

LEON COUNTY, FLORIDA
BOARD OF COUNTY COMMISSIONERS



PEOPLE FOCUSED.
PERFORMANCE DRIVEN.



FISCAL YEAR
2017/2018

BUDGET IN BRIEF

LEON COUNTY BOARD OF COUNTY COMMISSIONERS

Vision

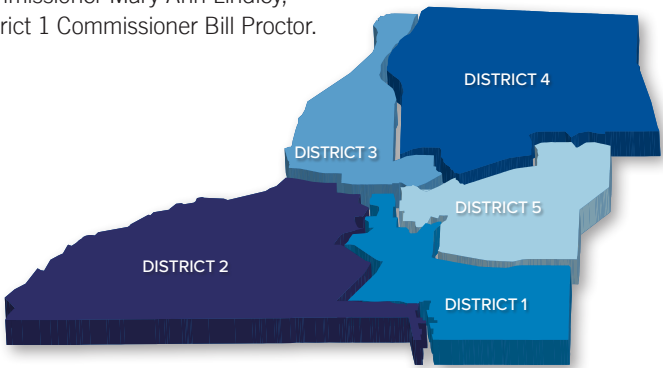
A community that is safe, healthy and vibrant.

Mission

To efficiently provide public services which serve and strengthen our community.



(Left to Right) District 3 Commissioner John E. Dailey, District 4 Commissioner Bryan Desloge, District 5 Commissioner Kristin Dozier, At-Large Commissioner Nick Maddox (Chairman), District 2 Commissioner Jimbo Jackson (Vice-Chairman), At-Large Commissioner Mary Ann Lindley, District 1 Commissioner Bill Proctor.



Vincent S. Long
County Administrator



Herbert W. A. Thiele
County Attorney

ADMINISTRATOR'S MESSAGE

Fellow Citizens,

On behalf of Leon County, I am proud to present the Adopted Budget in Brief for the fiscal year beginning October 1, 2017 and ending September 30, 2018. This document has been designed to promote transparency and ease of use by providing a summarized version of the adopted FY 2018 annual operating and five-year capital improvement plan.

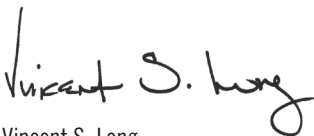
The adopted budget of \$253,723,600 represents a nominal 3.09% increase from last fiscal year. The development of the FY 2017/2018 annual budget reflects the Board of County Commissioners' consistent fiscally conservative approach to budgeting, holding the property tax millage rate constant for the fifth consecutive year, and the County's continuous commitment to maximizing efficiency, driving performance and delivering results for our community – all core practices of Leon County Government.

With increasing property tax values countywide and modest growth in sales taxes and other revenues due to an overall improving economy, FY 2018 is the first budget cycle since the Great Recession for Leon County to contemplate slightly greater revenues than expenditures in the development of the annual budget. This, of course, follows the economic collapse and slow recovery of the previous decade which required millions in annually recurring cuts in order to balance the county budget each year.

The world in which we live and the community we serve are ever changing, and Leon County Government is committed to staying ahead of the curve. While modest, I believe the annual budget and five-year capital plan will provide the resources necessary for Leon County employees to continue to thrive and for Leon County Government to continue to fulfill your ambitious vision for our community.

We sincerely hope that you find this document and the information contained within interesting, informative and useful. To view the entire budget document, please visit www.LeonCountyFL.gov.

