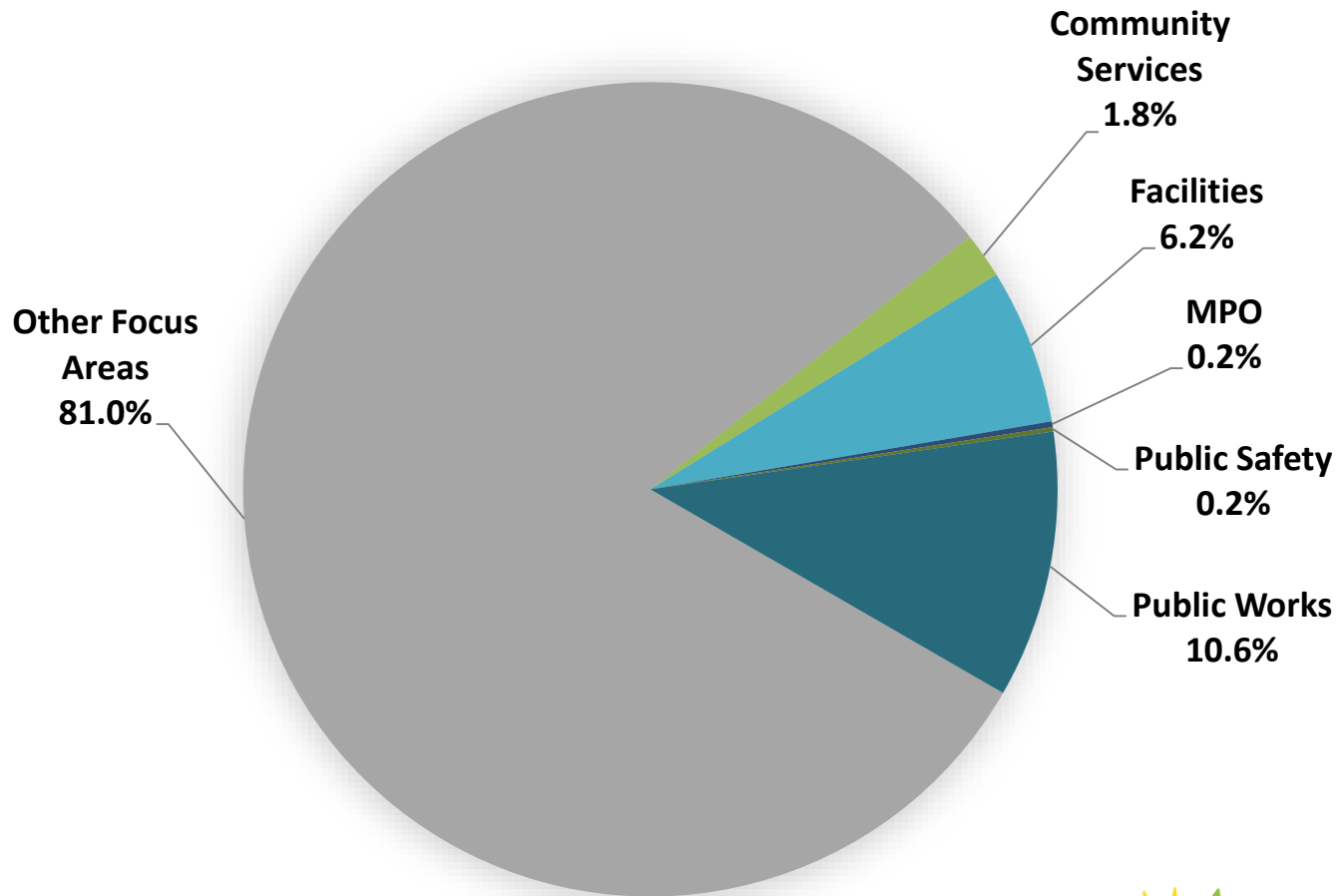
Engineering

Road maintenance

MPO

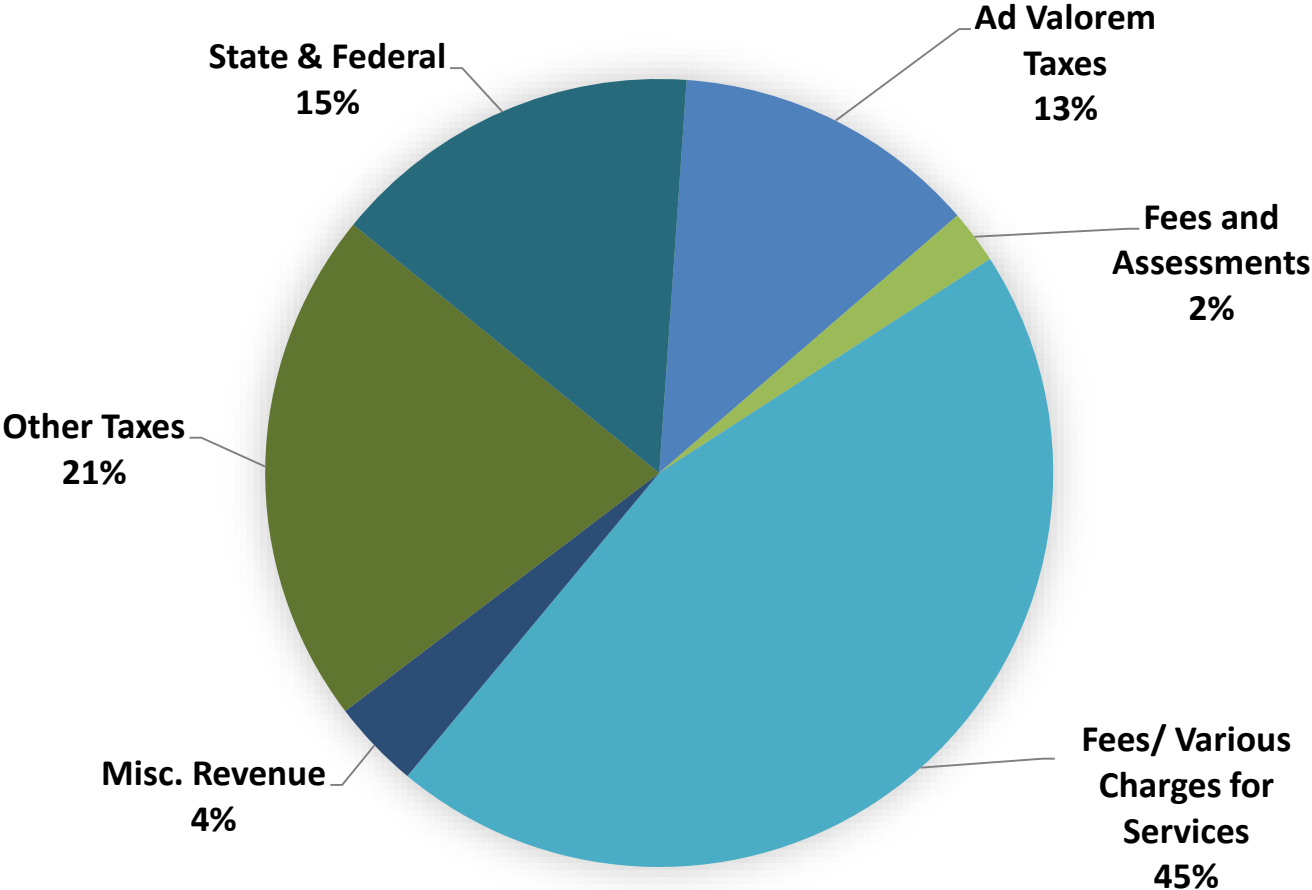
Where does the money go?

