

**PUTNAM COUNTY  
FLORIDA**

**BOARD OF COUNTY COMISSIONERS**

**F Y 2009 - 2010 BUDGET**

**FOR THE PERIOD OCTOBER 1, 2009 THROUGH SEPTEMBER 30, 2010**

**BOARD OF COUNTY COMMISSIONERS**

District 1	Nancy S. Harris (Chair)
District 2	Chip Laibl (Vice-Chair)
District 3	Kenny Eubanks
District 4	Ed Taylor
District 5	Brad Purcell

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About Putnam County**

October 1, 2009

Honorable Chairman and Commissioners  
Putnam County Board of County Commissioners  
Palatka, Florida

Dear County Commissioners:

We are pleased to submit the final Operating and Capital Budgets for Putnam County for the Fiscal Year 2009-10. The \$104.6 million budget is a responsible and financially sound spending plan, which continues to provide our citizens with the same level of service as in previous years, despite the fiscal challenges presented by Property Tax Reform, Amendment 1, and recent economic conditions.

### **Introduction**

It is the responsibility of the County Administrator to prepare and submit a proposed budget to the County Commission. I have done this with the assistance of the Budget Officer, input from the staff and Constitutional Officers and from the Commission and Budget Committee prior to submittal.

Service Delivery: In this proposed budget we sought to maintain and improve, where possible, our capability to efficiently and effectively keep up with the demands for County services and the activities necessary to ensure responsive service delivery. The role of local government, however, is ultimately limited by its ability to pay for services. As a result, this budget does not include everything requested by departments nor wished for by the public. It is my hope that this proposed budget reflects the needs of the community for the upcoming year.

Financial Wellbeing: In this proposed budget we continue to outline a spending plan that is fiscally responsible and ensures, to the extent possible, the financial wellbeing of Putnam County. The proposed revenue and spending plan has been presented with the goal of continued fiscal responsibility throughout the upcoming year. Recent steps to reduce expenditures and identify inefficiencies have made the current spending plan possible; however, to ensure our financial wellbeing into the future, additional revenues will be necessary or the County will need to reduce expenditures further.

The proposed FY 2009-10 Budget is a lean budget prepared in accordance with state legislation. It maintains the same millage rate as FY 2008-09 at 8.5765 mills for the General Fund and 0.7425 mills for the Fire Taxing District.

### **Resources**

In attempting to project our revenues for the upcoming year, the Budget Officer utilized a combination of trend analysis, knowledge of prior experience and impacts of legislative changes on our operation. Even with all these tools, estimates are just that --- estimates. As a result, staff has taken a conservative approach where necessary in estimating revenues so that we do not find ourselves in a position of insufficient resources to pay for the services offered to the public. This approach is in keeping with the conservative philosophy set forth in the statutes.

Revenue forecasts show that we will continue to see reduced revenues into FY 2010-11. For several years, growth in the housing market, although modest, had provided increased revenues to the County. Current indicators show that any substantive recovery to the housing market and the economy in general is further off than was originally expected.

Reduced revenues resulting from property tax reform and a prolonged recession and the decision not to raise property taxes this year, has necessitated the use of cash reserves to help provide for a balanced budget as required by State Statute.

## Legal Compliance

The proposed budget is balanced as required by law and prepared in accordance with Florida Statutes 129.03 and 200.065, respectively. The budget was duly advertised on September 18, 2009, in the local newspaper in the format prescribed by the Florida Department of Revenue.

The importance of the budget extends far beyond compliance with a legal mandate. It is not only a compilation of numbers, but also a plan for a program of services. Each appropriation equates to a level of service that the County will provide. This budget is a comprehensive financial and operational plan for the coming year that establishes both the type and quality of the activity and projects.

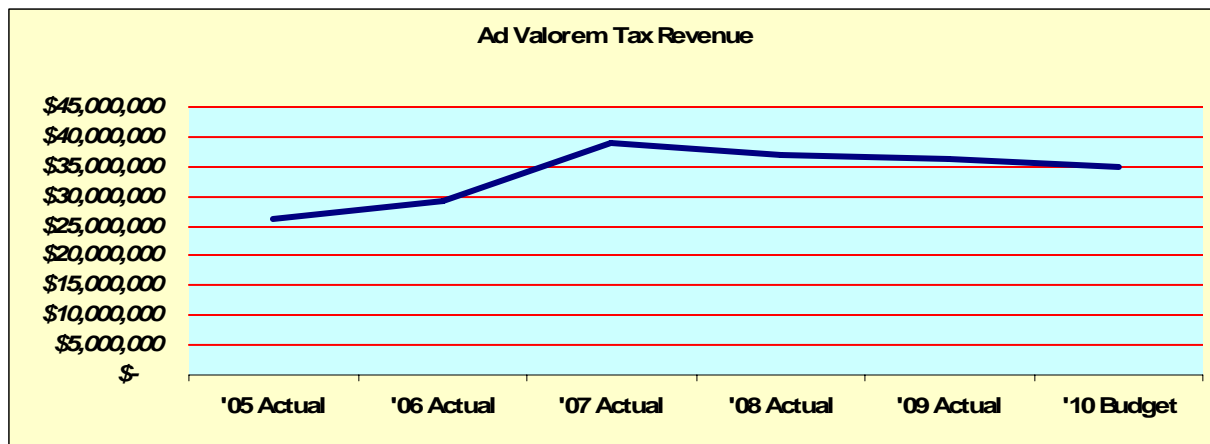
## Millage and Taxes

The proposed budget maintains the SAME property tax millage rate as the previous fiscal year. These rates are over 6% lower than the legal maximum “roll back” rates of 9.1618 and 0.7945, respectively, and will generate approximately the same property tax revenues as was generated during FY 2008-09:

	<i>FY 2009-10 Revenue</i>	<i>FY 2009-10 Millage</i>	<i>FY 2008-09 Millage</i>
General Fund	\$ 32,427,179	8.5765	8.5765
Fire Tax Unit	<u>2,534,400</u>	<u>0.7425</u>	<u>0.7425</u>
Total Millage	<u>\$ 34,961,579</u>	<u>9.3190</u>	<u>9.3190</u>

## Revenues

### *Ad Valorem*



Ad valorem revenues, one of the largest County revenue sources, have decreased in recent years due to state legislation and the Property Tax Reform Act. It continues to remain relatively “flat” for FY 2009-10 at a total of \$34,961,579.

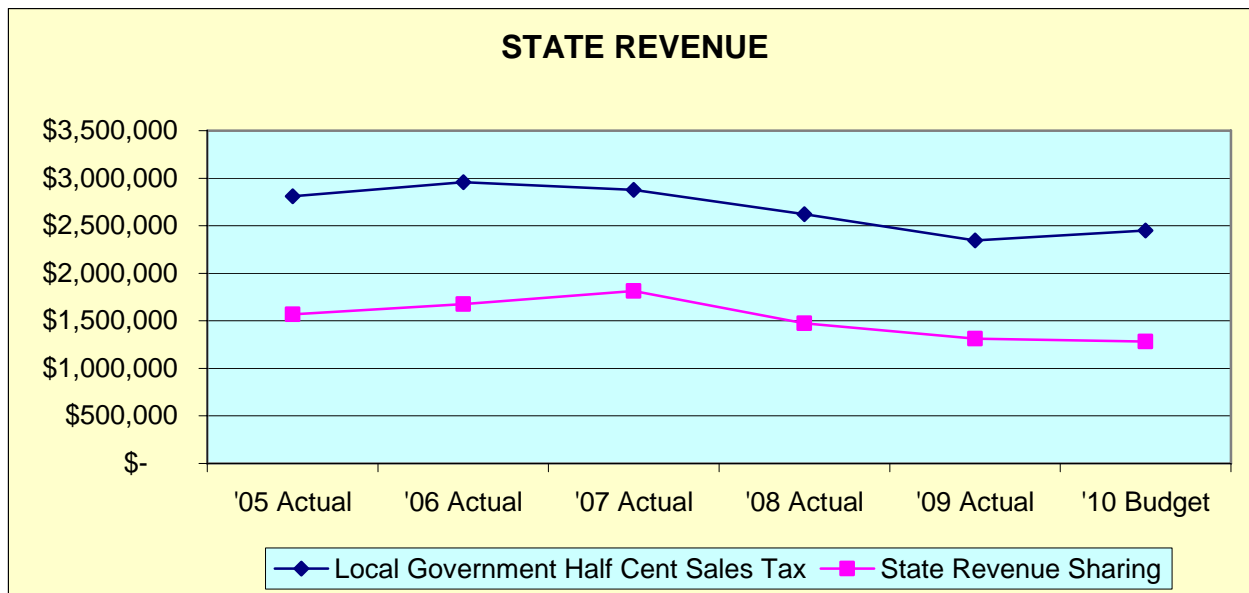
The Board of County Commissioners, in compliance with the statutory requirement, levied approximately \$4.8 million less in ad valorem taxes for FY 2007-08 and FY 2008-09 than would have been generated using the prior formula from FY 2006-07. In the spirit of “tax reform,” the Putnam County Board of County Commissioners also maintained most other charges and fees at the same rates.

### *Grants*

Although not a major source (5%) for FY 2009-10, government grants continue to be an important revenue source for financing various capital projects and major infrastructure for Putnam County. For FY

2010, it is anticipated that the County will receive in excess of \$5 million from various federal and state agencies for funding Transportation, Emergency Management, Library, and Recreational projects.

*State Revenue*



The Local Government Half Cent Sales Tax, the second largest revenue source in the County’s General Fund, is projected to decrease very slightly to a total of \$2,450,349 for FY 2009-10. State Revenue Sharing is also expected to decrease by 10% to \$1,280,924. As the graph reflects above, state revenue as a whole has remained relatively flat with occasional modest increases. However, State Revenue Sharing decreased in FY 2008 by 15% and again in FY 2009 by 11%.

*Gas Taxes*

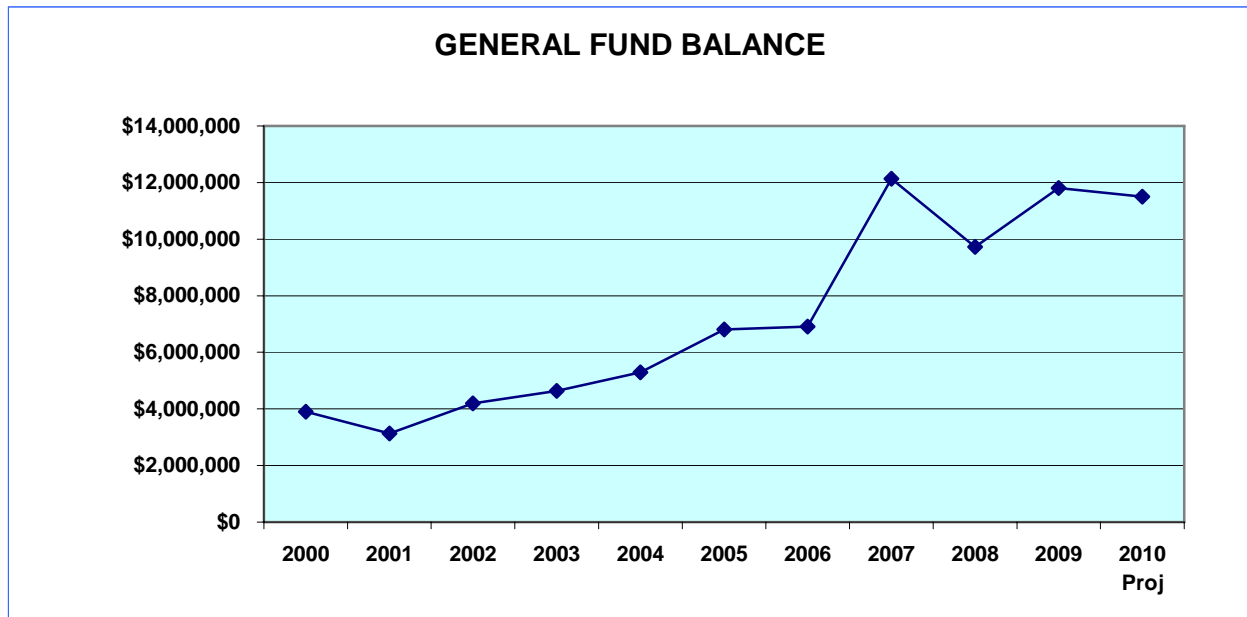
	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Budgeted
Local Option Gas Tax	1,840,374	1,814,606	1,738,328	1,695,276	1,695,438
Constitutional Gas Tax	1,371,354	1,380,365	1,313,974	1,298,365	1,262,667
County Gas Tax	611,868	602,760	573,238	562,547	560,000
Ninth Cent Gas Tax	97,977	89,750	82,493	71,356	78,500
<b>Total Gas Taxes</b>	<b>\$ 3,921,573</b>	<b>\$ 3,887,481</b>	<b>\$ 3,708,033</b>	<b>\$ 3,627,544</b>	<b>\$ 3,596,605</b>

The Board of County Commissioners levies a ninth cent gas tax, which is a 1 cent tax on diesel fuel only and 6 cents local option tax on all fuel to fund the operations of the Public Works Road and Bridge department. The other gas taxes listed above are generated by the state and are also used to fund the Public Works department. During the summer of 2009, the Board passed a resolution levying the ninth cent gas tax on gasoline beginning January 2010. It is estimated that the Transportation Fund will receive an additional \$186,000 during FY 2010 to supplement operating costs and beginning in FY 2011, a total of \$330,000 per year. The County also passed a resolution to levy the 5 cent local option beginning in 2010 which will produce an additional estimated \$1.2 million per year in FY 2011 (\$856,000 for FY 2010). This tax can only be used for capital expenditures.

**General Fund Balance**

Fund Balance generally represents those financial resources that are available in the governmental fund. The Unreserved Fund Balance may serve as a measure of those funds that are available for spending. Governments generally maintain adequate levels of fund balance to anticipate revenue shortfalls or contingencies that may significantly impact a government’s financial condition (i.e. natural disasters, etc.).

Consequently, the Government Finance Officers Association (GFOA) has set forth a recommendation that local governments maintain a minimum unreserved general fund balance equal to 5% to 15% of their normal general fund operating revenues, or no less than one to two months of their normal general fund operating expenditures. The Putnam County Board of County Commissioners, as recommended by the GFOA, has established a formal written policy requiring that an unreserved fund balance in the General Fund be maintained at a level not less than 10% of total General Fund revenues, excluding transfers and other financing sources. The County has continued to adhere to this policy.



### **Expenditure Considerations**

As approved by the Board and recommended by the Budget Review Committee, the following actions and considerations are reflected in the FY 2010 Budget:

- a. In order to balance the Budget and maintain current staffing levels, NO pay increases given.
- b. A continuation of the Experience Pay program at current levels.
- c. Suspension of the Career Advancement Compensation Program continues for another year.
- d. No new departmental positions within the County.
- e. Retaining the unbudgeted Reserve ("Rainy day fund") to the level of 10% of General Fund Revenues.
- f. Limitation of capital/one-time expenditures.
- g. No increases in total operating expenses for all departments.
- h. A continuation of the County's employee health care program at the current year's rates.

The second-largest Operating (non-capital) budget, Sanitation/Waste Management (an Enterprise Fund), was balanced with an increase in the Special Assessments from \$172 to \$219 annually to all homeowners within the unincorporated areas of the County. The commercial Tipping Fee rate of \$44 remains the same. These fees and assessments represent the primary sources of revenue for the Sanitation Fund and must be increased in order to cover increased operating costs, debt service for construction of a new cell and rising fees from the Collection Contractor.

Two Capital Projects Funds, the East Putnam Water/Wastewater Projects Fund, and the Better Place Plan Projects Fund, are continuing for FY 2010 and are funded at \$8.3 million and \$4.4 million respectively for next year's construction activities.

The majority of the remaining funds are decreased slightly due to limiting financial resources and unanticipated revenue increases.

## **Capital Improvement Budgets**

Capital Improvements Plan (CIP) budgets (Both fiscal year and Five Year Plan) are normally prepared as a part of the Operating Budget for all capital improvements/equipment over \$25,000 and all vehicles, regardless of cost. Operating Capital outlay (under \$25,000) is also considered, but listed separately. A discussion of the Capital Budget process for the County and its relation to the Operating Budget is contained in **Section D** of this document.

The total APPROVED Capital Expenditures budget (all types) of \$26.6 million is approximately 33% less than the amount approved in the previous year's budget, with funding of approximately \$5.1 million anticipated from grants/loans. The significant decrease is due primarily to the completion of the East Putnam Water Regional System.

The Board of County Commissioners initially established a Five Year Capital Improvement Plan (**CIP**) in FY 1999-00 and updated that plan each year since then as part of the annual budget process. The CIP is important for budgeting and strategic planning, and puts into perspective the various capital needs in the County, including information on total project costs and funding sources. The Plan is reviewed a minimum of once per year, usually during the budget process, for any needed changes.

## **Better Place Plan**

A significant new revenue source was obtained on September 10, 2002 when the voters approved a referendum on a **Better Place Plan**, a comprehensive, long-range and strategic planning initiative to improve the appearance and safety of neighborhoods (Quality of Life), encourage smart economic development, improve roads and drainage, improve recreation areas, and build quality public facilities for the County's residents. In a process that took over a year to accomplish, the Board held "visioning" workshops with the County Administrator and Staff, countywide in coordination with elected officials of County municipalities, and with citizens at seventeen (17) communities in the County. In addition, over 500 Community Needs Assessment Surveys were completed, confirming the needs and desires established in the visioning workshops. Adoption of the Better Place Plan by the voters included the imposition of a *Local Government Infrastructure Surtax (Surtax)*, a one-cent tax added to all items eligible for State Sales Tax, but collected only on the first \$5,000 of a purchase, limiting to \$50 the amount of Surtax added to any purchase. The Surtax can be used to help fund most capital outlay items (Infrastructure and certain equipments), but cannot be used for Personnel/Operating Expenses. The County expects to realize in excess of \$65 million over the 15-year lifespan of the Surtax, and, using a portion as leverage to obtain matching grants for various projects, could significantly increase the amount available to support Better Place Plan projects.