Sincerely,



Vincent S. Long

County Administrator

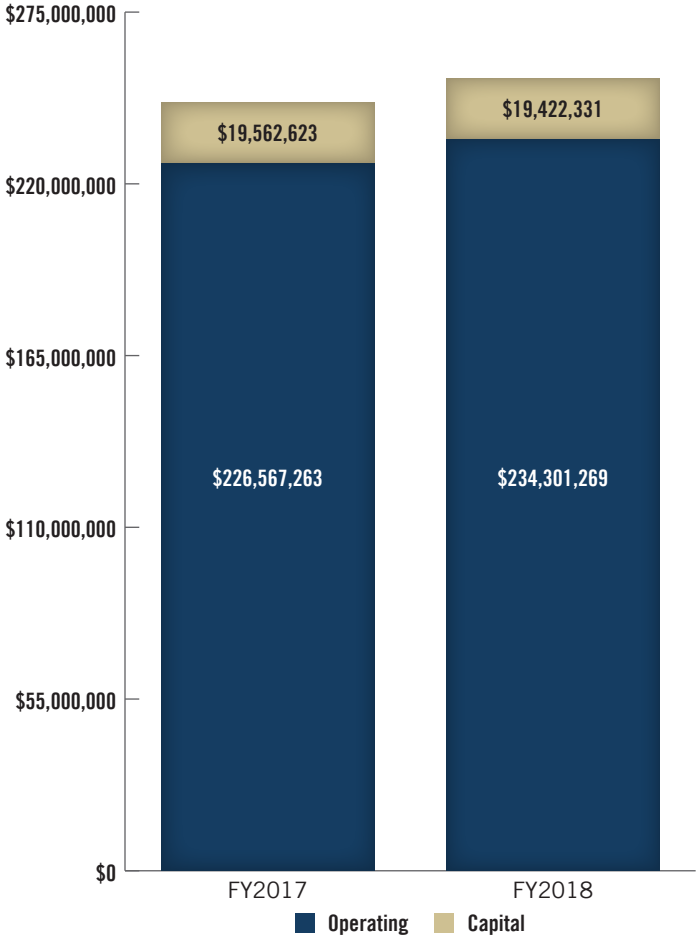
Leon County is approximately 702 square miles. It has a population of approximately 287,000 people, with 98,000 living in the unincorporated area of the County and 189,000 living within the city limits.

The County became a charter government effective November 12, 2002, with the passage of a referendum by Leon County voters. A Home Rule Charter gives citizens the power to shape their government to meet their unique and changing needs through a local constitution.

The Board of County Commissioners, whose function is to manage the affairs of the county, is made up of seven members: five elected to serve specific districts and two elected at-large. The County Administrator is appointed by the Board and is responsible for carrying out its directives and policies, as well as the management and supervision of all functions and personnel. The County Attorney, also appointed by the Board, is responsible for the representation of county government, the Board and all departments, divisions, regulatory boards and advisory boards in all legal matters relating to their official responsibilities.

FY 2018 BUDGET SUMMARY

The total budget for FY 2017/2018 is \$253,723,600 or 3.09% increase over last fiscal year. The **operating budget** of \$234,301,269 represents an increase of 3.41% from last year's adopted budget. The **capital budget** of \$19,422,331 represents a -0.72% decrease from last year.



FY 2017 Budget Highlights:

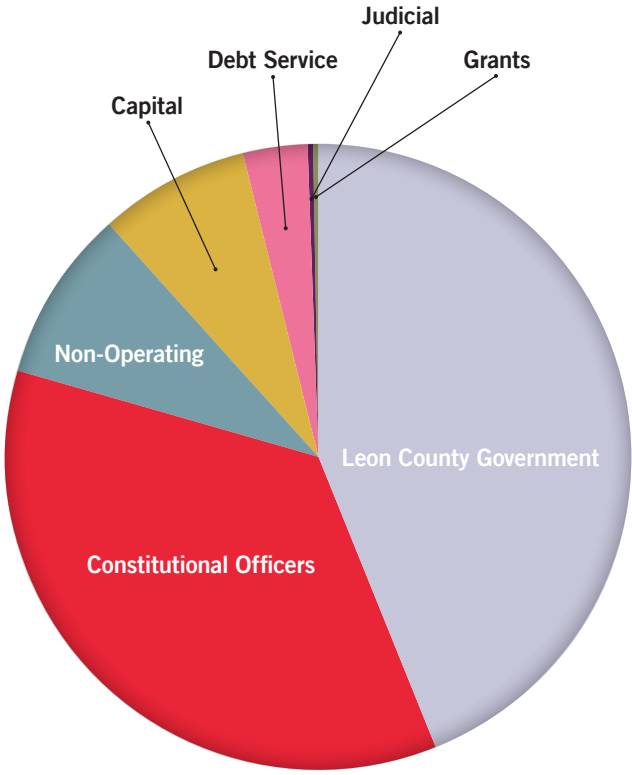
- Consistent use of \$2.5 million in general revenue fund balance, a reduction from \$5.0 million at the height of the recession;
- Addition of one ambulance and half a crew (6 positions) supported by dedicated EMS revenues to provide additional coverage;
- Increasing the recurring revenue transfer to support capital projects by \$900,000 to a total transfer of \$3.9 million;
- \$3.1 million in savings over the next 5 years in capital building maintenance;
- \$1.4 million in savings as a result of the Cross Departmental Action Teams;
- Established a Living Wage of \$12.00/hour for our lowest paid County employees;
- \$1.0 million in Tourist Development funding for amenities and a pavilion at the Apalachee Regional Park cross country track in order to host the 2021 NCAA National Cross County Championship.