Infrastructure Proportional to All Expenditures



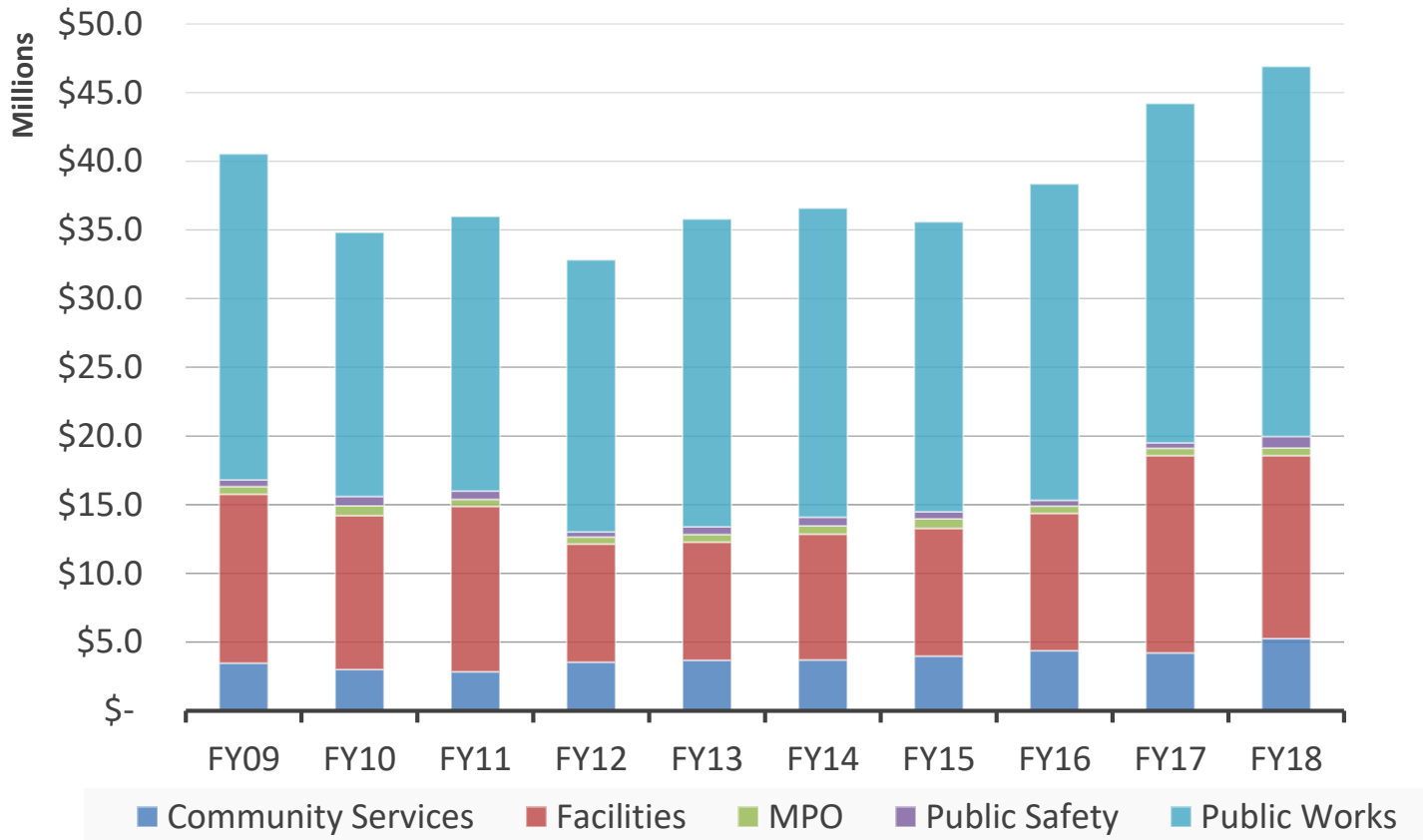
Where does the money come from?