## **Conclusion**

As we look to the future, the full impact of property tax reform has yet to be realized. These reforms will have continued impacts on our ability to provide the existing level of service to our residents. The ability of property taxes to provide a stable and growing form of revenue to meet our needs will continue to diminish. The Board of County Commissioners and staff must continue to identify other alternative revenue sources or continue to dramatically reduce spending.

Preliminary projections for FY 2010-11 indicate that additional spending cuts or additional revenues may be needed to provide for a balanced budget and a modest cost of living adjustment for employees. We must continue to seek opportunities to operate more efficiently and lower costs. The County must ensure adequate resources to finance current operating costs, maintain and repair existing infrastructure, provide for new infrastructure when needed and provide for an adequate level of reserves.

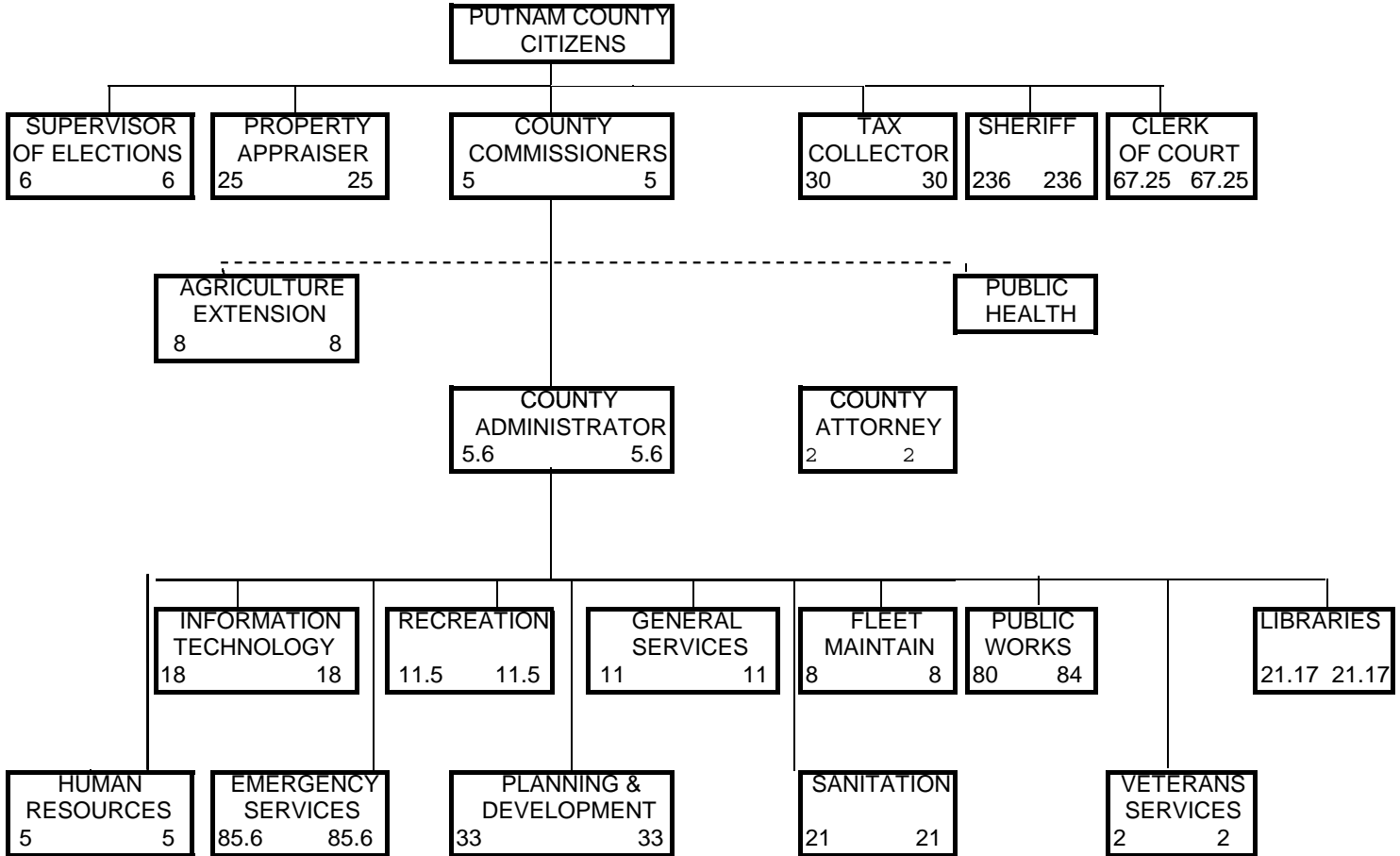
Respectfully Submitted,

Rick Leary  
County Administrator

Michael E. Anderson, CPA  
Deputy Admin./Budget Officer



# ORGANIZATION CHART



--- = Funded in whole or in part by the County, but administered by other agencies.

**Further division breakdowns, where appropriate, shown on following page.**

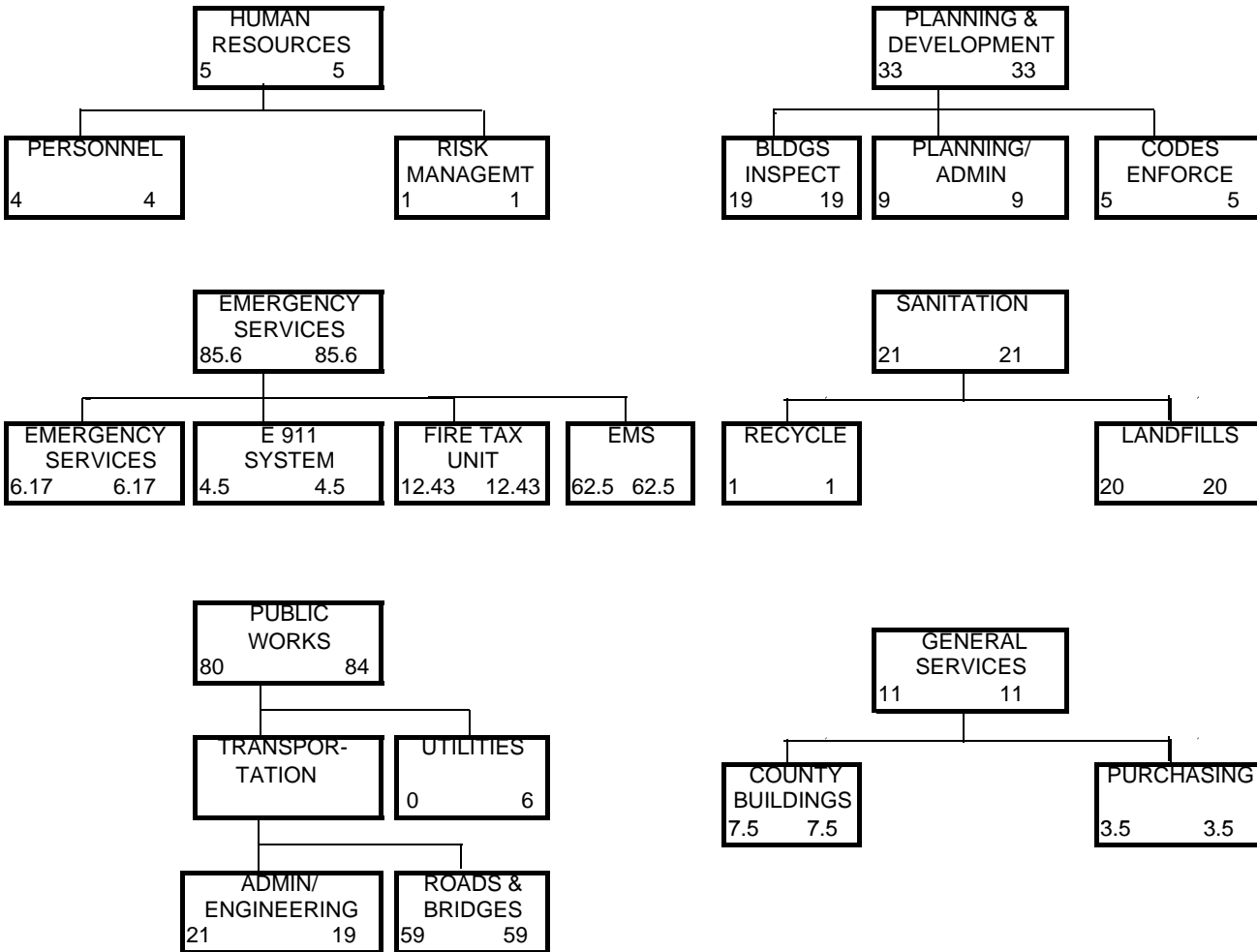
Numbers in above boxes equate to authorized Full Time Equivalent (FTE) employees at the beginning of the Fiscal Year:

Lower Left - Fiscal Year 2008-09  
Lower Right - Fiscal Year 2009-10

**Total FTE = 693.8**  
**Total FTE = 684.12**

# ORGANIZATION CHART

## DIVISION ORGANIZATIONS



Numbers in boxes equate to authorized Full Time Equivalent (FTE) employees at beginning of Fiscal Year. Lower left corner represents FTE's in Fiscal Year 2008-09; Fiscal Year 2009-10 FTE's in the lower right.

## **Long-term Organization-Wide Policies and Goals Impacting the Budget**

Putnam County recently developed the Capital Planning Element of the Comprehensive Plan, which has become the County's **formal, long-range planning document**. It very closely mirrors the 5-year Capital Improvement Plan (CIP) contained in this budget. The current document highlights the **need** for new and replacement vehicles, Public Works road equipment, firefighting apparatus, and most of all, road improvements of all kinds, much of which did not have an identified funding source until the voters, on September 10, 2002, approved the Putnam County **Better Place Plan**, including the adoption of a one-cent Local Infrastructure Surtax. In 1990, the Public Works Department implemented a road improvement evaluation system with objective rating criteria which helped to prioritize road improvement requirements as funds became available. Finally, in response to State mandates, a Comprehensive Land Use and Development Plan used to guide future growth and land use for the County has been prepared and is constantly being updated by the Planning & Development Department. The Capital Planning Element mentioned above is a new addition to this document.

**It is recognized that the basic long-term mission of any local government is to guard the public welfare and maintain and/or improve the quality of life for its citizenry by providing the most efficient, best quality public services within funding constraints. It is also basic, that government should strive to limit tax rates for individuals and business while providing necessary services. This particular overall mission should always guide and condition Putnam County's future government.**

To project long-term organization-wide policies and goals, it is necessary to look back at the most recently completed 10 years for the trends that have existed and will continue. The primary trend for Putnam County has been slow, but steady, with population growth averaging about 2.5% per year and reaching an estimated 74,355 in 2007. Regardless of the actual rate, the impact of population growth accumulates over time. With **population growth** comes **increased service demands** which equates to increased crime and traffic; more ambulance calls; more threat of fire; greater road use; increased sanitation needs, etc. Also as population growth occurs, particularly in a rural county like Putnam, more urbanization occurs, which brings additional service demands that most other counties provide, such as expanded recreation, cultural, and environmental initiatives. The latter is clearly shown in the relatively rapid development of countywide library and recreation services since 1987.

At the same time, Federal and State governments continue to initiate **mandates** that significantly dictate the types and cost of County services. For example, much of the Planning and Development Department's functions are directed toward ensuring compliance with the Comprehensive Land Use Plan mentioned above. Of course, the origination of such a mandate was to fulfill the public need for more effective growth management, particularly for a rapidly growing state like Florida. An even more significant impact is seen in Federal and State environmental laws to improve Solid Waste Management and their impact on County Landfill operations. These laws are inescapable in the sense that they cover not only the operating costs of new and existing landfills, but closing costs and long-term care of old landfills as well, with the latter cost being an ongoing 20 - 30 year requirement for the County. In order to moderate expenses, the County made major contractual changes in FY 1996 with Waste Management, Inc. for trash collection and recycling. The cost decrease was enough to offset some of the expected significant cost increases in operating the County's landfills. Effective April 1, 2004, the County approved the transfer of Waste Management's contract to Waste Pro, Inc, with some built-in cost increases for garbage collection and recycling. The annual solid waste assessment was increased in FY 2010 from \$172.00 to \$219.00 per household due to increased operating costs from a new Waste Pro, Inc. collection and recycling contract and additionally because of increased debt service requirements related to the expansion of the landfill.

**Residential growth** represents almost **90%** of our County's tax base growth in the last 10 years. Although the Homestead Exemption in Florida is extremely popular, one effect here is that approximately 30% of owners of mobile homes in our County pay no property taxes; while the remainder pay an average of only \$145 per year. To compound this situation, the recent Property Tax Reform legislation passed during the 2007 Special Session resulted in a loss of Ad valorem taxes of over \$3,000,000 for FY 2007-08 and an additional \$520,000 in FY 2008-09. So even though revenues are decreasing, service demands continue to increase with each additional home. Since 1987 County revenue growth has been limited, and the County has continually faced very stringent, "hold-the-line" expenditure budgets. Although the County has offset some of the effects with needed efficiency improvements, undoubtedly County progress has in some sense been slowed. The slow down of such progress can be predicted to continue unless new revenue sources are created.

**Another solution to better funding is building the tax base by increasing the industrial/commercial tax base.** Unfortunately, almost every community sees this as an important current strategy and the competition is intense. The County took an important step by establishing an Economic Development Fund for the first time in the 1997 budget and identifying funds to purchase land for a new Business Park. The Chamber of Commerce, as the County's agent for Economic Development, has aggressively focused on the difficult task of identifying prospective tenants, and acting as the spearhead in convincing them that Putnam County can best serve their needs. With sufficient dedicated funding, some moderate success can definitely be predicted in the near future. This must continue to be a high priority for our County if we are to continue to maintain and improve the quality of life for our citizenry.

Property taxes have increased only three times in the last 15 years with a total increase of about 16.5% over that period or an average of about 1.2%/year. In 1992 a nationwide recession impacted State shared revenues resulting in no pay increase for County employees and, in general, a 5% total reduction in department expenditures and strict curtailment of capital expenditures. Fortunately, 1993 saw revenue relief with an improved economy and an increase in the value of the County's property tax base which allowed a 5% wage catch-up and met other postponed needs. The construction of a new industry (wallboard manufacturing) during FY 2000-01 brought a much-needed improvement in the tax base. Unfortunately, such positive events do not happen often enough, while the negative ones can happen at any time, so it becomes imperative that the County maintain adequate levels of financial reserves to weather the bad times. Seminole Electric, the County's largest tax payer, is considering a large plant expansion. If this expansion takes place, it is anticipated that their annual tax payment would nearly double and hopefully, allow a significant reduction in the millage rate upon completion.

All of these trends should continue to impact the long-term operation of the County. Without appropriate public communication, progress might stall. Nevertheless, budgets will, undoubtedly, continue to be tight and the focus must be placed on a need for better information, communication, and innovation.

**The following list summarizes the long-term organization-wide policies and goals that will impact the current and future budgeting process:**

**1). Improve County services while minimizing taxes.**

\*The FY 2009-10 Budget continues to provide financial and economical services to the County while maintaining stable revenue (no tax increase) sources, and good expenditure controls.

**2). Address population growth and increasing service demand.**

\*With the steady increase in population growth comes increased service demands. The County has provided better service by retaining qualified employees with high morale and low turn over.

**3.) Continue addressing State and Federal mandates.**

\*State and Federal Mandates are expected to continue. The County, through National and State Organizations (i.e., National Association of Counties, Florida Association of Counties, Small Counties Coalition, etc.), must continue their lobbying efforts to insist that mandates be funded by the level of government that imposes them.

**4). Seek revenue alternatives (particularly for road improvement) and lower expenditure alternatives (such as “privatizing” services).**

\*An initial effort to obtain alternative revenue funding was successful when the County voters, by referendum, approved the **Better Place Plan** and the related **Local Government Infrastructure Surtax**. The revenues from this tax are expected to generate over \$75,000,000 over its 15-year lifespan, the majority of which is expected to be used for road improvements. These funds however, are the proverbial “**drop in the bucket**” when it comes to funding **estimated** needs of over **\$350,000,000**, although it is hoped that, using the Surtax as a base or match money for grants, donations, and normal revenues, the County will somehow achieve the estimated needs. Efforts will continue to obtain other recurring revenues, including funding to meet “operating expenses” for such things as road maintenance and new personnel to staff expanded recreation and library facilities. Expansion of the Municipal Services Benefit Unit (MSBU) concept in the unincorporated areas of the County, whereby homeowners share in the cost of road paving/maintenance, helps to mitigate this funding shortfall, but only in limited areas.

**5.) Improve Citizen Communication.**

\*The Board of County Commissioners has acquired partnerships with agencies in the County to emphasize strong communication and cooperation with citizens.

**6.) Aggressively encourage Economic Development in the County.**

\*The Board of County Commissioners established an Economic Development Fund in FY 97 which provided financial resources to encourage economic activities and has continued to provide services and activities to the County along with the Chamber of Commerce.

**7.) Retain and attract a competent work force by keeping salary structure up-to-date and funding appropriate pay increases and adequate benefits.**

\*In FY 1999-00, The Board of County Commissioners implemented a Cody position classification and salary study to bring County employees positions and salaries/wages up to a competitive level, thereby improving the stability of the work force. Additionally, in FY 2001-02 the Board implemented two other employee programs which benefited the majority of employees:

1. The Experience Pay program provides each employee with a minimum of three years service to the County a bonus of \$350, which increases in \$100 increments with the number of years of service. The employee must receive a satisfactory or higher rating on his/her annual performance evaluation, which is given on their anniversary date of employment. This benefit was extended again in FY 2010.