Did You Know

Leon County Residents pay among the lowest in the state, \$788 per person, to operate their local county government.

FY 2018 BUDGET BY PROGRAM



DEPARTMENT	BUDGET	% OF TOTAL	FULL-TIME EMPLOYEES
Leon County Government	\$111,385,265	43.9%	815.05
Constitutional Officers	\$90,596,656	35.7%	945
Judicial	\$1,115,354	0.4%	8.5
Non-Operating	\$22,861,814	9.0%	4.5
Capital	\$19,422,331	7.7%	N/A
Debt Service	\$8,057,345	3.2%	N/A
Grants	\$284,835	0.1%	N/A
Total FY 2018 Budget	\$253,723,600	100.00%	1,764.55



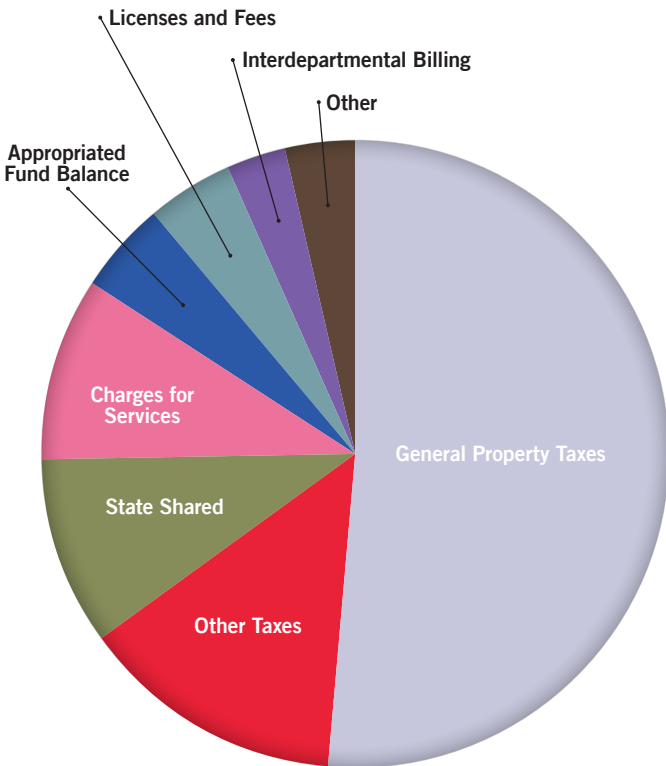
Did You Know

For FY 2018, Leon County will maintain a millage rate of 8.3144 for a 5th consecutive year.

REVENUES BY SOURCE

Source	FY 2016 Actual	FY 2017 Adopted	FY 2018 Budget
General Property Taxes	\$122,449,690	\$124,918,226	\$130,876,768
Other Taxes	\$32,953,515	\$33,877,072	\$34,806,501
Licenses and Fees	\$10,476,925	\$10,734,586	\$11,444,641
Federal Shared	\$1,448,198	\$298,510	\$384,956
State Shared	\$24,613,469	\$24,177,582	\$24,487,255
Local Government Payments	\$5,465,431	\$2,677,842	\$2,850,010
Charges for Services	\$24,281,574	\$22,347,176	\$24,091,109
Fines and Forfeitures	\$499,187	\$480,401	\$480,869
Interest and Investments	\$2,840,835	\$1,111,425	\$2,180,056
Miscellaneous	\$3,442,214	\$3,102,894	\$2,721,198
Excess Fees	\$2,194,919	\$200,000	\$300,000
Interdepartmental Billing	\$6,922,726	\$7,323,686	\$7,293,409
Appropriated Fund Balance	\$0	\$14,880,446	\$11,806,828
TOTALS	\$237,588,683	\$246,129,846	\$253,723,600

*This figure represents the revenues by source for the FY 2018 Budget.