Infrastructure Revenue Sources



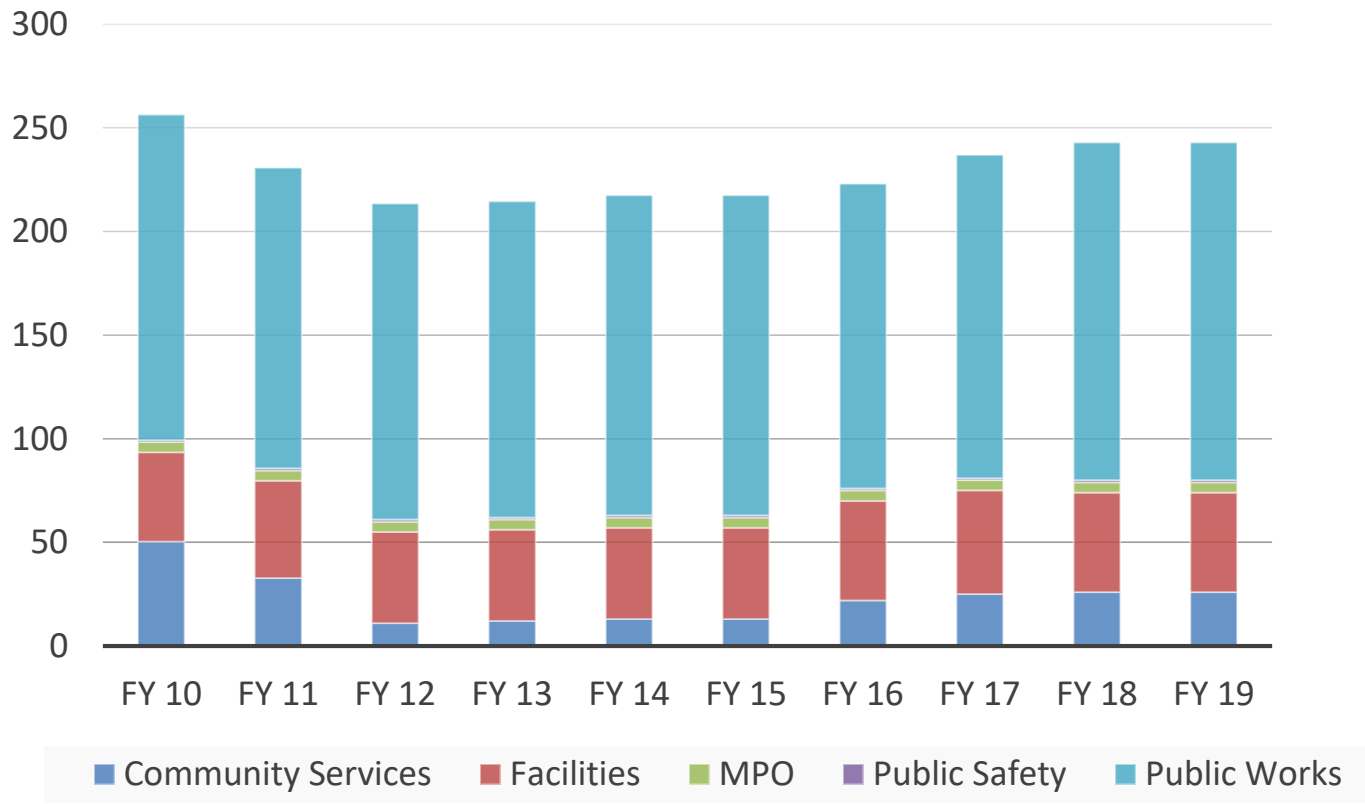
Historical Trend

Total Expenditures by Department



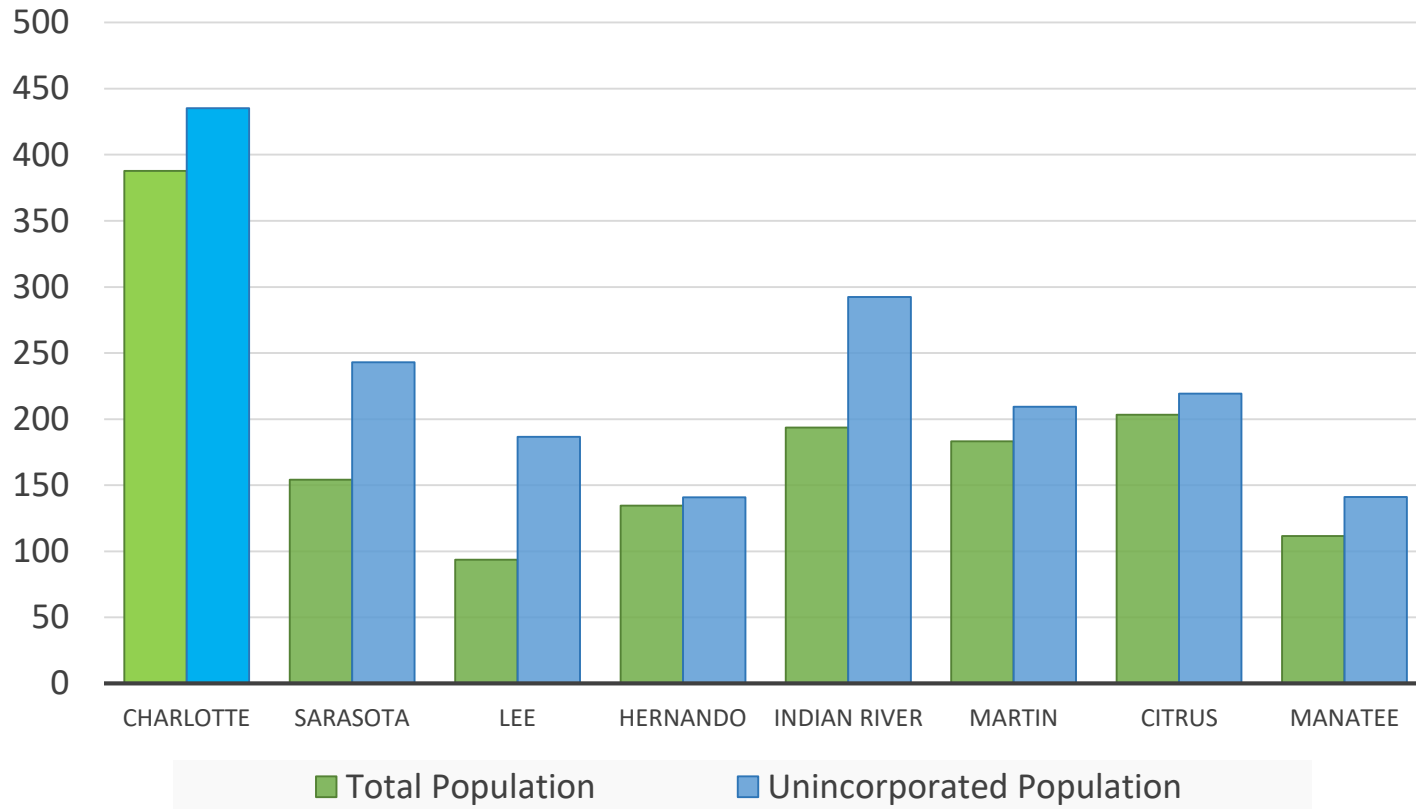
Historical Trend

Total FTE by Department



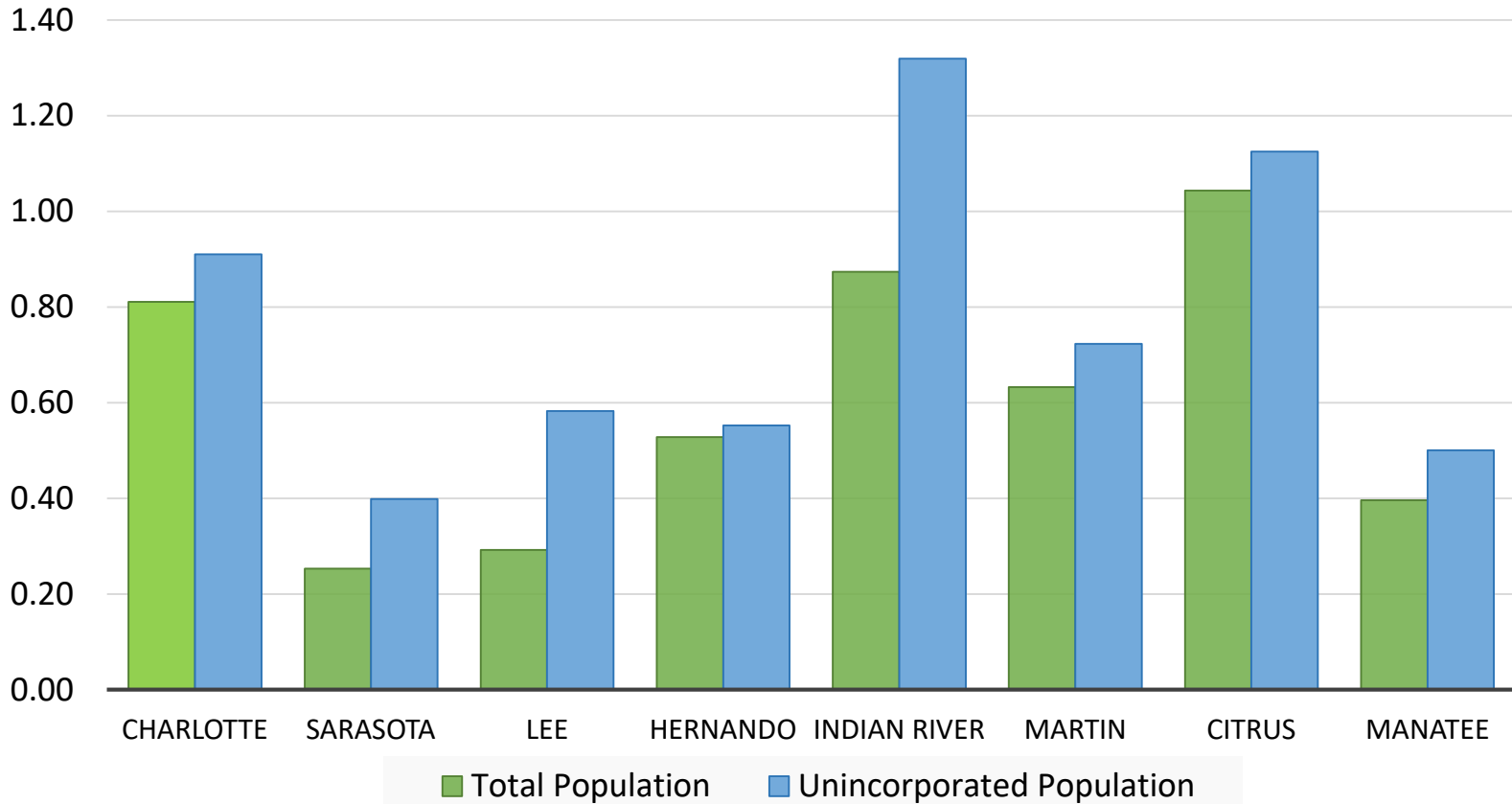
Comparable Counties

\$ Spent Per Capita on Transportation



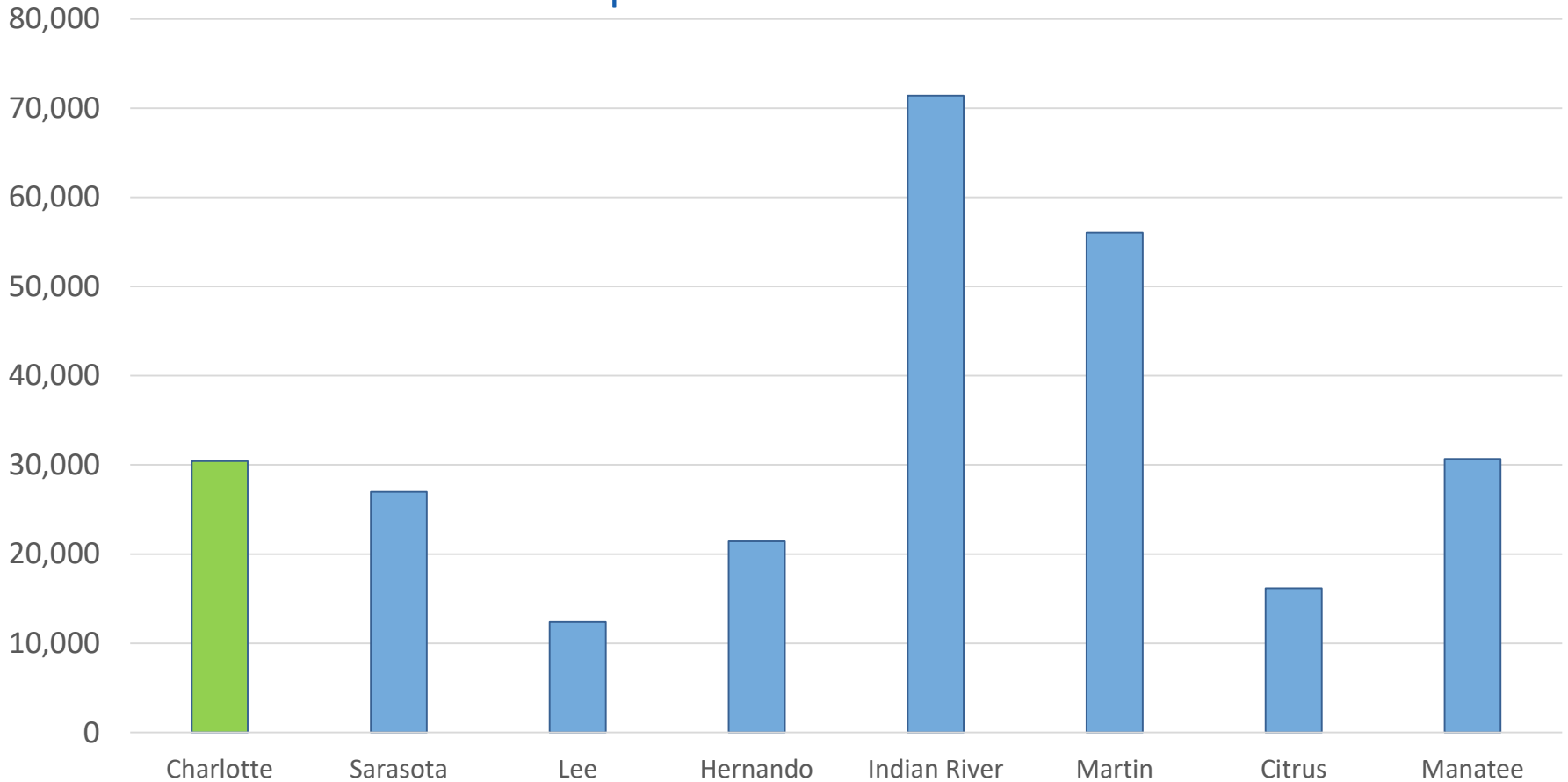
Comparable Counties

FTE Per Thousand for Transportation



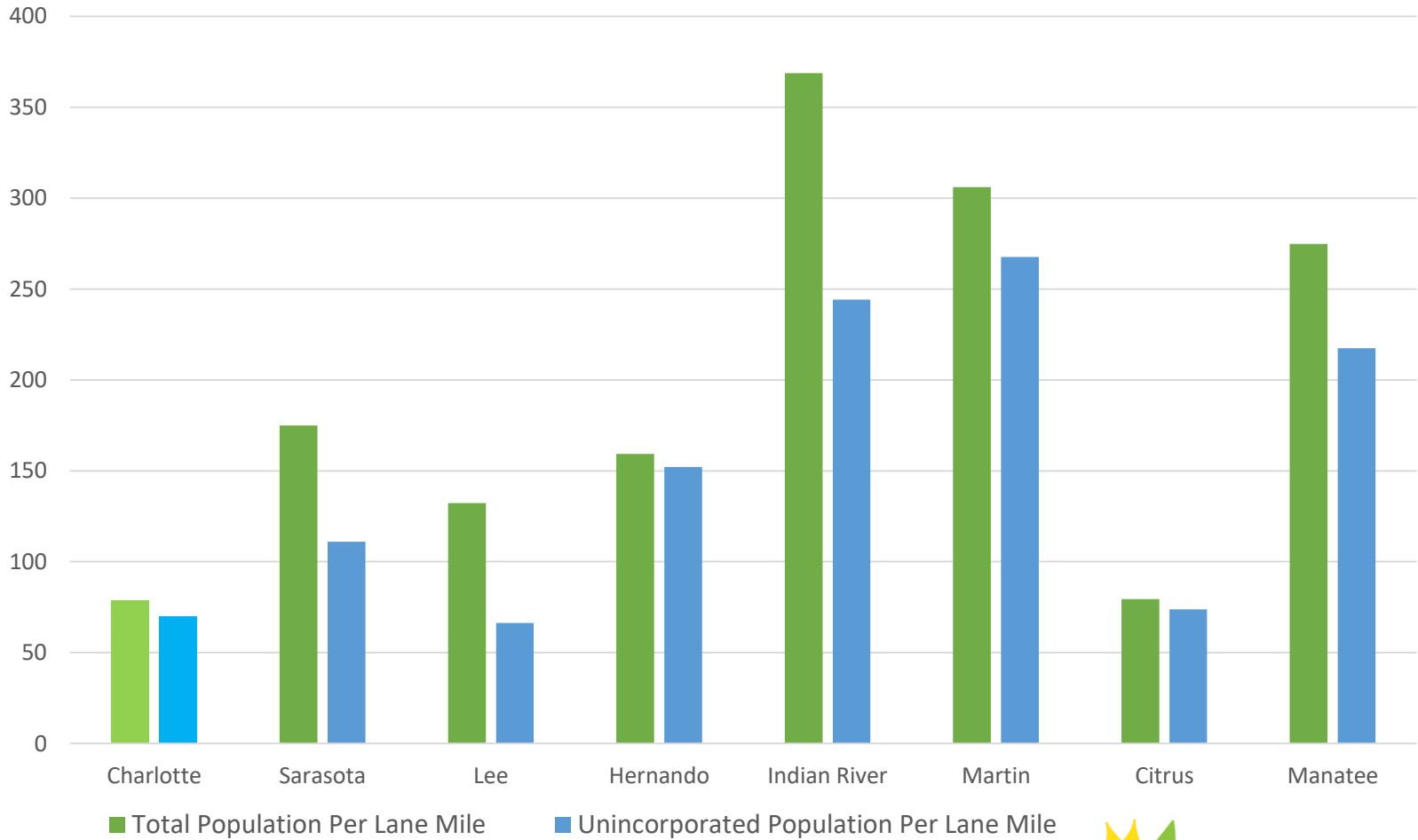
Comparable Counties

Expenditures Per Mile



Comparable Counties

Population Per Mile



Infrastructure Goals

- Funding and completion of Capital Needs Assessment through 2024.
- Define and maintain balance between capital and operating budgets.

FUNDING AND COMPLETION OF CAPITAL NEEDS ASSESSMENT THROUGH 2024

Funding Capital Needs Assessment

- Sources of revenue
 - 5-year history
 - 5-year projected
- Review of 20-year CNA
- 5-year and 10-year cashflow by category