2. The Career Enhancement Compensation program, which provided for a pay rate increase of 1-2% for an above average performance evaluation and a 2-3% increase for an outstanding evaluation, was eliminated in the FY 2007-08 Budget as a result of the recent Property Tax Reform. Revenues are not adequate to fund this employee benefit for 2010.

\*For FY 2009-10 the Board of County Commissioners was unable to provide a general pay adjustment (COLA) for employees. However, despite the "flattening" of revenues, no employees were laid off. The other programs mentioned above are continuing.

\*The pay grades (and pay) of numerous positions were adjusted in FY 2004-05 when it became apparent that Putnam County's pay scales were well below the market of the surrounding area, making it difficult to retain employees in the positions or hire replacements for vacancies.

\*The Human Resources Department is continually studying individual classes of employees which have high turnover rates to determine adjustments needed to keep the County competitive with market rates.

## PUTNAM COUNTY FINANCIAL STRUCTURE

The **Putnam County Budget** is produced **in conformance** with rules and regulations developed for local governments. The State of Florida has established the “fiscal year” for counties as beginning October 1 and ending September 30 of the following year. In addition, the State sets the process by which county budgets are adopted and by which county millage rates are set. A millage rate is the tax rate, measured in terms of a \$1 tax per \$1,000 of assessed taxable value, that is applied to all real property and to the tangible personal property (equipment) held by businesses. Accordingly, the preparation of the Putnam County Budget is **in compliance** with Chapters 129 and 200 of Florida Statutes.

Chapter 129, in part, directs the use of **fund accounting**. Governmental resources are accounted for in individual funds based upon the purpose for which the funds are to be spent, and, in fact, are the means by which spending activities are controlled. That is, there are generally restrictions placed on how certain funds or their revenues may be spent. Uses of revenue to some funds are often limited to the purpose for which they were created. For example, State statutes require certain fuel taxes to be included in the Transportation Fund. In some cases, the County Commission has the authority to direct revenues to funds according to the budgetary plan. For example, State Revenue Sharing proceeds may be directed to the General Fund and/or any fund the Board so chooses (Currently 100% is going to the Transportation Fund). The County budget is actually a total of all the separate funds. These various funds are **generally grouped into six (6) generic fund types** as follows:

### GENERAL FUND

The General Fund is the general operating fund of the Board of County Commissioners. It is used to **account for all** financial resources, **except** those **required to be** accounted for **in another fund**.

**Relationship to other Funds:** Provides supplemental funding for most other funds (perhaps with the exception of Enterprise Funds) usually through the use of Interfund “transfers”. Receives transfers of other fund’s revenue excess (particularly when a fund is no longer needed and is therefore “closed out”). Also may receive funds as directed by the State such as funds in excess of “debt service” requirements or State “Racing Monies” currently in the General Fund.

### SPECIAL REVENUE FUNDS

Special revenue funds are used to account for the proceeds of **specific revenue sources** (other than special assessments or major capital projects) that are **legally restricted** to expenditures for a specific purpose. Examples are: the Transportation Fund, the Fire Taxing Unit, MSBU funds, and all Grant funds. For Putnam County, the Transportation Fund, due to its size, is often shown separately in summary reports. Also often shown separately is the Fire Taxing Unit since a millage and ad valorem taxes are involved with this fund (**see page B-23** for more information).

**Relationship to other Funds:** In addition to specific revenues, may obtain supplemental funding, usually from the General Fund or from grants.

### DEBT SERVICE FUNDS

Debt Service Funds are used to account for the accumulation of funds for payment of general long-term debt principal, interest, and related costs.

**Relationship to other Funds:** Generally receives funding from another Fund, usually tied to pledged revenue sources in accordance with applicable bond or debt financing issue documents.

## **CAPITAL PROJECTS FUNDS**

Capital Projects Funds are used to account for financial resources used for the acquisition or construction of major capital facilities for the County. Road projects relate to paving or resurfacing of County roads, major bridge repairs, or road drainage system improvements are accounted for separately from other type projects, such as recreation or library facilities.

**Relationship to other Funds:** The Transportation Fund has been a major source of funding for Road Projects, while the General Fund (or grants) has been the major source for other projects. The Better Place Plan Projects Fund (Funded by a one-cent surtax) is in a position to contribute the majority of dollars for all types of projects in the future, at least for its current 15-year approved lifespan. Other Funds may also provide funding through transfers. Once a major capital project is completed, the remaining fund balance, if any, is often closed out by transferring excess funds to another fund (which is most often the General Fund).

## **ENTERPRISE FUNDS**

Enterprise (Proprietary) Funds are used to account for operations that are financed and operated in a manner similar to private business. The intent and expectation of such funds is that all the costs of providing goods or services to the public on a continuing basis will be financed or recovered primarily through user charges or special assessments. Currently, Waste Management (including landfills) is the largest fund within this Fund type for Putnam County.

**Relationship to other Funds:** Normally there is no relationship to other funds since these funds are to be self sufficient. In practice, the General Fund occasionally provides supplemental funding if normal revenues are inadequate to meet expenses.

## **INTERNAL SERVICE FUNDS**

Internal Service (Proprietary) Funds are used to account for the financing of goods or services provided by one County department to another generally on a cost-reimbursement basis. Internal Service Funds are not necessarily mandatory, but are used to better identify the cost of major services supplied internally to other departments and their related fund. As such, Internal Service Funds may artificially inflate overall budget totals. However, it is generally seen as a more equitable fund accounting process for counties. Currently, Putnam County maintains a Fleet Maintenance Fund (for County vehicles and equipment), an Insurance Reserve Fund (Group Health Insurance benefits for County employees), and a Risk Management Fund (for all other types of insurance except Group Health) as Internal Service Funds.

**Relationship to other Funds:** Fleet Maintenance costs are identified by the vehicle/equipment and charged to the related department/fund. Contributions toward Group Health are received from all other funds having employees and from other County Constitutional Officers for their employees. Employees also contribute for family coverage and for coverage above the base level contributed by the County. Risk Management costs are allocated to other funds, as appropriate.

**APPROPRIATIONS - All County Funds**, both Governmental and Proprietary, are appropriated for budget purposes. The Putnam County Development Authority (a Component Unit) and "funds" for the other five Constitutional Officers, which are depicted in the Combining Balance Sheet of the audited financial statements, are not included in the County's Budget.



**PUTNAM COUNTY, FLORIDA**  
**BUDGET PROCESS**

- February** By first meeting in February, BOCC approves Tentative Budget Calendar.
- March** By first meeting in March, tentative Budget (Revenue) forecast provided to BOCC for discussion along with review of current Budget Policy and Guidelines. Following this meeting, Budget Officer distributes Operating and Capital Budget Request Forms with any updated BOCC Budget Guidelines. Also notifies any outside agencies whose requests for funding are to be considered in the Budget.
- April** Department Heads and appropriate outside agencies complete and submit Operating and Capital Budget Requests by designated April deadline.
- May-June** Budget Review Committee (consisting of two designated Commissioners, the Budget Officer, and the County Administrator) meet with County Department Heads/outside agencies to review Operating and Capital Budget requests. Budget projections revised by the Budget Officer, as appropriate. Meetings with other Constitutional Officers (i.e.-Sheriff, Property Appraiser, Supervisor of Elections, and Clerk of Courts) generally occur after June 1 since, by law, their Tentative Budgets are not due to BOCC until that date. Additional follow-up meetings are scheduled as directed by the Budget Review Committee.
- July** Property Appraiser (by law) certifies County's taxable property value on or before July 1. No later than July 15 (again, by law), a **BALANCED** Tentative Operating Budget (which includes Capital) is submitted to BOCC by the Budget Officer.
- Prior to the end of July, BOCC must adopt **non-Ad valorem special assessments** (i.e., Waste Management) and **proposed Millage Rates** for the upcoming Fiscal Year.
- August** Final Budget Review Committee follow-up meetings conducted as necessary. Department Heads, Constitutional Officers, and outside agencies to be notified of Budget Review Committee's Recommendations. Unresolved Budget issues brought to BOCC for input or final BOCC recommendation.
- Property Appraiser issues TRIM (property tax) notice to property owners which also notifies them as to the Tentative Budget and Millage public hearing date, location and time which by law must take place the first part of September.
- September** At first meeting in September, after 5:00 p.m.(by law), BOCC conducts Public Hearing to adopt **Tentative Millages and Budget**. Input from the public (citizens) is also invited. Budget is revised, if appropriate, as per BOCC directives after public input.
- At second meeting in September, again after 5:00 p.m., BOCC conducts Public Hearing to adopt **Final Millages and Budget** which has been advertised to the public in the newspaper in a form and on a date as prescribed by the State. After public input, BOCC approves **Final Millages and Budget**. **Approved** Final Operating and Capital Budget distributed to Department Heads. Constitutional Officers and outside agencies are notified of final BOCC approved funding.

## PUTNAM COUNTY, FLORIDA

### OTHER BUDGET FACTORS

#### **BUDGET AMENDMENTS**

In accordance with Chapter 129 of Florida Statutes, within the Fiscal Year, the Budget may be amended by **Resolution** of the Board of County Commissioners for unanticipated (unbudgeted) revenues such as grants, donations, debt proceeds, etc. which can then be appropriated and expended for their intended purpose. Appropriated funds, including the Reserve for Contingencies, may be transferred to increase the appropriation of any other expenditure line in the same fund. Appropriations within a fund may be increased or decreased provided offsets are made and the total appropriations in the fund are not changed. Otherwise, all other changes which affect the total Fund/County Budget appropriations require a Public Hearing following the appropriate newspaper advertisements as specified by Florida Statutes.

#### **OTHER FINANCIAL POLICIES IMPACTING THE BUDGET**

In addition to meeting the requirements of Florida Statutes, the County has established other Budget "rules" or policies. Among the provisions, proposed budgets should identify areas of **recurring revenues and recurring expenditures**. Recurring expenditures should not, under good financial management practices, exceed recurring revenues. In contrast, "Capital Outlay" expenditures, which are, by nature, non-recurring (i.e., one-time items), may be funded by non-recurring sources of revenues and/or net cash reserves (as well as recurring revenues if available). Financing may also be used to fund Capital Outlays provided that estimated debt service is included as a recurring expenditure and pledged revenues are included as recurring revenues during the life of the debt.

The Reserve for Contingency in the General Fund is **normally** budgeted between 2% and 5% of the Fund's anticipated total revenues. By State law, "Reserves for Contingencies" in Operating Funds cannot exceed 10% of the revenues. By County policy, **unbudgeted cash reserves** ("Rainy Day Fund") are to be maintained in the County's General Fund in an amount equal to 10% of the budgeted General Fund Revenues excluding transfers and other financing resources (Debt Proceeds). The level of unbudgeted cash reserves in other operating funds may be established by the Board on an annual basis (Currently, only the General Fund has such a reserve)

Counties operate under a balanced budget requirement. Expenditures for each fund must not exceed fund revenues, but revenues may exceed expenditures. All or a portion of beginning fund balances may be appropriated (Putnam County uses "Cash Balance Forward") to cover planned expenditures or, conversely, revenues may be used to increase ending fund balances. In this respect, it is a financial management axiom that the most important role for fund balances is to cover unanticipated short-term drops in revenue or increases in expenditures so that the County does not need to borrow short-term funds. Fund balances **should** not be used to support recurring or longer-term expenditures, but **if** used, a plan must be in place to restore the appropriate 10% level within three years (County policy).

Florida Statutes also dictate that Counties only budget 95% of anticipated significant revenues in order to allow for contingencies. As a result, any resulting excess of actual revenues received over budget eventually is added to "Cash Balances" carried forward for future budget use.

**A copy of the most recently approved Putnam County Budget Policy and Guidelines follows on the next three pages of this Budget document.**

**PUTNAM COUNTY, FLORIDA  
BUDGET POLICY and GUIDELINES  
FY 2009-10**

**Budget Year**

1. Putnam County's budget is designed to serve four general purposes:
  - a. Planning
  - b. Fund Control
  - c. Public Information
  - d. Legal Compliance
2. The budget will be constructed by line item for monitoring purposes.
3. Wherever possible, programs will be identified and costs of each program reflected in separate budget schedules in addition to the line item budget.
4. Departmental budgets will be initiated within each department.
5. Where applicable the Department Head will assign priorities to projects and/or activities.
6. The ultimate authority for determining budgetary priorities rests with the Board of County Commissioners.
7. The Department Heads will have the authority to exercise maximum flexibility within their approved budget to manage the resources provided and to accomplish the goals and missions of their department.
8. The Department Heads are responsible for operating within their approved budget amount as directed by the County Administrator and consistent with the budget policy as adopted by the Board of County Commissioners.
9. Changes or exceptions to approved budgets (Other than those for which the County Administrator has approval authority) must be approved in advance by the Board of County Commissioners. Additional positions, lease-purchase, or any other transactions which exceed amounts not specifically budgeted as of October 1st must be analyzed as to both current budget and future budget impact.
10. The development and management of departmental budgets, as well as the attainment of departmental goals, will be a factor in the annual evaluation of Department Heads by the Board of County Commissioners and the County Administrator.
11. Salary budgets will be controlled by monetary limitations in combination with the list of authorized positions as maintained in the records of the Human Resources Office. Except for Board-approved increases (COLA, Experience Pay, Position Upgrades, Merit pay, etc.) the total of the amounts budgeted for any Department's positions should not exceed the approved budget "rate" of the prior year. For budget purposes, all positions vacant as of September 30<sup>th</sup> will be budgeted at the approved entry level.
12. The County Administrator may approve the appointment of an employee above entry level. (Section 4.01E of the Personnel Policy, as amended).

13. The County Administrator may approve the use of salary lapse for other than salaries up to a limit of \$10,000. Amounts in excess of that must be approved by the Board.

14. Transfers between line items WITHIN the EXPENDITURE CATEGORIES (CAPITAL OUTLAY (equipment) and OPERATING EXPENSES) are not required. Department Heads are expected to review their operating expenditures and adjust their operations as required to stay within their total approved category budgets.

15. Transfers BETWEEN the EXPENDITURE CATEGORIES (OPERATING EXPENSES and CAPITAL OUTLAY) requires the County Administrator's approval for any amount up to \$10,000. Board approval is required for individual transfers over \$10,000. Transfers INTO PERSONAL SERVICES, and transfers from any Reserve requires Board approval.

16. A Capital Budget will be prepared separately and submitted prior to a date as determined by the Board of County Commissioners. Current year requirements for the Capital Budget will be incorporated into the Operating Budget for consideration by the Board of County Commissioners.

17. Capital Budget requests (other than "Operating Capital") shall include anticipated Department requirements for a five-year period which will be incorporated into the 5-year Capital Improvement Plan (CIP).

#### **BUDGET GUIDELINES**

1. The **format** for budget preparation documents submitted to the Budget Review Committee and the Board will be prescribed by the Budget Officer.

2. A **Calendar** for budget preparation will be published by the Budget Officer to be used by the Departments in the preparation and submission of budget documents.

3. An overall budget figure or percentage cap may be set by the Board. This cap may apply to salaries and/or operating expense items. Purchases of capital equipment must be justified as individual items and submitted during the Capital Budget planning process.

4. Budget Office **Budget Memoranda** will be issued periodically as needed and will be sequentially numbered. Such Memoranda should be retained for easy reference relative to the current year budget process.

5. **Out-of-County Travel** for professional meetings, conventions, seminars, conferences, training, etc., should be budgeted during the budget process. Although specific times, dates, or even meetings may not be known, Department Heads/staffs will be aware of regular annual meetings which should be attended as well as an estimated number of irregularly scheduled meetings based on past years' experience. Travel costs (i.e., mileage, Per Diem, meal, rooms) will be included under "**Travel**". Costs of registration and/or training materials will be budgeted under "**Training**".

6. All Departmental budget requests shall be submitted to the County Administrator and Budget Officer and reviewed by the Budget Review Committee with the Department Head prior to submittal to the Board.

7. **Dues and Memberships** – Itemize and describe. This budget should only be used for membership in organizations which involve the County or employees representing the County in their official capacity.

**8. Compensation.** The Board **MAY** approve compensation increases in one or more of the following forms, in any combination:

- a. Across-the-board percentage
- b. Across-the-board lump sum payments
- c. Merit increases subject to Section II F of Position Classification and Salary Plan Rules (PCSPR)
- d. Fringe Benefits -- i.e. medical insurance
- e. Promotional increases subject to Section II G of PCSPR
- f. Experience Pay – Lump sum based on years of service and satisfactory evaluation
- g. Adjustment of Paygrade – Adjustment of a class or classes of employees to a more competitive and appropriate pay range

Unless otherwise directed by the Board, the effective dates of compensation increases (when and if approved) will be as follows:

- a. Across-the-board: First payday in October.
- b. Across-the-board lump sum payments: As established by the Board
- c. Merit increases: At one year intervals, dates to be established by the Board
- d. Fringe Benefits: First payday in October.
- e. Promotional increases: Upon date of promotion or reclassification.
- f. Experience Pay – Sunday of week following hire anniversary date.
- g. Adjustment of Paygrade – First payday in October, unless approved by the County Administrator during the fiscal year.

**9. Maintenance and repair** - This item usually refers to “normal” maintenance requirements, including scheduled vehicle overhauls, preventive maintenance, etc. In the event unusual major repairs or maintenance is anticipated, these items should be identified separately and described, with associated cost estimates. The General Services Director will obtain building maintenance requests from Department Heads for inclusion in the County Buildings maintenance budget.

**10. Books, publications, and subscriptions** - Itemize each subscription and its cost (or estimated cost). Try to anticipate needs for new/additional books or manuals.

**11. Rentals/leases or equipment** - Itemize the equipment, period of contract/lease, age, or condition of the equipment and annual cost.