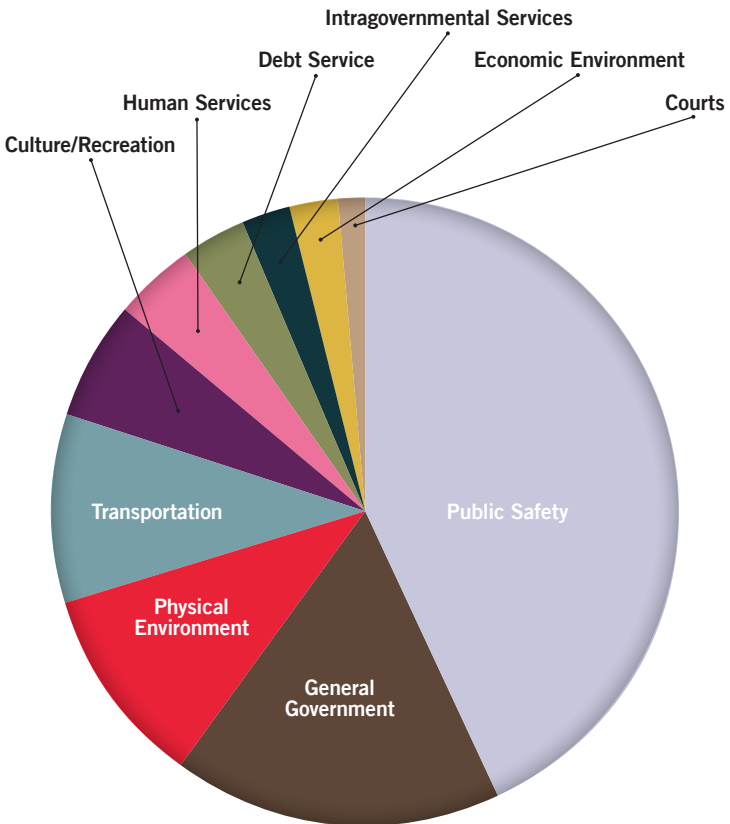
Did You Know

Leon County received the Government Finance Officers Association Distinguished Budget Presentation Award for the 27th year in a row.

FY 2018 EXPENDITURES BY FUNCTION

Function	FY 2016 Actual	FY 2017 Adopted	FY 2018 Budget
Public Safety	\$106,940,986	\$109,320,133	\$113,430,829
General Government	\$41,836,144	\$43,152,165	\$43,592,444
Physical Environment	\$24,009,621	\$22,215,738	\$23,159,389
Transportation	\$26,113,208	\$19,660,173	\$20,442,465
Culture/Recreation	\$15,034,409	\$14,945,349	\$15,776,747
Human Services	\$9,818,158	\$10,382,549	\$10,691,795
Debt Service	\$8,564,986	\$8,570,548	\$8,057,345
Intragovernmental Services	\$6,304,539	\$7,682,855	\$7,801,163
Economic Environment	\$6,073,598	\$7,409,434	\$7,975,582
Court Related	\$2,979,105	\$2,790,942	\$2,795,841
TOTALS	\$247,674,754	\$246,129,886	\$253,723,600

*This figure represents expenditures by function for the FY 2017 Budget.



Did You Know

Leon County saw an estimated 2.4 million visitors in FY 2017 who infused \$895 million of direct spending in Leon County.