Capital Funding Revenues

- Gas Tax – Restricted to transportation
- Impact Fees - Restricted by category
- Growth Incremental Fund
- Capital Projects Millage
- Sheriff Excess Funds
- Sales Tax
- Public Service Tax – Not currently charged

Gas Tax Revenue for Road Maintenance

	FY14 Collections	FY15 Collections	FY16 Collections	FY17 Collections	FY18 Collections
Local Option 6 cents	5,111,489	5,019,060	5,109,150	5,148,330	5,279,415
Constitutional 2 cents	2,076,236	2,149,027	2,223,253	2,268,791	2,303,614
County 1 cent	967,206	948,746	983,922	1,001,287	1,013,536
Ninth Cent 1 cent	205,279	201,642	204,714	206,859	211,866
Misc receipts (off rd rebate)	71,146	68,837	71,138	77,612	83,097
Total Maint Collections	8,431,356	8,387,312	8,592,177	8,702,879	8,891,528

Revenues for Capital Road Improvements

	FY14 Collections	FY15 Collections	FY16 Collections	FY17 Collections	FY18 Collections
Impact Fees	970,826	1,492,894	1,866,228	2,543,539	3,068,696
5 Cents Local Option Gas Tax	3,835,189	3,747,066	3,800,607	3,841,764	3,854,592
Ninth Cent - Motor Fuel	821,116	806,567	818,658	827,635	846,463
Total Capital Collections	5,627,131	6,046,527	6,485,493	7,212,938	7,769,751

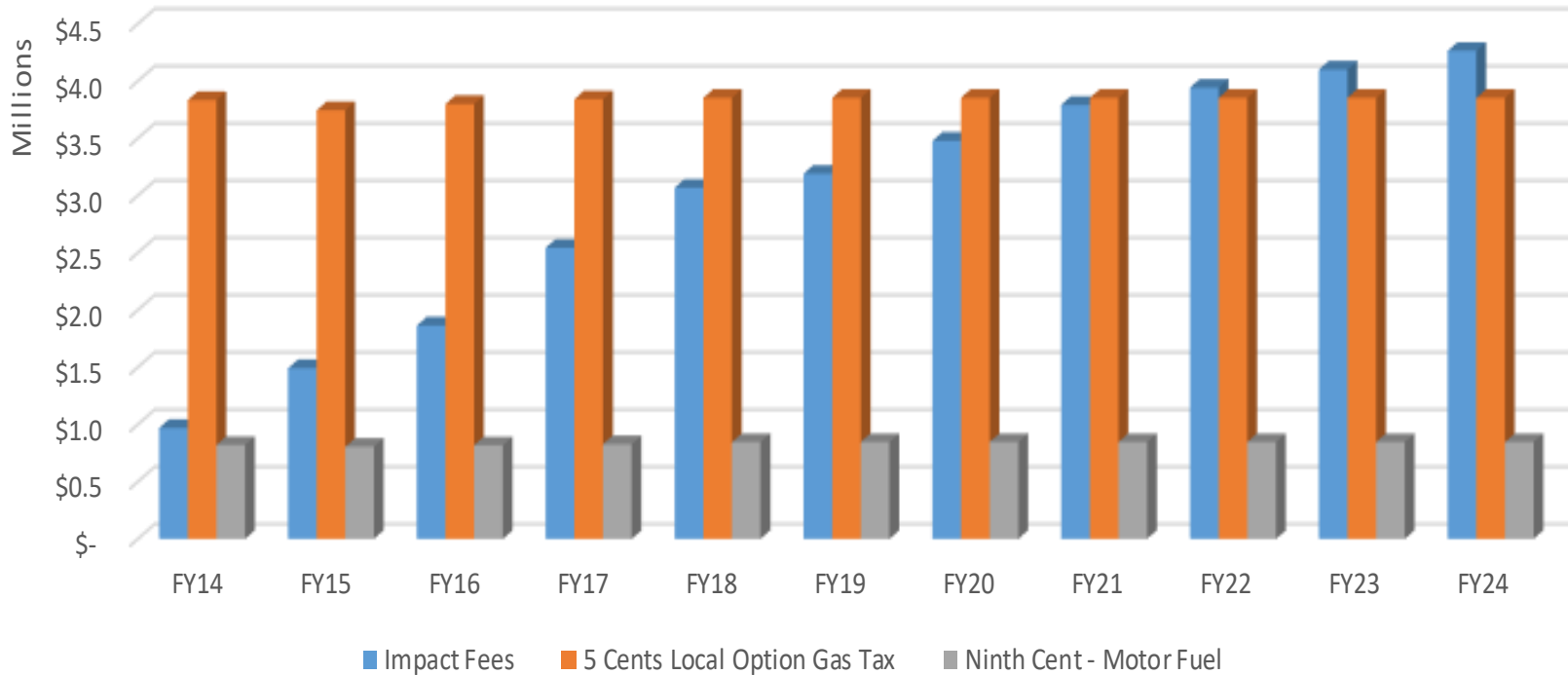
Revenues for Capital Road Improvements

	FY19 Projected	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Impact Fees	3,314,191	3,579,327	3,686,707	3,797,308	3,911,227	4,028,564
5 Cents Local Option Gas Tax	3,854,592	3,854,592	3,854,592	3,854,592	3,854,592	3,854,592
Ninth Cent - Motor Fuel	846,463	846,463	846,463	846,463	846,463	846,463
Total Capital Collections	8,015,246	8,280,382	8,387,762	8,498,363	8,612,282	8,729,619

Transportation Impact Fees

	2017	2018
West County	994,289	1,063,085
Mid County	547,998	921,164
South County	437,455	379,741
23% (Interdistrict)	563,798	704,706
Total	2,543,539	3,068,696