**12. Equipment, Cash Purchase** - Budget in this line item only those items of equipment which will be purchased outright costing between \$3,000 and \$25,000 (items over \$25,000 must be included in the Capital Budget) and which have a useful life of one year or more (exception: **all VEHICLES** will be included in the Capital Budget regardless of cost). Use Budget Form 7 for providing descriptions and costs of individual items. Equipments costing less than \$1,000 (required State Inventory Control level) will be budgeted under “**Operating Supplies**”, as well as all purchases of software. Items costing between \$1,000 and \$3,000 shall be budgeted in the “**Operating Supplies – Inventory**” line. These items require inventory control but do not meet the County criteria for inclusion under “Fixed Assets” for purposes of the annual financial report.

**13. Equipment, Lease Purchase** - This budget line is normally used for high cost items which are paid for over a period of years. Because of their high cost, these items are normally included as part of the Capital Budget and are initially considered during the Capital Budget review process before incorporation into the operating budget.

**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2009-10 BUDGET**

**REVENUE ASSUMPTIONS**

In projecting revenues for any fiscal year budget, certain assumptions are made based on available data. General comments are provided below concerning the budgeting of revenue by major category with appropriate comments, if any, applicable to the FY 2009-10 Budget. Related budgeted revenue trends by major category follow these comments.

**TAXES**

**Ad Valorem Taxes.** Property assessments prepared by the Property Appraiser as the basis for ad valorem taxes are used for the purpose of making budget estimates. While the revenue from such taxes is highly predictable, the level of ad valorem tax rates (millage) must be determined at an early date in the budget process (July). At that point, the determination of the amount of ad valorem taxes/millages required to balance the budget is directly related to the ability to accurately forecast other sources of revenue. For FY 2009-10, the official tax base provided on July 1st was sufficiently adequate to meet the anticipated budget requirements without a millage increase. **See** graphs on pages **A-23 and A-24** for related trends. **See** related note in Letter of Transmittal.

**Gasoline Taxes.** The Florida Department of Revenue's (DOR) estimates are normally used, modified by projections based on a 12-24 month history. Budget estimates normally fall between local projections and DOR estimates. This procedure is the same whether the tax is imposed by and returned to the County, or imposed by the State and shared with the County.

**Local Government Infrastructure Surtax.** This one-cent surtax, approved by County voters on September 10, 2002, has been collected since January 1, 2003. State DOR estimates have been used for the budgets to date. Due to some fluctuations in receipts, DOR estimates will continue to be used.

**INTERGOVERNMENTAL REVENUES**

**Local Government Half-Cent Sales Tax.** Due to the complexity of factors affecting the amount of sales tax Putnam County receives, the Department of Revenue's (DOR) projections are normally used, but cross-checked against historical trends, particularly the past 12 to 24 months of receipts. As a general rule, the use of DOR projections has proven to be fairly accurate. Again for FY 2009-10 the DOR projected distributions were used as the budget estimate for this year.

**State Revenue Sharing Funds.** In most years, Department of Revenue projections were accepted and used for budgeting purposes based on past experience of receipts exceeding the DOR estimates. Because of continuing State revenue shortfalls which affected the funds available for distribution to local governments, DOR has changed their original estimates on occasion and most recently for the FY 2009-10. As a result, budget amounts for that year were conservatively estimated, falling between estimates and trend projections. When actual receipts exceeded DOR's projections, it was decided to return to using the DOR estimate for subsequent fiscal year budgets. State Revenue Sharing for Putnam County decreased for FY's 1999-00 and 2000-01 due to a reduction in State Intangible Taxes, the primary State revenue source for State Revenue Sharing Funds. The State Legislature's decision to practically eliminate the Intangible

Taxes led them to switch to State Sales Tax as the primary revenue source; however the State's estimates for subsequent years were again decreased, prompting the use of the conservative DOR estimates in these budgets.

**Grants.** Grant revenues are included in the budget only if the grants have been approved and applicable contracts with the granting agency have been received prior to Tentative Budget approval. Otherwise the budget is adjusted by Resolution for any grants finalized after the fiscal year budget is formally approved.

### **LICENSES and PERMITS / CHARGES for SERVICES / FINES and FORFEITURES**

Two year historical trends are normally used in these revenue categories modified by any approved fee changes or other significant changes. With the repeal of Impact Fees during FY 1996-97, permit revenues have slowly increased, although Mobile Home permits have not returned to the pre-Impact Fee level. Since FY 1997-98, actual revenues have been erratic for no apparent reason and budget projections have gone up and down accordingly, usually based on the most recent 18-24 month trends. An increase in the permit fee schedule was approved for FY 2003-04 and the budget established accordingly. The FY 2009-10 fee estimates are based on the trends since the new fee schedule took effect. Impact Fees were re-established in FY 2006-07 and budgeted expenditures are included in the FY 2009-10 Budget.

Tipping fees associated with the Waste Management (Enterprise) Fund, are calculated in conjunction with the Solid Waste Special Assessments noted below. These fees make up the largest part of "Charges for Services" under the Enterprise Funds. Ambulance Service charges make up the largest part of "Charges for Services" under the General Fund. Comparatively, "Licenses and Permits" and "Fines and Forfeitures" are considerably smaller in total, and are grouped together here for convenience in showing the related combined trend designated "Fees/Chgs" on the graph which follows **on page A - 17**.

### **MISCELLANEOUS REVENUES**

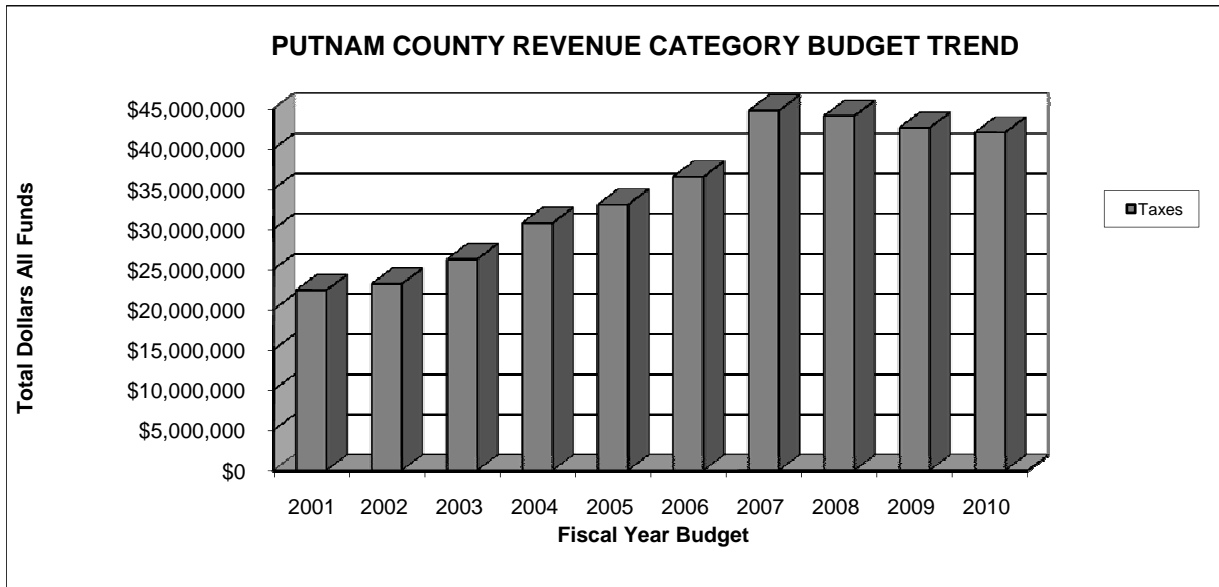
In this category, revenue estimates are generally based on historical trend data, and approved modifications to charges. Investment interest, which is grouped under "Miscellaneous Revenues", is adjusted as interest rates and projected investment balances change.

**Special Assessments.** The largest component of the "Miscellaneous Revenue" category relates to Waste Management and MSBU assessments. For the Waste Management (Enterprise) Fund, Solid Waste Assessments for Landfill, Collection, and Recycling are set at sufficient levels to pay for the anticipated expenditures during the Fiscal Year. Due to statutory requirements, these Assessments must be set by early August, effectively setting the Waste Management Fund budget nearly two months before the final overall Budget is approved.

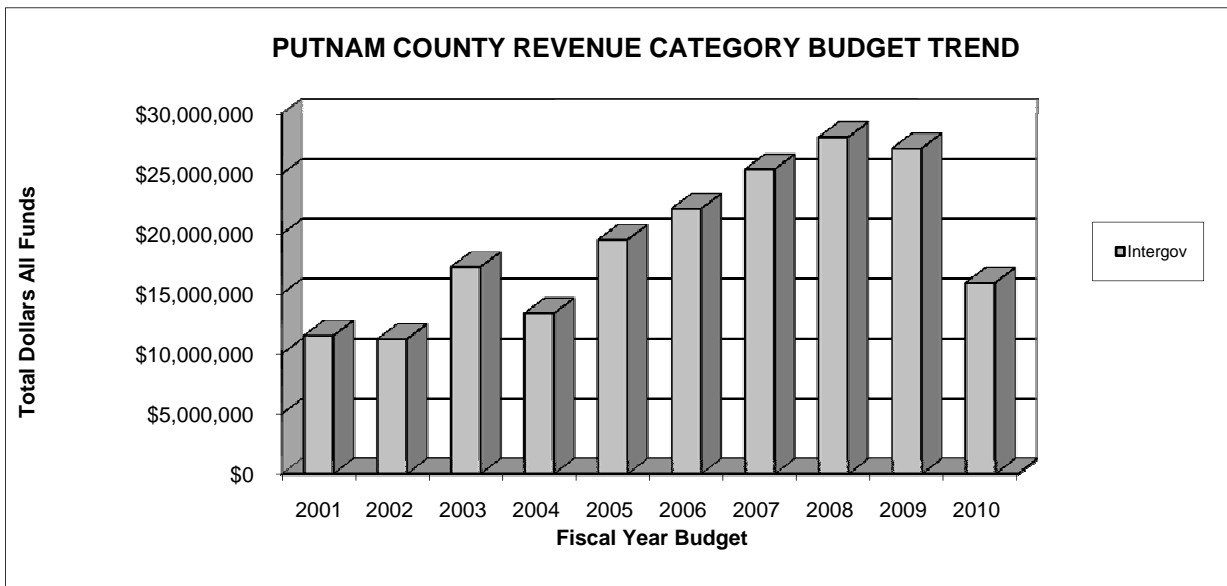
**See Section B** for further detail on budgeted revenues. In addition, other revenue detail can be found in **Section C** under particular Departments by Fund.

**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2009-10  
BUDGET**

**REVENUE TRENDS**



**Comment:** This category includes Ad Valorem (Property) taxes, Local Option Gas Tax, Local Government Infrastructure Surtax, and Communications Services Tax. The large increase in FY 2006-07 was primarily due to increased Ad Valorem Taxes. Subsequent year decreases resulted from State-mandated reductions and reduced property tax appraisals/values.

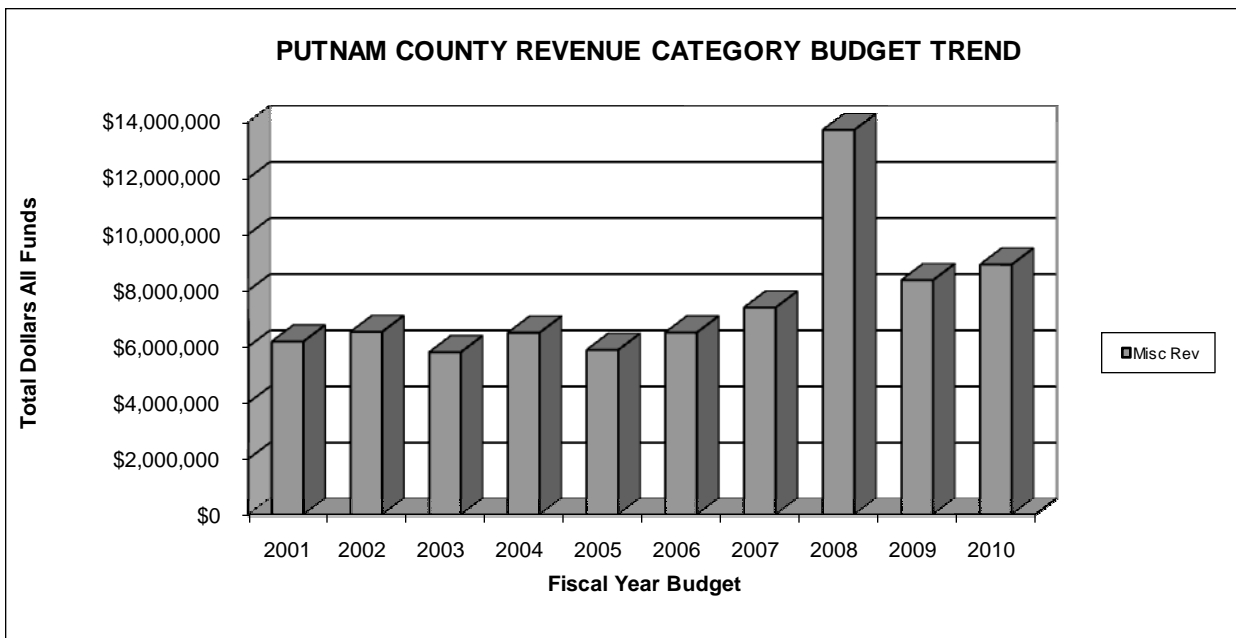
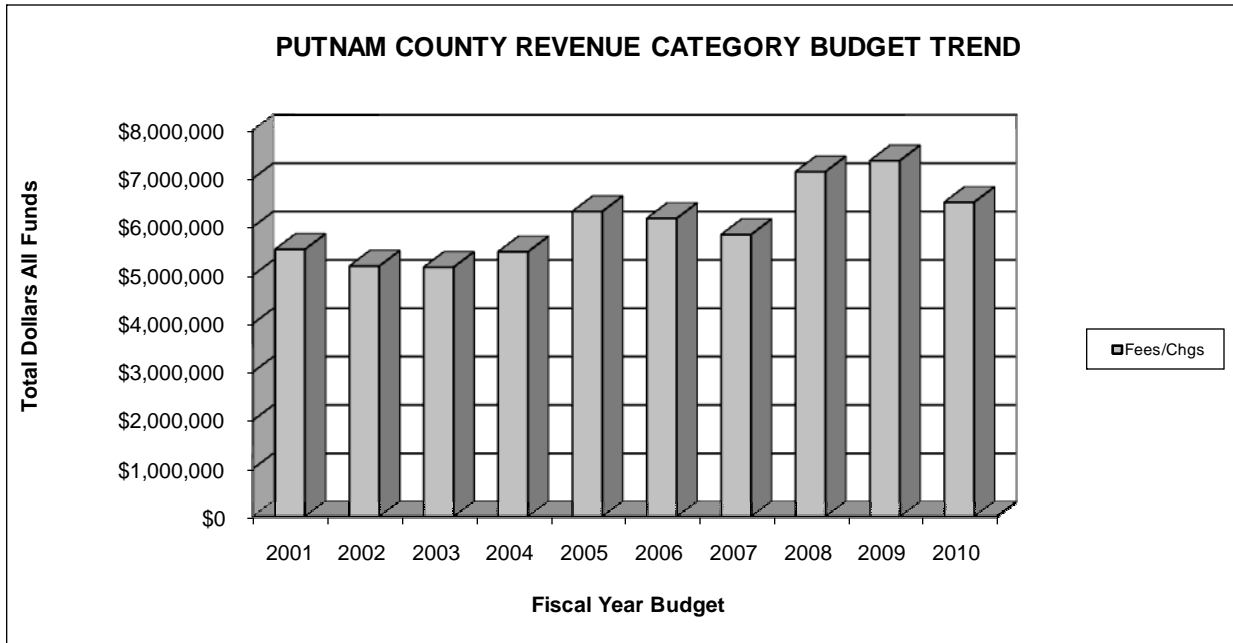


**Comment:** This category fluctuates with the level of Grants obtained and as the economy impacts State and local revenues. The decrease shown is primarily a result of a decrease in State and Federal Grants for FY 2008-09.



**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2009-10  
BUDGET**

**REVENUE TRENDS**



**Comment:** Primary source is Special Assessments for Waste Management and MSBU's. See information under Waste Management Fund in Section C. The spike in 2008 was due to escrowed funds earmarked for the Regional Water/Wastewater System Project.

## **BUDGET BASIS**

The basis of budgeting refers essentially to when estimated revenues or expenditures will be recognized in the budget year. Toward that end, the budget is prepared on the same accounting basis as the County's financial reports.

The "modified accrual" basis is used for all Funds except for the Enterprise (or Proprietary) Funds. Revenues are recognized when they become both measurable and available. Expenditures are recognized when the related liability for goods or services is incurred, except that principal and interest on general long-term debt are recognized only when due.

The "full accrual" basis is used for the Enterprise Funds. Revenues are recognized when earned (regardless of availability). Expenditures are recognized when incurred. The Enterprise Funds are also the only funds in which Depreciation is recognized and recorded.

## **CHARTS and GRAPHS**

The Charts/graphs on the following pages are intended to assist the public in understanding the Budget for Putnam County for FY 2009-10 beginning October 1, 2009.