SERVICE COST DISTRIBUTION OF AD VALOREM TAXES

Median Value Single Family Home in Leon County

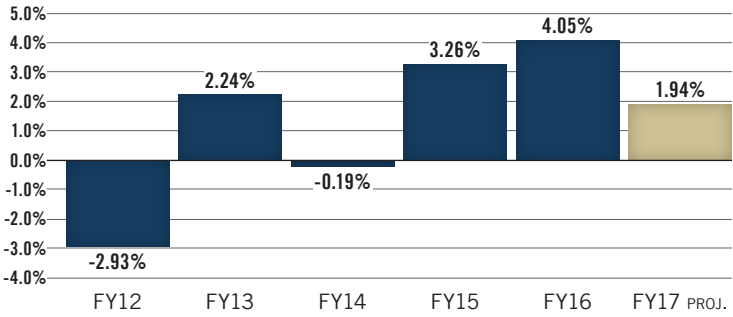
The following table shows the monthly costs for County Government services paid for with property tax revenue. The example depicts the FY 2018 median taxable value¹ (\$87,454) of a median assessed² home (\$137,454) with a \$50,000 homestead exemption as specified in the January 2008 voter approved property tax reform referendum.

Services	FY 2018 Ad Valorem Tax Bill \$770	FY 2018 Monthly Cost	FY 2018 % of Ad Valorem Taxes
Sheriff - Law Enforcement	195.89	16.32	25.44%
Sheriff - Corrections	181.31	15.11	23.55%
Emergency Medical Services	43.68	3.64	5.67%
Health & Human Services	41.52	3.46	5.39%
Facilities Management	40.92	3.41	5.31%
Library Services	35.75	2.98	4.64%
Property Appraiser	25.99	2.17	3.38%
Tax Collector	25.03	2.09	3.25%
Management Information Services	23.59	1.97	3.06%
Supervisor of Elections	21.89	1.82	2.84%
Administrative Services ³	16.36	1.36	2.12%
Other Criminal Justice (Probation, DJJ, Diversion)	15.76	1.31	2.05%
Community Redevelopment - Payment	14.70	1.22	1.91%
Veterans, Volunteer, Planning, Economic Development	12.72	1.06	1.65%
Capital Improvement	11.07	0.92	1.44%
Board of County Commissioners	8.69	0.72	1.13%
Geographic Information Systems	8.53	0.71	1.11%
800 MHz Radio Communication System	7.33	0.61	0.95%
Other Non-Operating/Communications	6.55	0.55	0.85%
Clerk of Circuit Court	6.26	0.52	0.81%
Financial Stewardship ⁴	6.15	0.51	0.80%
Court Administration and Other Court Programs ⁵	6.07	0.51	0.79%
Mosquito Control	4.32	0.36	0.56%
Risk Allocations	3.92	0.33	0.51%
Sustainability/Cooperative Extension	3.90	0.32	0.51%
Budgeted Reserves	1.60	0.13	0.21%
Line Item Agency Funding	0.50	0.04	0.06%
Total	\$770.00	\$64.15	100.00%

1. The Taxable Value is the value the millage rate is multiplied against to calculate taxes (Assessed Value less \$50,000 homestead exemption).
2. The Assessed Value is the value of property as calculated under the Save Our Homes (SOH) cap, which for FY 2018 is 2.1%.
3. Administrative Services include: County Administration, the County Attorney's Office, Strategic Initiatives, Community and Media Relations, and Human Resources.
4. Financial Stewardship includes: Office of Management and Budget (OMB), Real Estate, and Purchasing.
5. Other Court Programs include: the State Attorney, the Public Defender, and funding for the Jail Detention/Mental Health Coordinator positions and diversionary programs.

FINANCIAL INDICATORS

Property Tax Revenues Rate of Change

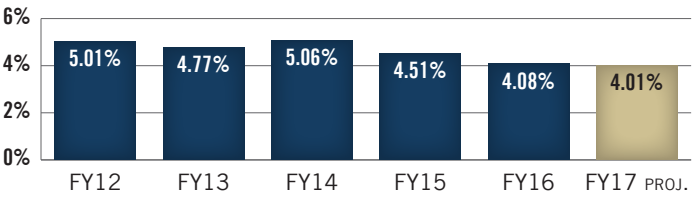


Analysis: In the past ten years, Leon County has become more reliant on property tax revenue, primarily due to efforts to reduce dependence on intergovernmental revenue. The Board maintained the 8.3144 millage rate through FY17. Property tax revenue is projected to increase by roughly \$3.8 million over the FY16 actual property tax collections due to a projected increase in property values.

Formula: Current Year minus Prior Year divided by Prior Year.

Source: 2016 Certification of Final Taxable Value and Statistical Digest.