Revenues for Capital Road Improvements



FY14 – FY18 Actuals
 FY19 – FY24 Projected

Capital Project Funding

Growth Incremental Funding

2017	\$1,058,025
2018	\$2,515,874
2019	\$2,214,383
Total	<hr/> \$5,788,282

Capital Project Millage

- One of the countywide ad valorem funds
- Millage rate = 1.2654
- FY20 projected revenue = \$20,780,860
- FY21 projected revenue = \$21,819,903

Capital Projects Millage

General Government

	2017 Actual	2018 Actual	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Ad Valorem Revenue	17,721,062	18,601,850	19,791,295	20,780,860	21,819,903	22,910,898	24,056,443	25,259,265
Debt Service (MV & GPC)	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000	4,500,000	4,500,000
Technology	-	-	837,500	960,000	940,000	870,000	870,000	870,000
Equipment	-	-	-	1,812,000	1,420,000	1,210,000	1,600,000	1,200,000
Capital Maintenance - Facilities	4,492,970	5,029,215	5,028,805	6,973,000	5,771,926	4,821,529	4,585,650	4,789,679
Capital Maintenance - Parks	-	4,605,000	4,013,000	4,481,000	4,367,000	4,388,000	4,314,500	4,403,300
Total Maintenance	9,992,970	15,134,215	15,379,305	19,726,000	17,998,926	16,789,529	15,870,150	15,762,979
CIP Funding	7,728,092	3,467,635	4,411,990	1,054,860	3,820,977	6,121,369	8,186,293	9,496,286

* Assumes 3% inflation and 5% Ad Valorem growth.

Excess Funds Returned by Sheriff

2015	\$1,699,542
2016	\$2,573,560
2017	\$1,776,389
2018	\$2,678,273
Total	<hr/> \$8,727,764

Impact Fees

	2015	2016	2017	2018	2019*
Transportation	1,492,894	1,866,228	2,543,539	3,068,696	3,191,444
Public Buildings	9,174	141,201	345,257	318,273	331,004
Library	1,351	27,032	58,270	57,960	60,278
Fire/EMS	163	91,976	211,050	192,934	200,652
Sheriff	1,646	91,391	247,047	230,787	240,018
Parks	5,288	145,816	278,158	277,265	288,356
Total	1,510,516	2,363,644	3,683,321	4,145,914	4,311,751

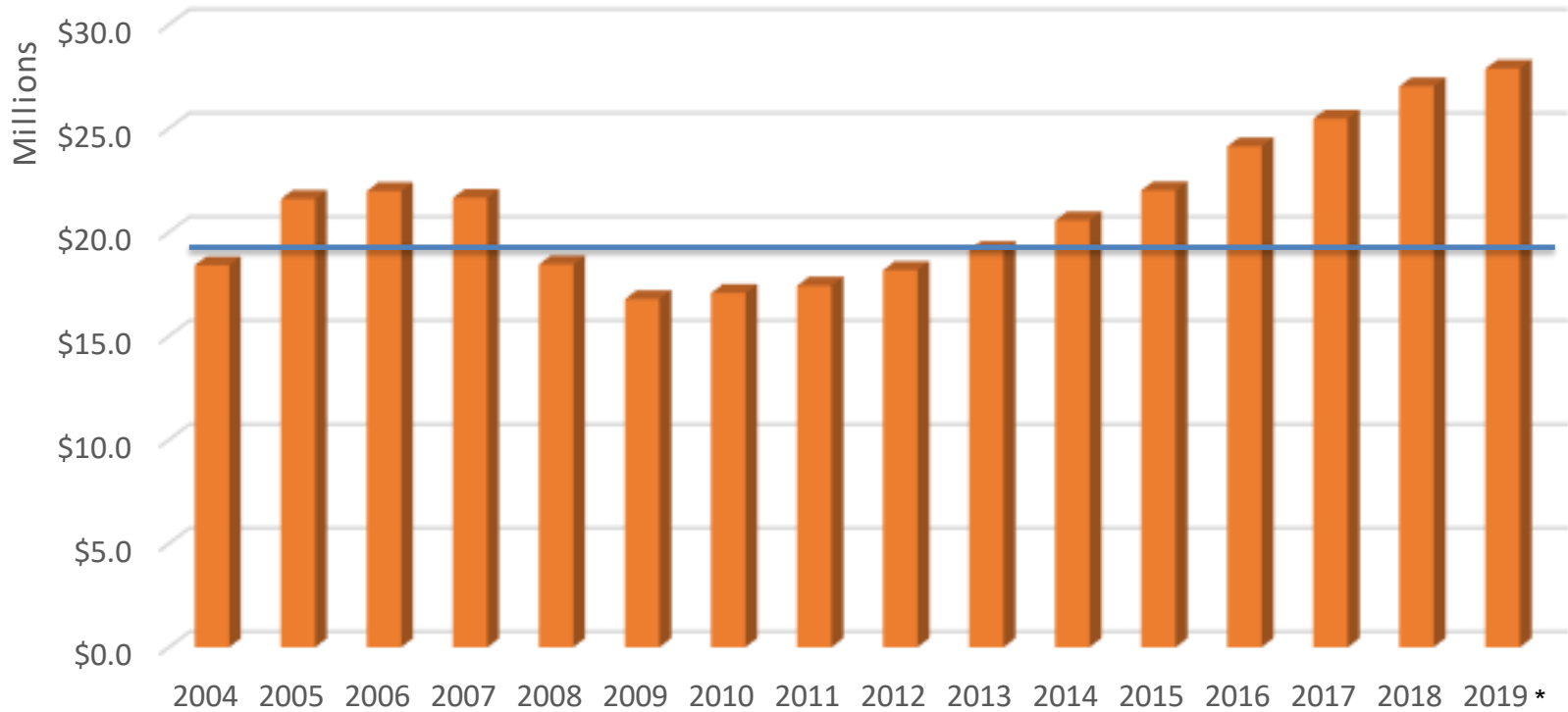
* Projected

Impact Fees

Projected

	2020	2021	2022	2023	2024
Transportation	3,478,674	3,791,754	3,943,424	4,101,161	4,265,208
Public Buildings	360,794	393,266	408,996	425,356	442,370
Library	65,703	71,617	74,481	77,461	80,559
Fire/EMS	218,710	238,394	247,930	257,847	268,161
Sheriff	261,620	285,165	296,572	308,435	320,772
Parks	314,308	342,595	356,299	370,551	385,373
Total	4,699,809	5,122,791	5,327,703	5,540,811	5,762,444

Local Sales Tax



* Projected

Public Service Tax

(Not currently collected)

- By ordinance can be levied on:
 - Electricity
 - Natural or LP gas
 - Water service
- Currently charged within Punta Gorda
- Maximum charge of 10% of sales
- Each 1% would generate approximately \$2 million.