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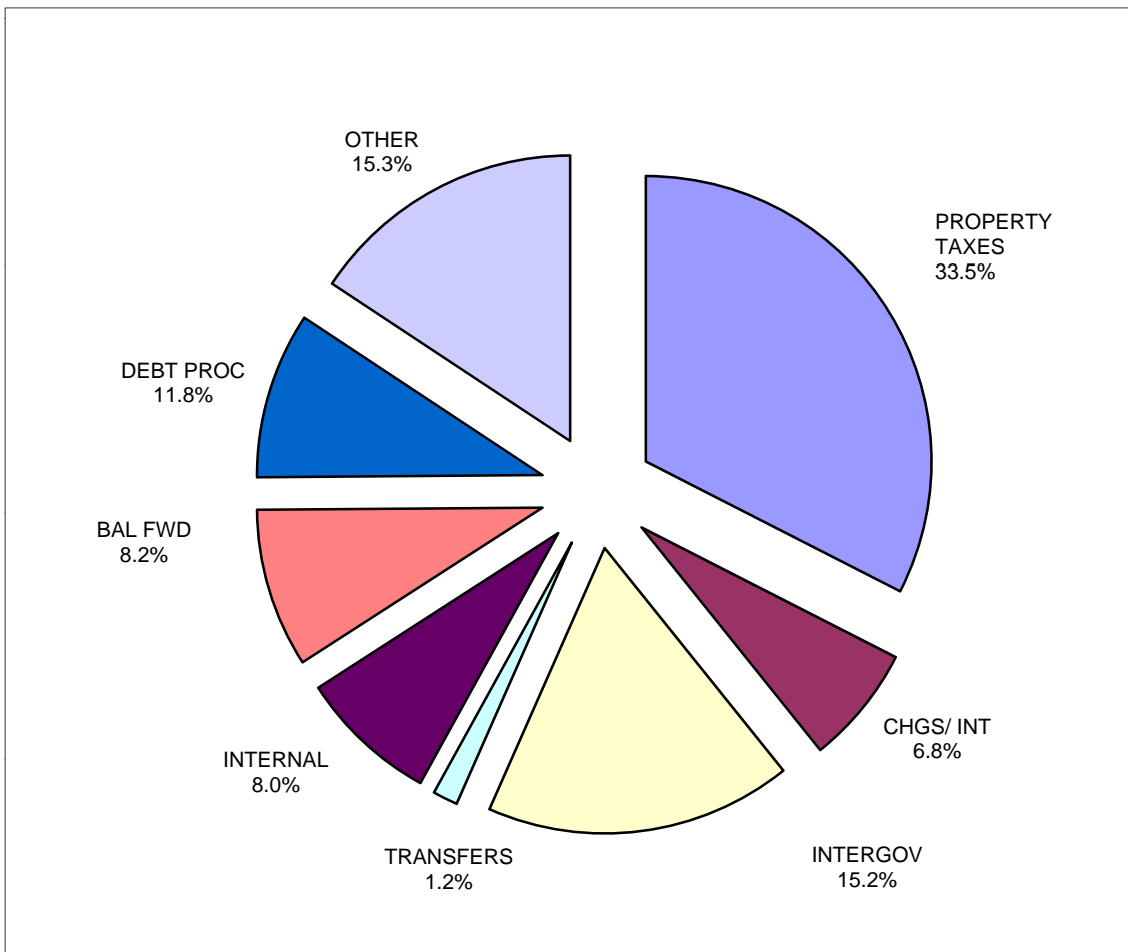
Brief definitions of the titles used can be found in the Glossary of Terms at Section E of this document.

# WHERE THE MONEY COMES FROM

## PUTNAM COUNTY OF FLORIDA FISCAL YEAR 2009-10

Property Taxes, although relatively "flat" for FY 2009-10, continue to represent the largest single source of funds for the County's budget, at 33.5% of total revenue. Intergovernmental Revenues decreased by 7.6% from FY 2008-09 as a result of decreased Federal and State grants. The "Balance Forward" from FY 2008-09 also decreased slightly in total dollars but the Budget decreased as a whole as well.

The relative share of sources of funds for Fiscal Year 2009-10 is shown below:

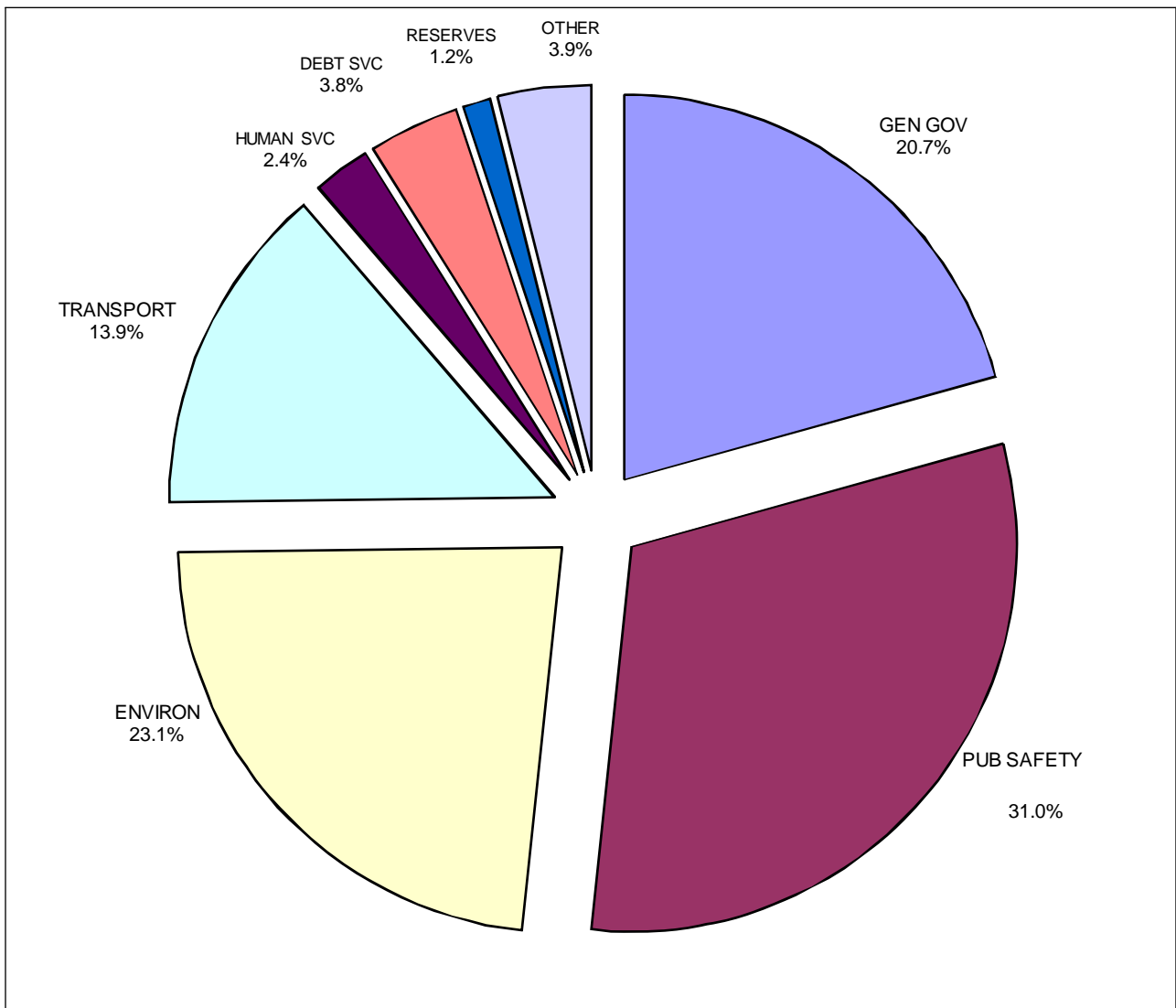


# WHERE THE MONEY GOES

## PUTNAM COUNTY OF FLORIDA FISCAL YEAR 2009-10

The Public Safety expenditure category which includes the Sheriff's Department, Fire and Ambulance Services, consistently commands a significant share of the County's Budget each year (31.0%). However, the Environmental category still commands a significant percentage of funds due to the Regional Water and Wastewater Project and the development of the new Cell 3 at the Landfill. The Transportation Fund expenditures increased only slightly for the FY 2009-10 while the remaining categories maintained their relative levels of expenditure activity for the new year.

The relative share of expenditures for FY 2009-10 by functional category is shown below:

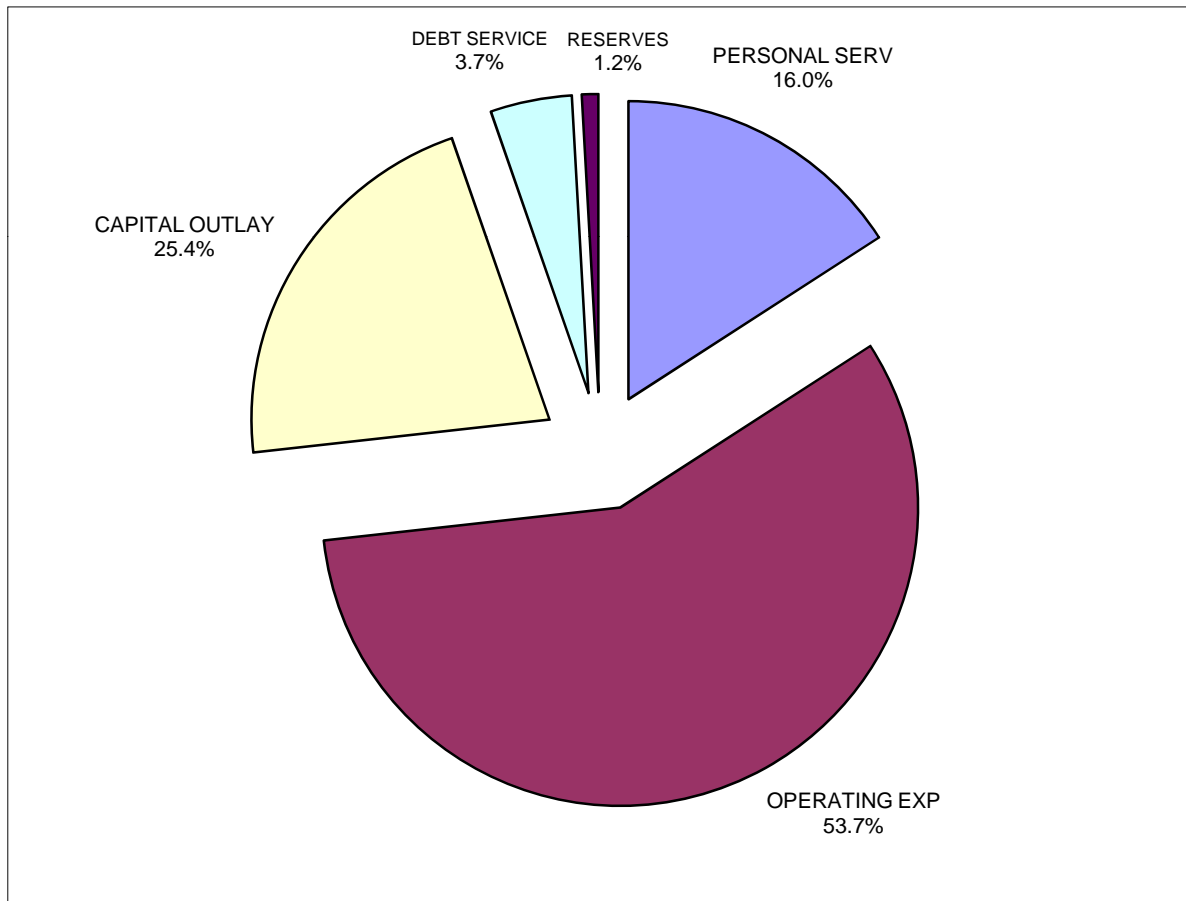


# HOW THE MONEY IS USED

## PUTNAM COUNTY OF FLORIDA FISCAL YEAR 2009-10

In many government entities, Personal Services costs represent over 50% of the total expenditure budget. However, in Putnam County, that share is only 16.0% with Capital Projects/Capital Outlay representing 25.4% and Operating Expenses (53.7%) representing the greatest percentage. The Capital Outlay share is relatively high due to the large Regional Water Project (Fund 408) and the Better Place Plan, which finances a significant portion of the road projects. Debt Service has increased slightly with the projected construction financing of the new Cell 3 at the Landfill.

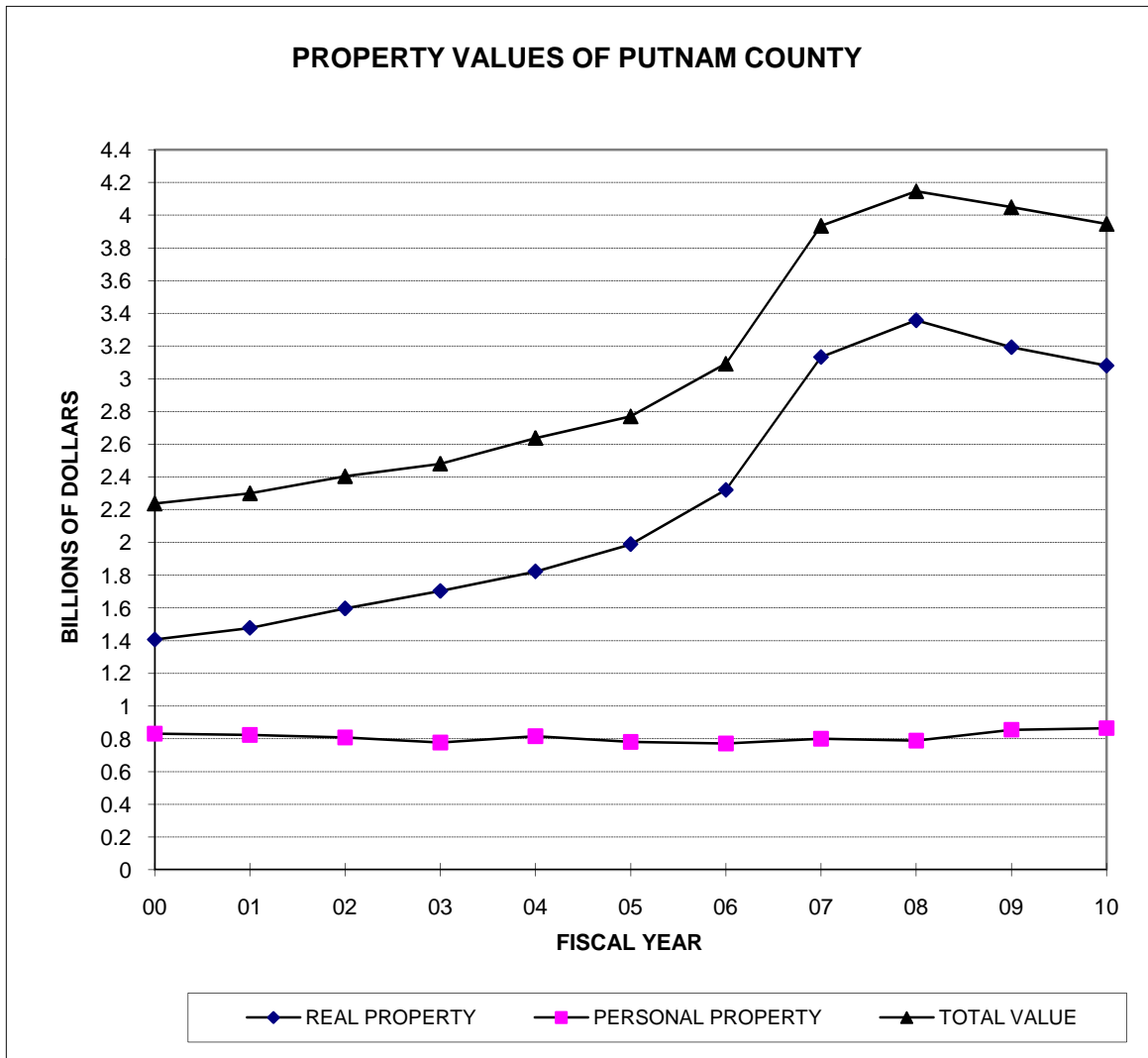
The relative share of expenditures for FY 2009-10 by expenditure classification is shown below:



# PROPERTY VALUES

## PUTNAM COUNTY OF FLORIDA FISCAL YEAR 2009-10

Until FY 05-06, property values had increased at a fairly constant rate over the years as shown in the graph below. The large increases in FY 2005-06 and 2006-07 reflect the housing market boom in those years. Personal Property values remained fairly stable, with normal depreciation of the Seminole Electric power facility (our largest tax payer) and other large industrial facilities being offset by new commercial/industrial facilities, until FY 2009. Recent economic conditions have affected the housing market in Putnam County much it has all over the United States. Overall property values throughout Putnam County have decreased by 2.35% in FY 2009 and yet another 2.55% for the current year. It is not expected that a market recovery will occur any time soon.