Debt Service Percentage of Total Operating Expenditures

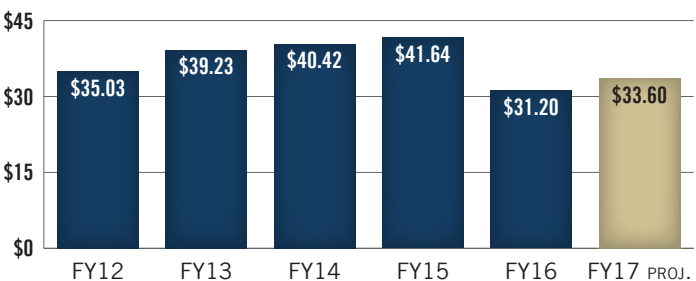


Analysis: Debt service is defined as the amount of principal and interest that a local government pays each year on net direct bonded long-term debt, plus the interest on direct short-term debt. Increasing debt service reduces expenditure flexibility by adding to the County's financial obligations. Leon County's debt service has trended downward over the past five years. By capitalizing on the availability of low interest rates and renegotiating long-term debt, Leon County's debt service is projected to continue to decrease.

Formula: Debt Service divided by Total Operating Expenditures.

Source: FY 2016 Expenditure Summary and the FY 2016 Budget Summary.

General/Fine and Forfeiture Fund Balance



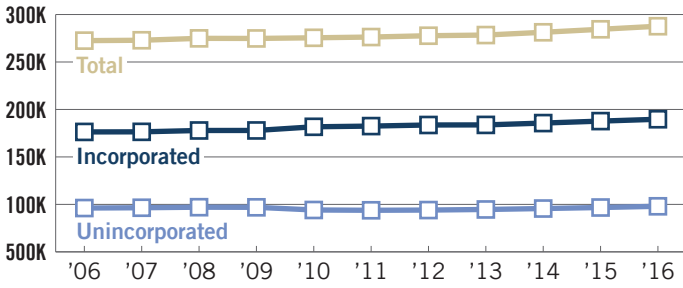
Analysis: Positive fund balances can be thought of as reserves, although the "fund balance" entries on the annual report will not always be synonymous with the funds "available for appropriation." The County's reserve policy requires fund balances to be between a minimum of 15% and a maximum of 30% of operating expenditures. The FY13 increase is attributable to higher than anticipated excess fee returns and sales tax collections. FY15 increase is attributable to higher than anticipated property values and return on excess fees.

Formula: Prior year fund balance plus actual revenues minus actual expenditures.

Source: Summary of Fund Balance and Retained Earnings, FY16 Annual Performance & Financial Report.

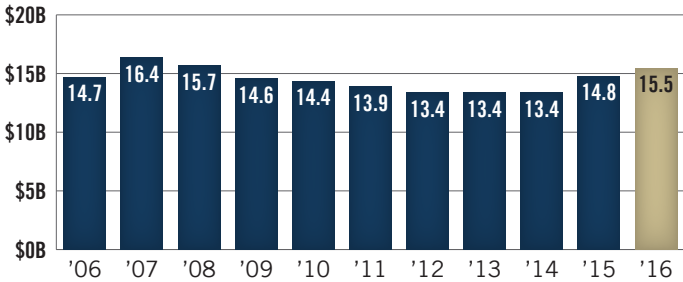
COMMUNITY ECONOMIC PROFILE

Population



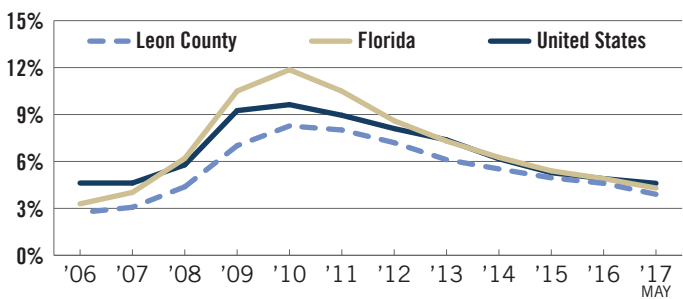
Leon County had the second highest growth rate of neighboring counties since the 2010 Census behind only Gadsden County: Gadsden (4.52%), Leon (4.42%), Wakulla (2.67%), and Jefferson (-1.78%).