Capital Needs Assessment

Capital Projects Cashflow

5- & 10-Year



CHARLOTTE COUNTY
FLORIDA

Transportation

(Thousands)

	Prior	2020	2021	2022	2023	2024	5-Year Total	10-Year Total
Projected expenditures	63,033	14,274	13,100	4,356	11,256	4,356	110,375	238,825
Projected Revenue								
Gas tax	14,072	4,701	4,701	4,701	4,701	4,701	37,577	61,082
Impact fees	8,804	3,479	3,792	3,943	4,101	4,265	28,384	52,410
Grants	1,227	4,000	-	-	6,900	-	12,127	12,127
Sales tax	-	-	-	-	-	-	-	-
Total projected revenues	24,102	12,180	8,493	8,644	15,702	8,966	78,088	125,619
Variance	(38,931)	(2,094)	(4,607)	4,289	4,446	4,610	(32,287)	(113,206)

Sheriff

(Thousands)

	Prior	2020	2021	2022	2023	2024	5-Year Total	10-Year Total
Projected expenditures	18,612	-	6,643	11,000	2,000	12,500	50,755	72,255
Projected Revenue								
Infrastructure Fund	10,910	2,182	2,182	2,182	2,182	2,182	21,819	32,729
Impact fees	811	262	285	297	308	321	2,283	4,090
Sales tax	-	-	-	-	-	-	-	-
Total projected revenues	11,721	2,444	2,467	2,479	2,490	2,503	24,103	36,819
Variance	(6,891)	2,444	(4,176)	(8,521)	490	(9,997)	(26,652)	(35,436)

General Government

(Thousands)

	Prior	2020	2021	2022	2023	2024	5-Year Total	10-Year Total
Projected Expenditures								
General Government	4,095	7,228	1,965	713	962	-	14,963	14,963
Facilities	24,320	4,700	18,000	-	16,000	14,750	77,770	150,850
Community Services	3,402	14,751	2,315	9,500	22,700	7,200	59,868	106,734
Public Safety	14,900	1,655	750	8,000	-	2,750	28,055	37,555
Total Projected Expenditures	46,717	28,334	23,030	18,213	39,662	24,700	180,656	310,102
Projected Revenue								
Ad Valorem Available	15,608	1,055	3,821	6,121	8,186	9,496	44,288	67,793
Growth Incremental	5,788	-	-	-	-	-	5,788	5,788
Impact Fees	3,500	960	1,046	1,088	1,131	1,176	8,901	28,173
Departmental	-	-	18,000	-	-	-	18,000	34,000
Sales Tax	-	-	-	-	-	-	-	-
Total Projected Revenues	24,896	2,014	4,867	7,209	9,318	10,673	58,976	101,755
Variance	(21,821)	(26,320)	(18,163)	(11,004)	(30,344)	(14,027)	(121,680)	(208,347)



Summary

(Thousands)

	5-Year Total	10-Year Total
Transportation	(32,287)	(113,206)
Capital Projects	(121,680)	(208,347)
Sheriff	(26,652)	(35,436)
Total Funding Gap	(180,619)	(356,989)
Annual	(36,124)	(35,699)

Next Steps

- Board review of potential sales tax projects and selection of sales tax committee members at June 18 workshop
- Start of committee meetings – June 2019
- Committee ranking of projects – March 2020
- Board approval of project list – April 2020

DEFINE AND MAINTAIN BALANCE BETWEEN CAPITAL AND OPERATING BUDGETS

Balancing Capital & Operations

- Updated 5-year projection
- Variables/constraints
- Options

General Fund - Five Year Financial Plan

Revenue/Expenditures (Thousands)

	Actual FY15/16	Actual FY16/17	Actual FY17/18	Budget FY18/19	Projected Budget FY19/20	Projected Budget FY20/21	Projected Budget FY21/22	Projected Budget FY22/23
Operating Revenues								
Ad Valorem Taxes	26,351	28,182	30,572	34,091	36,800	38,600	40,530	42,557
State Shared Revenues	17,940	19,145	20,280	20,708	21,843	22,500	23,175	23,870
Franchise Fees - FPL	8,948	9,212	9,447	9,000	9,600	10,000	10,100	10,201
Charges for Services	9,989	9,451	10,348	10,165	10,944	11,388	11,502	11,617
Other Revenues & Fees	3,788	5,402	5,696	3,590	3,834	3,893	3,932	3,971
Less 5%-FS 129.01(2)(B)				-3,814	-4,088	-4,256	-4,462	-4,611
Internal Charges	15,632	14,250	17,686	17,256	18,747	20,058	20,058	20,058
Transfers In	10,301	8,214	7,632	7,745	7,447	7,447	7,820	8,211
Total Revenues	92,949	93,856	101,662	98,741	105,127	109,630	112,654	115,873
Expenditures								
Personal Services-Excluding Health	29,396	30,864	32,128	35,380	38,378	39,172	40,739	42,369
FRS Rates	3,180	3,518	3,808	3,871	4,264	4,381	4,512	4,648
Health & Life Insurance Costs	6,343	6,706	7,328	9,002	9,519	9,978	10,477	11,001
Operating Expenses	26,297	27,084	28,752	29,331	30,525	31,469	31,784	32,102
Capital Outlay	1,183	3,548	1,644	1,276	2,183	1,011	1,011	1,011
Grants & Aid	2,615	2,830	2,860	3,632	3,705	3,705	3,816	3,931
Constitutional Offices	13,545	13,800	14,171	14,794	14,794	14,794	15,238	15,695
Transfers	12,552	8,426	13,349	8,282	9,368	9,577	9,864	10,160
Total Expenditures	95,110	96,776	104,041	105,568	112,735	114,088	117,443	120,917
Use of Reserves	2,161	2,921	2,380	6,827	7,608	4,458	4,788	5,043