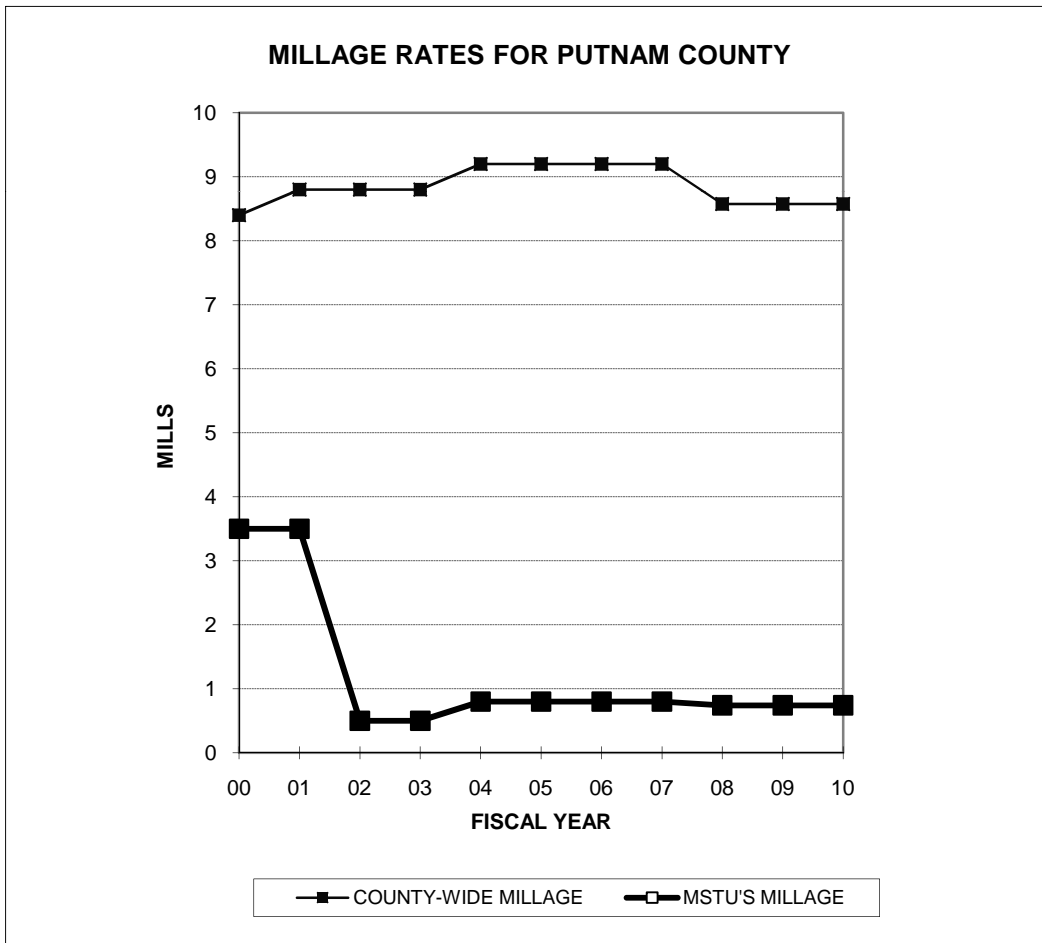


# MILLAGE (TAX) RATES

## PUTNAM COUNTY OF FLORIDA FISCAL YEAR 2009-10

As is evident from the graph below, millage rates have varied over the last 10 years. County-wide millages had no increases for several years, but increased by 0.4 mill in FY 2000-01, and another 0.4 mill increase in FY 2003-04. The rate then decreased in FY 2007-08 from 9.200 to 8.5765 mills. The millage rate for 2008-09 and 2009-10 has remained the same.

The MSTU millage line currently represents the Fire Tax District (0.7425 mills), which is County-wide except for the City of Palatka. The high millage in FY 00 represents the Fire Tax District plus an additional MSTU (3 mills) for road maintenance. This unit was abolished in FY 2002, leaving the Fire Tax District as the only existing MSTU; the MSTU millage rate for FY 2008-09 and FY 2009-10 has remained the same at .7425 mill.





**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2008-09  
BUDGET**

**EXECUTIVE SUMMARY**

<b>BUDGET TOTAL</b>	Approved, All Funds	\$104,646,429 =====						
<b>PROPERTY TAX RATES</b>	COUNTY - WIDE	8.5765 Mills -----						
	NON COUNTY - WIDE Fire Taxing District (MSTU)	0.7425 Mills -----						
<b>AD VALOREM TAX REVENUES</b>	1 Mill of County-Wide taxes generates for the Budget (@95%), Revenue of	\$3,780,934 -----						
		<table border="0" style="width: 100%;"> <tr> <td style="width: 60%;"></td> <td style="text-align: center;"><b>\$</b></td> <td style="text-align: center;"><b>%</b></td> </tr> <tr> <td></td> <td style="text-align: center;">-----</td> <td style="text-align: center;">-----</td> </tr> </table>		<b>\$</b>	<b>%</b>		-----	-----
	<b>\$</b>	<b>%</b>						
	-----	-----						
	General Government	\$20,338,042      19.44%						
	a. Court System	1,358,400          1.30%						
	Public Safety	32,330,461        30.89%						
	Physical Environment	22,641,673        21.64%						
	Transportation	14,574,500        13.93%						
	Economic Environment	1,546,024          1.48%						
<b>SUMMARY OF SERVICES</b>	Human Services	2,506,272          2.39%						
	Culture and Recreation	2,115,535          2.02%						
	Debt Service	3,967,090          3.79%						
	Total Functional Appropriations	----- \$101,377,997      96.88%						
	Transfers Out	1,317,012          1.26%						
	Internal Services	676,131            0.64%						
	Reserves	1,275,289          1.22%						
	<b>TOTAL ALL APPROPRIATIONS</b>	----- \$104,646,429      100.00% =====						

## BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY FISCAL YEAR 2009-10 BUDGET

### Executive Summary – FY 2009-10 Total Operating Budget

The Putnam County Board of County Commissioners' **\$104,646,429** Total Budget (all Funds combined) for Fiscal Year 2009-10 is **down \$14,986,270** from the comparable Fiscal Year 2008-09 Total Budget. By far the **major decrease** was **\$14,277,832** in the **East Putnam Regional Water/ Wastewater Grant Projects Fund** where previous-year grants and loans were used to support construction of the water project, which, after several years of planning and re-planning, finally got underway AND was substantially completed in FY 2009. Increases and decreases in the remaining funds, for the most part, are off-setting. Some specifics:

(1) In the General Fund, there was a decrease amounting to \$1,032,515 or 2.2% and was spread among a few revenue categories, but primarily in the area of grants and state revenues. Most of the special revenue funds had small decreases too as economic conditions continue to impact revenue.

(2) An increase of \$1,304,916 in the East Putnam Regional Water/Wastewater Operating Fund to recognize the new regional water system coming on line. This was the former "East Palatka Water Fund" which only had an annual operating budget of \$120,000.

(3) An increase in the Road Projects Fund of \$1,311,650 in anticipation of federal economic stimulus funds which will be used for drainage and sidewalk repairs and construction.

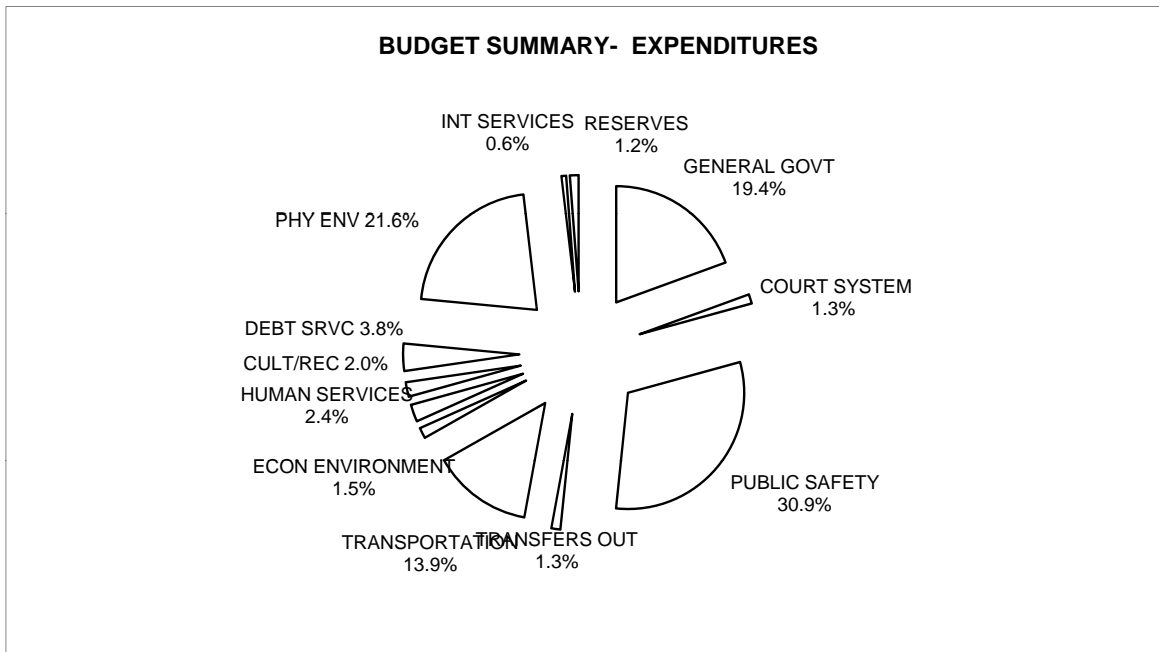
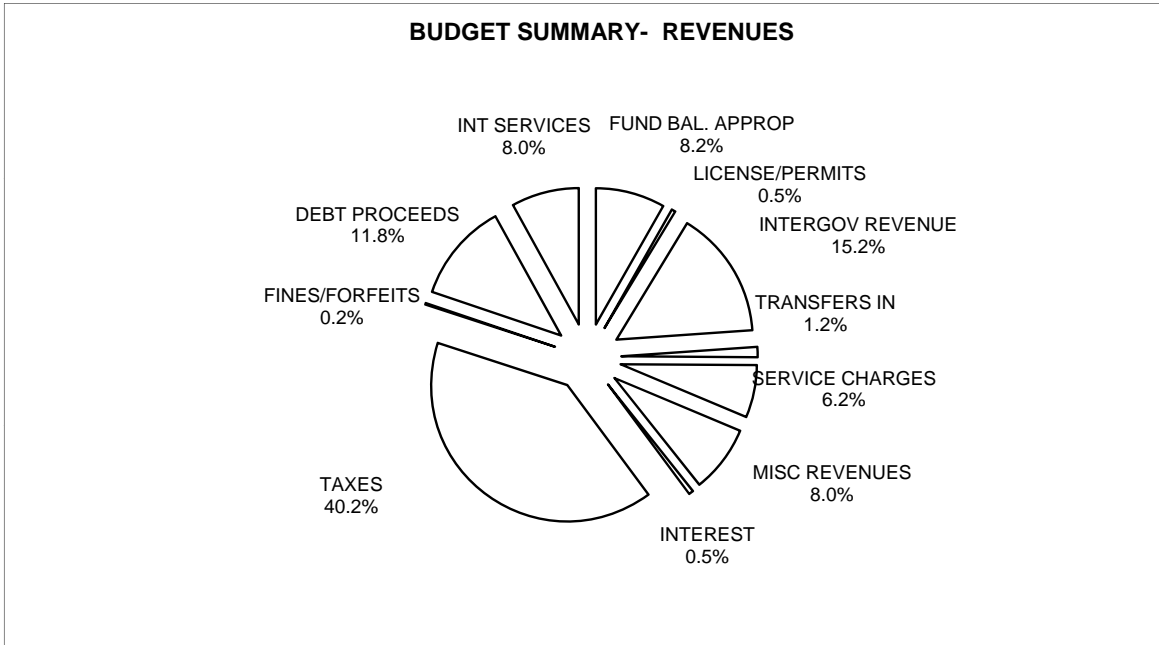
The **General Fund**, the **largest** of the County's Operating Funds, totals \$46,641,110 or 44.6% of the Total. The **Sheriff's Department** is the **largest department** funded through the General Fund, and totals \$17.90 million or 38.4% of the total General Fund budget. Also within the General Fund is County Welfare Services at \$2.1 million and Emergency Medical (Ambulance) Services at over \$5.2 million. For FY 2009-10, the next largest fund at \$13.43 million is the **Waste Management or Sanitation Fund**. The **Transportation or Public Works Fund, a separate Fund** ("Special Revenue") from the General Fund, totals about \$6.33 million. Other more significant Fund budgets are: **Fire Services** (Fire Tax Unit) at over \$4.3 million, and **County Insurance** (Group Insurance and Risk Management) totaling over \$7.98 million.

For FY 2009-10 the Board of County Commissioners approved **NO** general **pay adjustments** (COLA) for the year due to continuing economic conditions. Elected Constitutional Officers, as determined by separate State law, received very minimal increases, if at all. There were also **NO** increases in **County staffing**. The **Experience Pay** program (a flat amount based on the number of years (over 3) in County service and the receipt of a Satisfactory or higher annual evaluation) was again funded for the new year, but the **Career Advancement Compensation program** (an increase in base salary of one to three percent dependent upon an employee's annual evaluation) has not been funded since FY 2007-08 due to the Ad Valorem Tax reductions and the uncertainty of proposed additional tax reductions in coming years.

**Other budget highlights** can be found in brief comments within this section and the other divided sections which follow in this document.

## BUDGET SUMMARY GRAPHS

The graphs below show the relative sizes of Revenue and Expenditure categories for the Total Putnam County Budget for the 2009-10 Fiscal Year. Please see the Glossary for further explanation of the categories shown below.



**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2009-10 BUDGET**

**BUDGET SUMMARY**

	<b>GENERAL FUND</b>	<b>TRANS- PORTATION FUND</b>	<b>FIRE TAX UNIT (MSTU)</b>	<b>OTHER SPEC. REVENUE FUNDS</b>	<b>ENTERPRISE FUNDS</b>	<b>TOTAL OPERATING FUNDS</b>
<b>MILLAGES PER \$1,000 &gt;&gt;&gt;&gt;&gt;</b>	<b>8.5765</b>		<b>0.7425</b>			
	*****	*****	*****	*****	*****	*****
			<b>OPERATING BUDGET</b>			
<b>ESTIMATED REVENUES:</b>						
1. Taxes						
(a) Ad Valorem Taxes	\$32,427,179		\$2,534,400			\$34,961,579
(b) Delinquent Ad Val Taxes	65,000		2,500	250		67,750
(c) Sales and Use Taxes		1,883,105		175,000		2,058,105
(d) Communications Services Tax	525,000					525,000
2. Licenses and Permits	426,650	2,500		45,000		474,150
3. Intergovernmental Revenues	7,289,987	3,279,591		492,275	75,000	11,136,853
4. Charges for Services	4,123,775		1,500	644,200	1,739,550	6,509,025
5. Fines and Forfeitures	37,700			152,500		190,200
6. Miscellaneous Revenues	422,055	7,500	1,000	749,600	6,907,009	8,087,164
(a) Interest	407,500	12,000	36,500	45,415	63,000	564,415
7. Other Financing Sources						
(a) Transfers (in)	52,500	-		225,627	793,498	1,071,625
(b) Debt Proceeds	-			8,338,668	4,000,000	12,338,668
(c) Internal Services	-			-	-	-
(d) Fund Balance Appropriation	863,764	1,150,950	1,729,191	3,078,710	1,564,226	8,386,841
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>	<b>\$46,641,110</b>	<b>\$6,335,646</b>	<b>\$4,305,091</b>	<b>\$13,947,245</b>	<b>\$15,142,283</b>	<b>\$86,371,375</b>
<b>EXPENDITURES/ USES:</b>						
1. General Government	\$12,807,667					\$12,807,667
(a) Court System	329,955			\$1,028,445		1,358,400
2. Public Safety	25,038,791		\$4,171,544	1,156,141		30,366,476
3. Physical Environment	713,397			8,549,008	\$13,379,268	22,641,673
4. Transportation	1,532,100	6,277,831		1,610,350		9,420,281
5. Economic Environment	443,974			1,102,050		1,546,024
6. Human Services	2,506,272			-		2,506,272
7. Culture and Recreation	1,792,417			323,118		2,115,535
8. Debt Service	411,068			40,428	1,585,138	2,036,634
9. Other Financing Uses						
(a) Transfers (out)	645,469	29,827	33,547	-	104,807	813,650
(b) Internal Services	-					
<b>TOTAL EXPENDITURES/ USES</b>	<b>\$46,221,110</b>	<b>\$6,307,658</b>	<b>\$4,205,091</b>	<b>\$13,809,540</b>	<b>\$15,069,213</b>	<b>\$85,612,612</b>
10. Reserves for Contingency	420,000	27,988	100,000	137,705	73,070	758,763
<b>TOTAL APPROPRIATED EXPENDITURES AND RESERVES</b>	<b>\$46,641,110</b>	<b>\$6,335,646</b>	<b>\$4,305,091</b>	<b>\$13,947,245</b>	<b>\$15,142,283</b>	<b>\$86,371,375</b>

**BUDGET SUMMARY (CONTINUED)**

	<b>DEBT SERVICE FUNDS</b>	<b>CAPITAL PROJECTS FUNDS</b>	<b>INTERNAL SERVICE/ TRUST FUNDS</b>	<b>TOTAL NON- OPERATING FUNDS</b>	<b>TOTAL ALL FUNDS</b>
<b>**** NON-OPERATING BUDGET ****</b>					
<b>ESTIMATED REVENUES:</b>					
1. Taxes					
(a) Ad Valorem Taxes					\$34,961,579
(b) Delinquent Ad Val Taxes					67,750
(b) Sales and Use Taxes		\$4,413,478		4,413,478	6,471,583
(c) Communications Services Tax					525,000
2. Licenses and Permits					474,150
3. Intergovernmental Revenues		4,774,910		4,774,910	15,911,763
4. Charges for Services				-	6,509,025
5. Fines and Forfeitures					190,200
6. Miscellaneous Revenues	250,000		12,000	262,000	8,349,164
(a) Interest	1,400	725	8,000	10,125	574,540
7. Other Financing Sources					
(a) Transfers (in)		0	204,642	204,642	1,276,267
(b) Debt Proceeds				-	12,338,668
(c) Internal Services			8,390,654	8,390,654	8,390,654
(d) Fund Balance Appropriation	128,147	-	91,098	219,245	8,606,086
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>	<b>\$379,547</b>	<b>\$9,189,113</b>	<b>\$8,706,394</b>	<b>\$18,275,054</b>	<b>\$104,646,429</b>
<b>EXPENDITURES/ USES:</b>					
1. General Government			\$7,530,375	7,530,375	\$20,338,042
(a) Court System					1,358,400
2. Public Safety		\$1,963,985		1,963,985	32,330,461
3. Physical Environment				0	22,641,673
4. Transportation	7,000	5,147,219		5,154,219	14,574,500
5. Economic Environment					1,546,024
6. Human Services					2,506,272
7. Culture and Recreation				0	2,115,535
8. Debt Service	352,547	1,577,909		1,930,456	3,967,090
9. Other Financing Uses					
(a) Transfers (out)	0	500,000	3,362	503,362	1,317,012
(b) Internal Services			676,131	676,131	676,131
<b>TOTAL EXPENDITURES/ USES</b>	<b>\$359,547</b>	<b>\$9,189,113</b>	<b>\$8,209,868</b>	<b>\$17,758,528</b>	<b>\$103,371,140</b>
10. Reserves for Contingency	20,000	0	496,526	516,526	1,275,289
<b>TOTAL APPROPRIATED EXPENDITURES AND RESERVES</b>	<b>\$379,547</b>	<b>\$9,189,113</b>	<b>\$8,706,394</b>	<b>\$18,275,054</b>	<b>\$104,646,429</b>