Taxable Values



Taxable values increased rapidly from 1998 to 2007 (average annual increase of 9.3%); however, due to property tax reform in 2007, the value of taxable properties fell to \$15.8 billion in 2008. From 2009 to 2012, valuations decreased by \$1.2 billion, or 8.3%. This was largely due to the continuing recession and a repressed housing market. An improved housing market shows values increasing steadily from 2013 onwards.

Unemployment Statistics

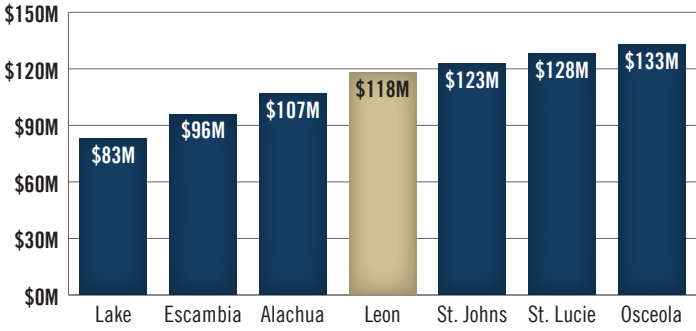


Unemployment rates are a traditional indicator of economic health. Leon County's unemployment rate has remained below the state and national averages for the past ten years. The unemployment rate decreased in 2005 and 2006. In 2008, a troubled economy caused unemployment to rise nationwide. In 2010, the state of Florida's unemployment rate peaked at 11.86%.

Florida's unemployment rate has been declining since 2011, when the rate was 10.49%. Leon County's unemployment rate continues to be lower than both statewide and national levels. The current unemployment rate for the County stands at 3.9%.

HOW WE COMPARE

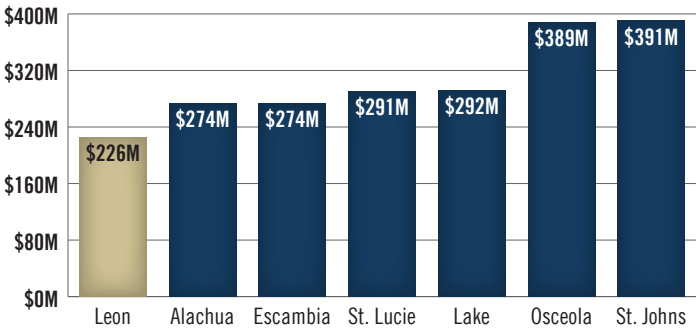
Anticipated Ad Valorem Tax Collections (FY 2017)



Among the seven like-sized counties, Leon County represents the median, collecting \$117 million in ad valorem taxes. Ad valorem taxes account for 51% of the County's operating revenue.

Source: FY17 Leon County Office of Management & Budget Survey

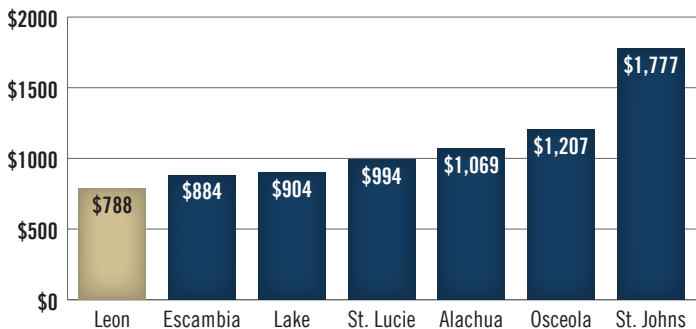
Total Net Budget (FY 2017)



Leon County is the lowest for dollars spent per county resident—second to Escambia County. St. Johns County spends over two times the amount per resident that Leon County spends.

Source: FY17 Leon County Office of Management and Budget Survey

Net Budget Per Countywide Resident (FY 2016)



Leon County is the lowest for dollars spent per county resident—second to Escambia County. St. Johns County spends over two times the amount per resident that Leon County spends.

Source: FY17 Leon County Office of Management and Budget Survey



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PERFORMANCE DRIVEN.**

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Office of Management & Budget**
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Detailed information on the FY 2017 Budget
is available on the Leon County website at:
www.LeonCountyFL.gov/OMB