Variables / Unknowns

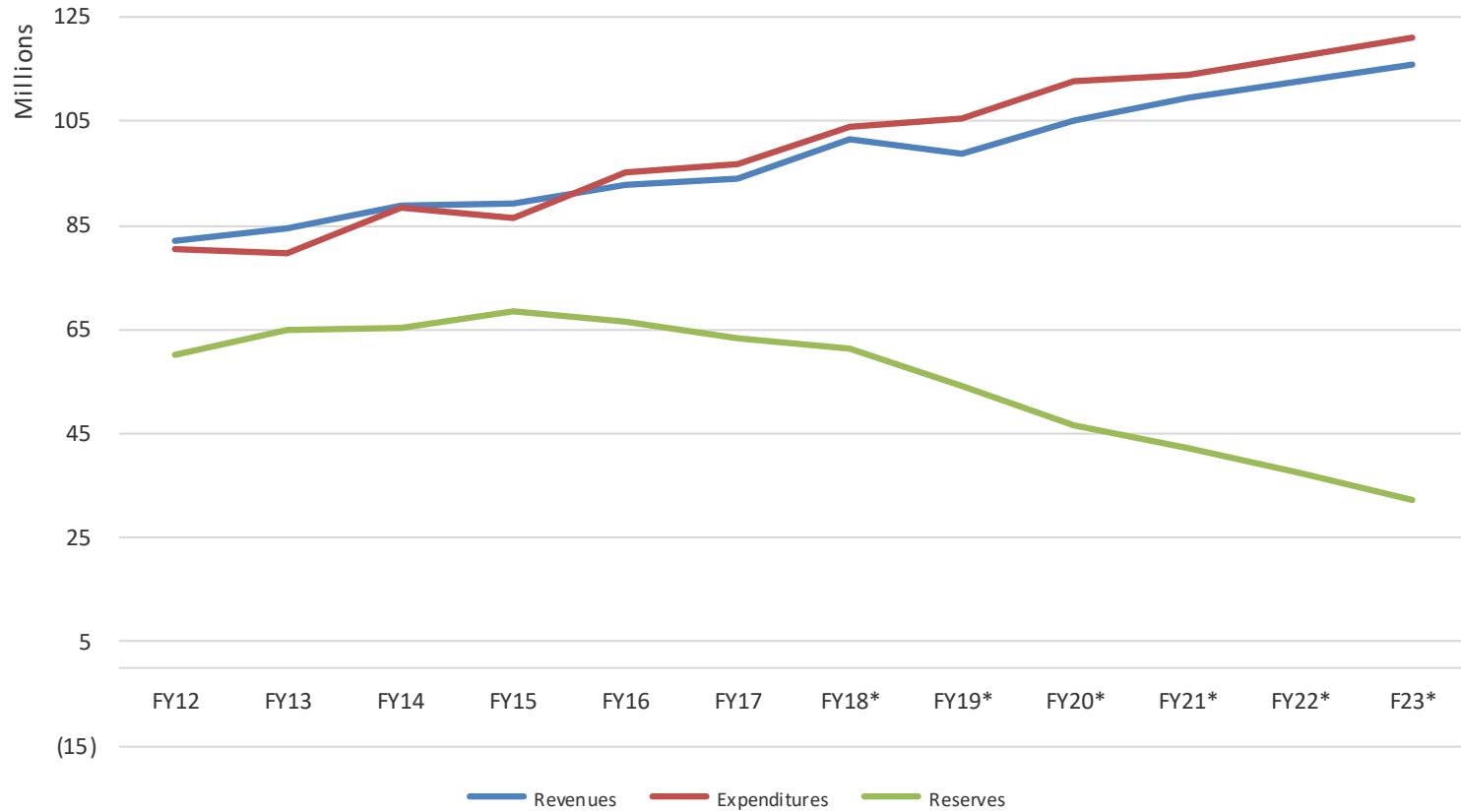
	Projected Budget FY19/20	Projected Budget FY20/21	Projected Budget FY21/22
Ad Valorem	8.00%	5.00%	5.00%
Sales tax projects operating costs	2,226,505	2,417,498	2,417,498
Fire MSBU subsidy (churches & non profits)	500,000	500,000	500,000
Manasota Key renourishment	1,450,000	1,450,000	1,450,000
Babcock Ranch EMS	475,000	494,000	513,760
Total	4,651,505	4,861,498	4,881,258

Unknowns

- Hurricanes Irma and Charley
- Update MSBU methodology
- Funding HCP alternative
- Other constitutional officers budgets

General Fund

Revenues vs Expenditures



* Projected



Options

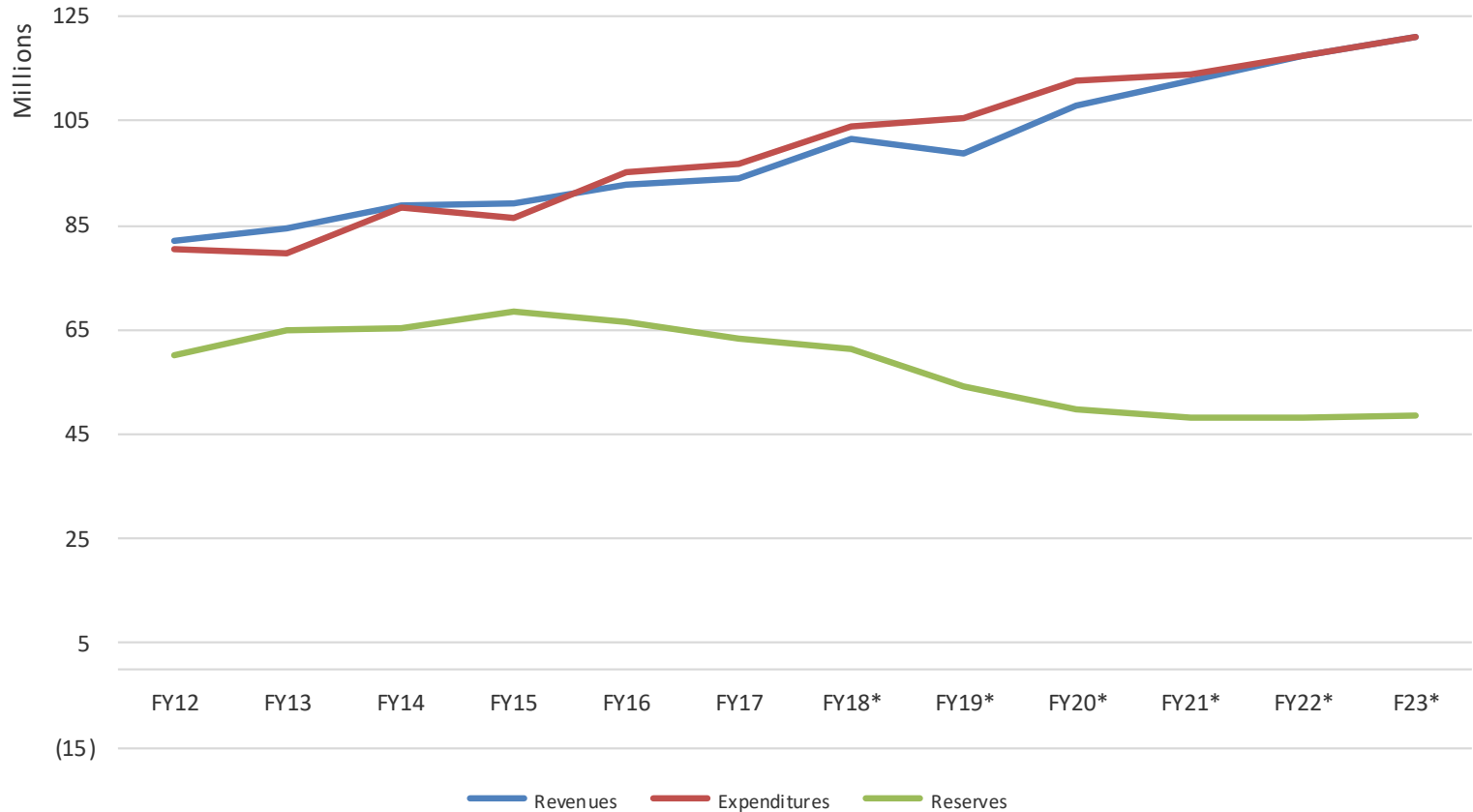
- Redesignate Boater Improvement Funds (BIF) to beach management
- Redesignate Growth Incremental Funding (GIF) from capital to operating
- Redesignate Tax Incremental Financing (TIF) within Charlotte Harbor CRA

Options

	Projected Budget FY19/20	Projected Budget FY20/21	Projected Budget FY21/22
Sales Tax Projects operating costs	2,226,505	2,417,498	2,417,498
Fire MSBU subsidy (churches & non profits)	500,000	500,000	500,000
Manasota Key renourishment	1,450,000	1,450,000	1,450,000
Babcock Ranch EMS	475,000	494,000	513,760
Total	4,651,505	4,861,498	4,881,258
Boater Improvement Fund (BIF)	400,000	400,000	400,000
Growth Incremental Fund	2,200,000	2,000,000	2,200,000
Charlotte Harbor TIF	300,000	600,000	2,500,000
Total	2,900,000	3,000,000	5,100,000

General Fund

Revenues vs Expenditures



* Projected



Questions?