**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2009-10 BUDGET**

**REVENUE AND EXPENDITURE BUDGET SUMMARY**

<u>FUND</u>	<u>FUND #</u>	<u>MILLAGE RATE</u>	<u>TOTAL REVENUE</u>	<u>INTERFUND TRNSF IN</u>	<u>CASH FORWARD</u>	<u>TOTAL EXPENDITURE</u>	<u>INTERFUND TRNSF OUT</u>	<u>RESERVES</u>
*** GENERAL FUND ***	001	8.5765	\$46,641,110	52,500	\$863,764	\$46,641,110	\$645,469	\$420,000
<b>*** SPECIAL REVENUE FUNDS ***</b>								
TRANSPORTATION	101		\$6,335,646		\$1,150,950	\$6,335,646	\$29,827	\$27,988
FISHING	114		138,000		91,750	138,000		35,000
FIRE TAXING UNIT (MSTU)	118	0.7425	4,305,091		1,729,191	4,305,091	33,547	100,000
LAW ENFORCEMENT TRUST	119		29,000		3,875	29,000		1,500
LAW ENFORCEMENT EDUCATION	120		48,500		19,750	48,500		3,500
COURT IMPROVEMENT	122		679,000		614,000	679,000		
DRIVER'S EDUCATION	124		75,000		54,175	75,000		
ARTICLE V COURT SUPPORT	125		151,900		86,200	151,900		
COURT TECHNOLOGY FUND	126		197,545		116,295	197,545		
CRIME PREVENTION	127		42,000		17,800	42,000		
E 9-1-1 SYSTEM	130		467,607		147,107	467,607		
TOURIST DEVELOPMENT	131		200,650		25,000	200,650		15,150
COMMUNICATIONS IMPROVEMENT	132		171,102	83,127		171,102		
ECONOMIC DEVELOPMENT	133		185,478	142,500	42,828	185,478		
TRANSPORTATION IMPACT FEES	141		617,550		565,500	617,550		
RECREATION IMPACT FEES	142		51,950		44,240	51,950		
FIRE IMPACT FEES	143		24,325		19,235	24,325		
EMS IMPACT FEES	144		25,000		19,910	25,000		
MISCELLANEOUS GRANTS	160		492,275			492,275		
INTERLACHEN LAKES ESTATES	162		344,800		78,050	344,800		10,000
WEST PUTNAM (MSBU)	163		243,450		91,100	243,450		10,000
LOCAL HOUSING ASSIST/ SHIP	170		806,500		800,000	806,500		25,000
MSBU FUND	175		439,550		137,450	439,550		25,000
E. PUT WATER/WSTEWAT GR PROJ	408		8,338,668			8,338,668		
WASTEWATER UTILITIES	603		84,220		42,220	84,220		1,180
WATER UTILITIES	606		30,675			30,675		2,500
ILE LAKE ACCESS LOTS TRUST	607		62,500		62,225	62,500		5,000
<b>TOTAL SPECIAL REVENUE FUNDS</b>			<b>\$24,587,982</b>	<b>\$225,627</b>	<b>\$5,958,851</b>	<b>\$24,587,982</b>	<b>\$63,374</b>	<b>\$261,818</b>

**COMMENT:** THE ABOVE BUDGET SUMMARY PROVIDES A LITTLE MORE DETAIL IN TERMS OF INDIVIDUAL FUNDS THAT MAKE UP THE LARGER "FUND TYPE" CATEGORIES (i.e., "ECONOMIC DEVELOPMENT" IS PART OF THE "SPECIAL REVENUE FUNDS" CATEGORY).

(CONTINUED NEXT PAGE)

## REVENUE AND EXPENDITURE BUDGET SUMMARY (CONCLUDED)

FUND	FUND #	MILLAGE RATE	TOTAL REVENUE	INTERFUND TRNSF IN	CASH FORWARD	TOTAL EXPENDITURE	INTERFUND TRNSF OUT	RESERVES
<b>*** DEBT SERVICE FUNDS ***</b>								
1994 MSBU SINKING FUND	212		379,547		128,147	379,547		20,000
<b>TOTAL DEBT SERVICE FUNDS</b>			<b>\$379,547</b>	\$0	\$128,147	<b>\$379,547</b>	\$0	\$20,000
<b>*** CAPITAL PROJECTS FUNDS ***</b>								
BETTER PLACE PLAN PROJECTS	301		\$4,413,478			\$4,413,478	\$500,000	
ROAD PROJECTS	307		2,811,650			2,811,650		
CAPITAL PROJECTS	308		1,963,985			1,963,985		
<b>TOTAL CAPITAL PROJECTS FUNDS</b>			<b>\$9,189,113</b>	\$0	\$0	<b>\$9,189,113</b>	\$500,000	\$0
<b>*** ENTERPRISE FUNDS ***</b>								
WASTE MANAGEMENT	401		\$13,426,467		\$1,393,408	\$13,426,467	\$62,682	\$59,672
PORT AUTHORITY	404		290,500		150,000	290,500	1,380	10,398
EAST PUTNAM REGIONAL WATER	405		1,425,316	793,498	20,818	1,425,316		3,000
<b>TOTAL ENTERPRISE FUNDS</b>			<b>\$15,142,283</b>	\$793,498	\$1,564,226	<b>\$15,142,283</b>	\$64,062	\$73,070
<b>*** INTERNAL SERVICE ***</b>								
FLEET MAINTENANCE	501		\$729,493		16,098	\$729,493	3,362	\$57,084
INSURANCE RESERVE	506		6,558,200	\$25,000		6,558,200		200,000
RISK MANAGEMENT	507		1,418,701	179,642	75,000	1,418,701		246,526
<b>TOTAL INTERNAL SERVICE FUNDS</b>			<b>\$8,706,394</b>	\$204,642	\$91,098	<b>\$8,706,394</b>	\$3,362	\$503,610
<b>TOTAL - ALL FUNDS</b>			<b>\$104,646,429</b>	\$1,276,267	\$8,606,086	<b>\$104,646,429</b>	\$1,276,267	\$1,278,498
<b>TOTAL (LESS TRANSFERS)</b>			<b>\$103,370,162</b>			<b>\$103,370,162</b>		

**NOTE:** "TOTAL REVENUE" AND "TOTAL EXPENDITURE" COLUMNS INCLUDE "INTERFUND TRANSFERS IN"/"CASH FORWARD" AND "INTERFUND TRANSFERS OUT"/"RESERVES" BALANCES RESPECTIVELY. THE LATTER FOUR COLUMNS ARE SHOWN ONLY FOR INFORMATIONAL PURPOSES.

**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2009-10 BUDGET**

**SUMMARY OF  
REVENUES AND EXPENDITURES - ALL FUNDS COMBINED**

<b><u>COMBINED TOTALS - ALL FUNDS</u></b>	<b>ACTUAL FY 2006</b>	<b>ACTUAL FY 2007</b>	<b>ACTUAL FY 2008</b>	<b>BUDGET FY 2009</b>	<b>BUDGET FY 2010</b>
<b>REVENUES / SOURCES:</b>					
Property Taxes	\$29,935,183	\$38,956,651	\$37,130,896	\$34,987,829	\$35,029,329
Sales and Use Taxes	7,525,067	7,236,675	6,664,152	7,066,698	6,471,583
Communications Services Tax	610,610	606,240	542,838	560,000	525,000
Licenses and Permits	944,782	936,487	601,593	855,650	474,150
Intergovernmental Revenues	18,136,596	17,259,358	15,188,203	27,113,944	15,911,763
Charges for Services	6,460,843	7,417,782	6,594,291	6,218,060	6,509,025
Fines and Forfeitures	415,278	278,450	297,270	294,850	190,200
Interest/Misc. Revenues	9,089,691	9,368,310	9,277,533	8,368,014	8,923,704
Debt Proceeds / Financing		15,749,537	14,798,666	11,704,263	12,338,668
Transfers (In)	1,644,872	1,238,680	965,980	412,642	1,276,267
Internal Services	6,536,081	7,278,116	8,264,733	7,993,199	8,390,654
Cash Balances Brought Forward				13,592,802	8,606,086
<b>TOTAL</b>	<b>\$81,299,003</b>	<b>\$106,326,286</b>	<b>\$100,326,155</b>	<b>\$119,167,951</b>	<b>\$104,646,429</b>
<b>EXPENDITURES / USES:</b>					
General Government	\$18,743,661	\$19,781,012	\$26,383,863	\$20,197,107	\$20,338,042
a. Court System	351,115	400,038	515,519	1,608,577	1,358,400
Public Safety	24,428,012	25,988,027	28,666,915	32,130,083	32,330,461
Physical Environment	8,971,571	9,509,203	20,906,725	36,875,135	22,641,673
Transportation	19,945,704	21,968,782	12,463,942	15,333,474	14,574,500
Economic Environment	1,785,703	5,349,525	1,935,903	3,075,360	1,546,024
Human Services	2,412,577	2,655,291	1,975,352	2,101,272	2,506,272
Culture and Recreation	2,322,758	2,878,405	2,066,332	2,195,542	2,115,535
Debt Service / Financing	1,472,520	2,752,160	2,966,410	3,201,732	3,967,090
Transfers (Out)	1,644,872	1,238,680	965,980	435,387	1,317,012
Internal Services	855,980	981,469	943,305	660,708	676,131
Reserves for Contingencies				1,353,574	1,275,289
<b>TOTAL</b>	<b>\$82,934,473</b>	<b>\$93,502,592</b>	<b>\$99,790,246</b>	<b>\$119,167,951</b>	<b>\$104,646,429</b>
<b>REVENUES - EXPENDITURES</b>	<b>(\$1,635,470)</b>	<b>\$12,823,694</b>	<b>\$535,909</b>	<b>\$0</b>	<b>\$0</b>



**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2009-10 BUDGET**

**PERCENTAGE OF  
TOTAL REVENUE AND EXPENDITURE - ALL FUNDS COMBINED**

**COMBINED TOTALS -  
ALL FUNDS**

	<b>ACTUAL FY 2006</b>	<b>ACTUAL FY 2007</b>	<b>ACTUAL FY 2008</b>	<b>BUDGET FY 2009</b>	<b>BUDGET FY 2010</b>	<b>5 YEAR AVERAGE</b>
<b>REVENUES / SOURCES:</b>						
Property Taxes	36.8%	36.6%	37.0%	29.4%	33.5%	<b>34.7%</b>
Sales and Use Taxes	9.3%	6.8%	6.6%	5.9%	6.2%	<b>7.0%</b>
Franchise Taxes	0.8%	0.6%	0.5%	0.5%	0.5%	<b>0.6%</b>
Licenses and Permits	1.2%	0.9%	0.6%	0.7%	0.5%	<b>0.8%</b>
Intergovernmental Revenues	22.3%	16.2%	15.1%	22.8%	15.2%	<b>18.3%</b>
Charges for Services	7.9%	7.0%	6.6%	5.2%	6.2%	<b>6.6%</b>
Fines and Forfeitures	0.5%	0.3%	0.3%	0.2%	0.2%	<b>0.3%</b>
Miscellaneous Revenues	11.2%	8.8%	9.2%	7.0%	8.5%	<b>9.0%</b>
Debt Proceeds / Financing	0.0%	14.8%	14.8%	9.8%	11.8%	<b>10.2%</b>
Transfers (In)	2.0%	1.2%	1.0%	0.3%	1.2%	<b>1.1%</b>
Internal Services	8.0%	6.8%	8.2%	6.7%	8.0%	<b>7.6%</b>
Cash Balances Brought Forward	0.0%	0.0%	0.0%	11.4%	8.2%	<b>3.9%</b>
<b>TOTAL</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>EXPENDITURES / USES:</b>						
General Government	22.6%	21.2%	26.4%	16.9%	19.4%	<b>21.3%</b>
a. Court System	0.4%	0.4%	0.5%	1.3%	1.3%	<b>0.8%</b>
Public Safety	29.5%	27.8%	28.7%	27.0%	30.9%	<b>28.8%</b>
Physical Environment	10.8%	10.2%	21.0%	30.9%	21.6%	<b>18.9%</b>
Transportation	24.0%	23.5%	12.5%	12.9%	13.9%	<b>17.4%</b>
Economic Environment	2.2%	5.7%	1.9%	2.6%	1.5%	<b>2.8%</b>
Human Services	2.9%	2.8%	2.0%	1.8%	2.4%	<b>2.4%</b>
Culture and Recreation	2.8%	3.1%	2.1%	1.8%	2.0%	<b>2.4%</b>
Debt Service / Financing	1.8%	2.9%	3.0%	2.7%	3.8%	<b>2.8%</b>
Transfers (Out)	2.0%	1.3%	1.0%	0.4%	1.3%	<b>1.2%</b>
Internal Services	1.0%	1.0%	0.9%	0.6%	0.6%	<b>0.8%</b>
Reserves for Contingencies	0.0%	0.0%	0.0%	1.1%	1.2%	<b>0.5%</b>
<b>TOTAL</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2009-10  
BUDGET**

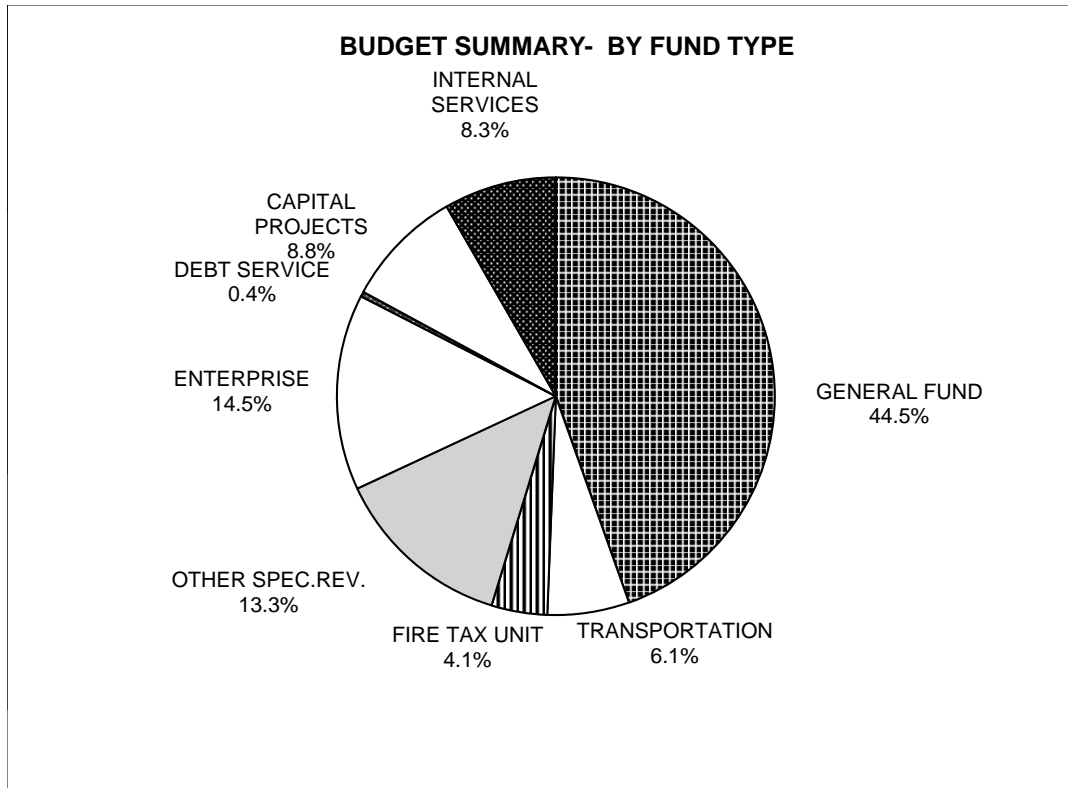
**SUMMARY OF  
REVENUES BY FUND TYPE**

<b><u>TOTALS BY FUND TYPE</u></b>	<b>ACTUAL FY 2006</b>	<b>ACTUAL FY 2007</b>	<b>ACTUAL FY 2008</b>	<b>BUDGET FY 2009</b>	<b>BUDGET FY 2010</b>
<b>TYPE OF FUND(S):</b>					
General Fund	\$40,006,808	\$49,657,787	\$48,161,301	\$47,308,877	\$46,641,110
Transportation Fund	6,246,836	6,138,584	5,861,192	6,337,089	6,335,646
Fire Tax Unit Fund	2,274,481	3,030,054	2,824,475	4,348,618	4,305,091
Other Special Revenue Funds	6,092,320	11,027,738	17,492,784	29,667,107	13,947,245
Enterprise Funds	8,372,620	7,975,434	20,557,685	14,325,547	15,142,283
Debt Service Funds	358,569	240,615	201,536	380,187	379,547
Capital Projects Funds	13,765,445	21,374,894	9,812,748	8,478,610	9,189,113
Internal Service/ Trust Funds	7,587,663	7,587,663	8,543,837	8,321,916	8,706,394
<b>TOTAL</b>	<b>\$84,704,742</b>	<b>\$107,032,769</b>	<b>\$113,455,558</b>	<b>\$119,167,951</b>	<b>\$104,646,429</b>

<b>% OF TOTAL COMBINED BUDGET:</b>					
General Fund	47.2%	46.4%	42.4%	39.7%	44.6%
Transportation Fund	7.4%	5.7%	5.2%	5.3%	6.1%
Fire Tax Unit Fund	2.7%	2.8%	2.5%	3.6%	4.1%
Other Special Revenue Funds	7.2%	10.3%	15.4%	24.9%	13.3%
Enterprise Funds	9.9%	7.5%	18.1%	12.0%	14.5%
Debt Service Funds	0.4%	0.2%	0.2%	0.3%	0.4%
Capital Projects Funds	16.3%	20.0%	8.6%	7.1%	8.7%
Internal Service/ Trust Funds	9.0%	7.1%	7.5%	7.0%	8.3%
<b>TOTAL</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

### BUDGET SUMMARY GRAPHS

The graph below shows the relative sizes of the Budget by Fund Type for 2009-10. Please see the Glossary for further explanation on fund types shown below.



**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2009-10  
BUDGET**

**REVENUE-EXPENDITURE BUDGET SUMMARY  
COUNTY-WIDE vs NON COUNTY-WIDE**

**GENERAL FUND - REVENUES**

<u>DESCRIPTION</u>	<u>COUNTY-WIDE</u>	<u>NON COUNTY-WIDE</u>	<u>TOTAL</u>
Ad Valorem Taxes	\$32,492,179		\$32,492,179
Local Half Cent Sales Tax	531,329	1,919,020	2,450,349
Racing Monies	446,500		446,500
Planning & Development Charges		464,325	464,325
Ambulance Charges	3,170,000		3,170,000
Other Fees/Charges	156,054	755,046	911,100
Court Fines	6,657	24,043	30,700
Other Miscellaneous Revenues	3,050,017	2,762,177	5,812,194
Debt Proceeds			
Cash Balance Forward	187,297	676,467	863,764
<b>Total</b>	<b>\$40,040,032</b>	<b>\$6,601,078</b>	<b>\$46,641,110</b>

**GENERAL FUND - EXPENDITURES**

<u>DESCRIPTION</u>	<u>COUNTY-WIDE</u>	<u>NON COUNTY-WIDE</u>	<u>TOTAL</u>
County Commissioners	\$5,780,971	\$345,560	\$6,126,531
Court Functions	197,180		197,180
Supervisor of Elections	886,397		886,397
Clerk	1,402,604		1,402,604
Property Appraiser	1,593,115		1,593,115
Sheriff	17,655,981		17,655,981
Planning & Development		2,182,488	2,182,488
Ambulance Services (EMS)	5,229,064		5,229,064
Debt Service	411,068		411,068
Other Departments	10,536,682		10,536,682
Reserves	106,735	313,265	420,000
<b>Total</b>	<b>\$43,799,797</b>	<b>\$2,841,313</b>	<b>\$46,641,110</b>

**DIFFERENCE - GENERAL FUND  
(REVENUES - EXPENDITURES)**

**(\$3,759,765)**

**\$3,759,765**

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**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2009-10  
BUDGET**

**REVENUE-EXPENDITURE BUDGET SUMMARY  
COUNTY-WIDE vs NON COUNTY-WIDE**

**TRANSPORTATION FUND - REVENUES**

DESCRIPTION	COUNTY-WIDE	NON COUNTY-WIDE	TOTAL
Local Option Gas Tax		\$1,695,438	\$1,695,438
County Ninth Cent Gas Tax	186,667		
State Revenue Sharing	242,673	1,038,251	1,280,924
Constitutional Gas Tax	1,262,667		1,262,667
County Gas Tax	560,000		560,000
Ninth Cent Gas Tax	78,500		78,500
Other Miscellaneous Revenues	106,253	14,247	120,500
Cash Balance Forward	249,570	901,380	1,150,950
<b>Total</b>	<b>\$2,686,329</b>	<b>\$3,649,317</b>	<b>\$6,335,646</b>

**TRANSPORTATION FUND - EXPENDITURES**

DESCRIPTION	COUNTY-WIDE	NON COUNTY-WIDE	TOTAL
Admin/Engineering/Contracts	\$1,129,682	\$1,129,682	\$2,259,364
Road & Bridge Maintenance	2,009,234	2,009,234	4,018,467
Transfers	29,827		29,827
Reserves	6,068	21,919	27,988
<b>Total</b>	<b>\$3,174,811</b>	<b>\$3,160,835</b>	<b>\$6,335,646</b>

**DIFFERENCE - TRANSPORTATION FUND**

<b>(REVENUES - EXPENDITURES)</b>	<b>(\$488,482)</b>	<b>\$488,482</b>
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NOTE: A BASIC CONSIDERATION IN COUNTY OPERATIONS IS TO ENSURE THAT **COUNTY-WIDE REVENUE** IS BEING USED FOR **COUNTY-WIDE SERVICES**. THESE SCHEDULES DEMONSTRATE THAT COUNTY-WIDE REVENUES ARE USED FOR COUNTY-WIDE SERVICES AFTER REVENUES AND EXPENDITURES ARE ALLOCATED BASED UPON THEIR UNDERLYING VALUATION BASIS OR FUNCTION BETWEEN COUNTY- AND NON-COUNTY-WIDE CLASSIFICATIONS. SINCE COUNTY-WIDE EXPENDITURES **EXCEED** COUNTY-WIDE REVENUES BY \$4248248 (SEE BOTTOM OF PAGE B-16), IT CAN BE CONCLUDED THAT COUNTY-WIDE REVENUES ARE BEING PROPERLY USED FOR COUNTY-WIDE EXPENDITURES.

(CONTINUED NEXT PAGE)

**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2009-10  
BUDGET**

**REVENUE-EXPENDITURE BUDGET SUMMARY  
COUNTY-WIDE vs NON COUNTY-WIDE**

**OTHER FUNDS - OPERATING BUDGET - REVENUES**

<u>FUNDS</u>	<u>COUNTY-WIDE</u>	<u>NON COUNTY-WIDE</u>	<u>TOTAL</u>
<b>*** OTHER SPECIAL REVENUE ***</b>			
Fishing Fund	\$138,000		\$138,000
Fire Taxing Unit		\$4,305,091	4,305,091
Law Enforce Trust Fund	29,000		29,000
Law Enforce Education Fund	48,500		48,500
Court Improvement Fund	679,000		679,000
Driver's Education Fund	75,000		75,000
Article V Court Support	151,900		151,900
Court Technology Fund	197,545		197,545
Crime Prevention Fund	42,000		42,000
E 9-1-1 System Fund	467,607		467,607
Tourist Development Fund	200,650		200,650
Communications Improvement Fund	171,102		171,102
Economic Development Fund	185,478		185,478
Transportation Impact Fee	617,550		617,550
Recreation Impact Fees	51,950		51,950
Fire Impact Fees	24,325		24,325
EMS Impact Fees	25,000		25,000
Miscellaneous Grants Fund	492,275		492,275
Interlachen Lake Estates MSBU Fd		344,800	344,800
West Putnam MSBU Fund		243,450	243,450
Local Housing Assistance Trust Fd MSBU Fund	806,500		806,500
E. Putnam Water/Wastewtr Grant		439,550	439,550
Wastewater Utilities Fund		8,338,668	8,338,668
Water Utilities Fund		84,220	84,220
ILE Lake Access Lots Trust Fund		30,675	30,675
		62,500	62,500
<b>*** ENTERPRISE FUNDS ***</b>			
Waste Management Fund	9,636,153	3,790,314	13,426,467
Port Authority Fund	290,500		290,500
E. Putnam Water/Wastewtr Utility		1,425,316	1,425,316
Total	\$14,330,035	\$19,064,584	\$33,394,619

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**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2009-10  
BUDGET**

**REVENUE-EXPENDITURE BUDGET SUMMARY  
COUNTY-WIDE vs NON COUNTY-WIDE**

**OTHER FUNDS - OPERATING BUDGET - EXPENDITURES**

<u>FUNDS</u>	<u>COUNTY-WIDE</u>	<u>NON COUNTY-WIDE</u>	<u>TOTAL</u>
<b>*** OTHER SPECIAL REVENUE ***</b>			
Fishing Fund	\$138,000		\$138,000
Fire Taxing Unit		\$4,305,091	4,305,091
Law Enforce Trust Fund	29,000		29,000
Law Enforce Education Fund	48,500		48,500
Court Improvement Fund	679,000		679,000
Driver's Education Fund	75,000		75,000
Article V Court Support	151,900		151,900
Court Technology Fund	197,545		197,545
Crime Prevention Fund	42,000		42,000
E 9-1-1 System Fund	467,607		467,607
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EMS Impact Fees	25,000		25,000
Miscellaneous Grants Fund	492,275		492,275
Interlachen Lake Estates MSBU Fd		344,800	344,800
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Local Housing Assistance Trust Fd MSBU Fund	806,500		806,500
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Water Utilities Fund		84,220	84,220
ILE Lake Access Lots Trust Fund		30,675	30,675
		62,500	62,500
<b>*** ENTERPRISE FUNDS ***</b>			
Waste Management Fund	9,636,153	3,790,314	13,426,467
Port Authority Fund	290,500		290,500
E. Putnam Water/Wastewtr Utility		1,425,316	1,425,316
Total	\$14,330,035	\$19,064,584	\$33,394,619

(CONTINUED ON NEXT PAGE)

**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2009-10  
BUDGET**

**REVENUE-EXPENDITURE BUDGET SUMMARY  
COUNTY-WIDE vs NON COUNTY-WIDE**

**OTHER FUNDS - NON OPERATING BUDGET - REVENUES**

<u>FUNDS</u>	<u>COUNTY-WIDE</u>	<u>NON COUNTY-WIDE</u>	<u>TOTAL</u>
<b>*** DEBT SERVICE FUNDS ***</b>			
1994 MSBU Sinking Fund		379,547	379,547
<b>*** CAPITAL IMPROVEMENT FUNDS ***</b>			
Better Place Plan Project Funds		4,413,478	4,413,478
Road Projects Fund	1,955,900	855,750	2,811,650
Capital Projects Fund	1,963,985		1,963,985
<b>*** INTERNAL SERVICE / TRUST FUNDS ***</b>			
Fleet Maintenance Fund	729,493		729,493
Insurance Reserve Fund	6,558,200		6,558,200
Risk Management Fund	1,418,701		1,418,701
Total	12,626,279	5,648,775	18,275,054

**OTHER FUNDS - NON OPERATING BUDGET - EXPENDITURES**

<u>FUNDS</u>	<u>COUNTY-WIDE</u>	<u>NON COUNTY-WIDE</u>	<u>TOTAL</u>
<b>*** DEBT SERVICE FUNDS ***</b>			
1994 MSBU Sinking Fund		379,547	379,547
<b>*** CAPITAL IMPROVEMENT FUNDS ***</b>			
Better Place Plan Project Funds		4,413,478	4,413,478
Road Projects Fund	1,955,900	855,750	2,811,650
Capital Projects Fund	1,963,985		1,963,985
<b>*** INTERNAL SERVICE / TRUST FUNDS ***</b>			
Fleet Maintenance Fund	729,493		729,493
Insurance Reserve Fund	6,558,200		6,558,200
Risk Management Fund	1,418,701		1,418,701
Total	12,626,279	5,648,775	18,275,054

**DIFFERENCE - OTHER FUNDS  
(REVENUES - EXPENDITURES)**

\$0                      \$0

**DIFFERENCE - OTHER FUNDS  
(REVENUES - EXPENDITURES)**

(\$4,248,248)                      \$4,248,248



**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2009-10  
BUDGET**

**REVENUE SUMMARY COMPARISON BY FUND COMMENTS**

The 2008-09 original budgets were adjusted during the fiscal year for increases in revenues totaling \$975,804 (\$119,167,951 to \$120,143,756), mostly for unanticipated grants.

The difference between Actual 2008-09 revenues (which are unaudited at the time of this Budget document) and the adjusted 2008-09 Budget primarily reflects amounts for Debt Proceeds and reimbursable Grants in several funds which were included to the budget, but not actually realized during the fiscal year.

The primary differences between the FY 2009-10 Budget and the Adjusted FY 2008-09 Budget are: (1) In the General Fund, a decrease in Miscellaneous Revenues(Interest) and budgeted Cash Carry Forward; (2) In the East Putnam Water/Wastewater Grant Projects Fund, a decrease in Loans/Grants to construct the water system; (3) In the Better Place Plan Fund, a decrease in Infrastructure Surtax Revenues; and (4) In the CDBG Program Income Fund, the loss of a one-time grant.

The other increases and decreases mostly reflect normal changes in revenue expectations (decrease in Interest earnings) and/or the use of Fund Balances (Budgeting Cash Carryforward) to support one-time budget expenditures.

**(See Next Page)**

**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2009-10 BUDGET**

**REVENUE SUMMARY COMPARISON BY FUND**

<b>FUND</b>	<b>ACTUAL 2007-08</b>	<b>ADJ BUD 2008-09 (NOTE 1)</b>	<b>ACTUAL 2008-09 (NOTE 1)</b>	<b>% ACTUAL TO BUD</b>	<b>BUDGET 2009-10 (NOTE 1)</b>	<b>OVER/ (UNDER) ADJ BUD 09</b>
General	\$48,161,301	\$46,907,133	\$44,195,170	94.2%	\$45,777,346	(1,129,787)
Transportation	5,861,192	5,807,592	5,001,244	86.1%	5,184,696	(622,896)
Fishing	56,747	54,000	51,632	95.6%	46,250	(7,750)
Fire Taxing Unit	2,824,475	2,578,900	2,706,981	105.0%	2,575,900	(3,000)
Law Enforcement Trust	28,283	22,500	93,265	414.5%	25,125	2,625
Law Enforcement Education	35,799	32,600	26,306	80.7%	28,750	(3,850)
Court Improvement	187,593	45,000	122,745	272.8%	65,000	20,000
Driver's Education	43,205	36,300	28,560	78.7%	20,825	(15,475)
Article V Court Support	101,431	161,650	63,971	39.6%	65,700	(95,950)
Court Technology	131,713	140,000	78,727	56.2%	81,250	(58,750)
Crime Prevention	36,869	33,150	22,970	69.3%	24,200	(8,950)
E 911 System	449,009	690,775	511,987	74.1%	320,500	(370,275)
Tourist Development	182,342	113,800	196,737	172.9%	175,650	61,850
Communication Improvement	99,821	135,500	99,304	73.3%	171,102	35,602
Economic Development	127,768	113,900	112,586	98.8%	142,650	28,750
Transportation Impact Fee	332,886	0	86,824		52,050	52,050
Recreation Impact Fees	30,103	0	7,038		7,350	7,350
Fire Impact Fees	13,797	0	4,995		5,090	5,090
EMS Impact Fees	12,012	0	8,950		5,090	5,090
Miscellaneous Grants	438,467	564,151	409,995	72.7%	492,275	(71,876)
CDBG Program Income	0	1,120,000	0		0	
Interlachen Lakes Estates MSBU	275,939	268,750	252,115	93.8%	266,750	(2,000)
West Putnam MSBU	153,475	154,650	142,762	92.3%	152,350	(2,300)
Local Housing Assistance (SHIP)	430,449	732,880	861,957	117.6%	6,500	(726,380)
Hurricane Hsng Recov Program	5,807	1,000	348	34.8%	0	
MSBU	292,953	303,600	249,916	82.3%	302,100	(1,500)
E. Putnam Water/Wastwtr Grant Proj	13,935,612	22,616,500	14,607,706	64.6%	8,338,668	(14,277,832)
Wastewater Utilities	41,445	44,650	38,342	85.9%	42,000	(2,650)
Water Utilities	36,063	31,300	27,613	88.2%	30,675	(625)
ILE Lake Access Lots Trust	1,932	1,000	189	18.9%	275	(725)
MSBU Sinking Fund	201,536	253,700	177,083	69.8%	251,400	(2,300)
Better Place Plan Projects	8,227,419	4,989,500	3,327,191	66.7%	4,413,478	(576,022)
Road Projects	902,854	1,500,000	3,274,193	218.3%	2,811,650	1,311,650
Capital Projects	682,475	2,089,110	309,186	14.8%	1,963,985	(125,125)
Waste Management	7,088,774	12,284,589	6,677,818	54.4%	12,033,059	(251,530)
Port Authority	153,281	140,445	87,066	62.0%	140,500	55
East Putnam Utility	13,315,630	144,950	136,979	94.5%	1,404,498	1,259,548
Fleet Maintenance	856,671	714,070	692,513	97.0%	713,395	(675)
Insurance Reserve	5,871,283	6,160,545	6,318,783	102.6%	6,558,200	397,655
Risk Management	1,815,883	1,347,301	1,341,811	99.6%	1,343,701	(3,600)
<b>SUBTOTAL - ALL FUNDS</b>	<b>\$113,444,294</b>	<b>\$112,335,491</b>	<b>\$92,353,558</b>	<b>82.2%</b>	<b>\$96,039,983</b>	<b>(\$15,174,508)</b>
<b>DIFFERENCE TO BUDGET:</b>						
Cash Balance Carry Forward		7,808,265			8,606,446	798,181
<b>TOTAL REVENUE</b>	<b>\$113,444,294</b>	<b>\$120,143,756</b>	<b>\$92,353,558</b>	<b>76.9%</b>	<b>\$104,646,429</b>	<b>(\$15,497,327)</b>

**NOTE 1:** Adjusted 2008-09 Budget represents adjustments primarily for unanticipated increases in revenues during the fiscal year which allow for increased expenditures. Actual 2008-09 figures are unaudited. For further comments see the "Revenue Summary". **Budget** figures include Cash Carryforward; **Actual** figures do not.

**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2009-10 BUDGET**

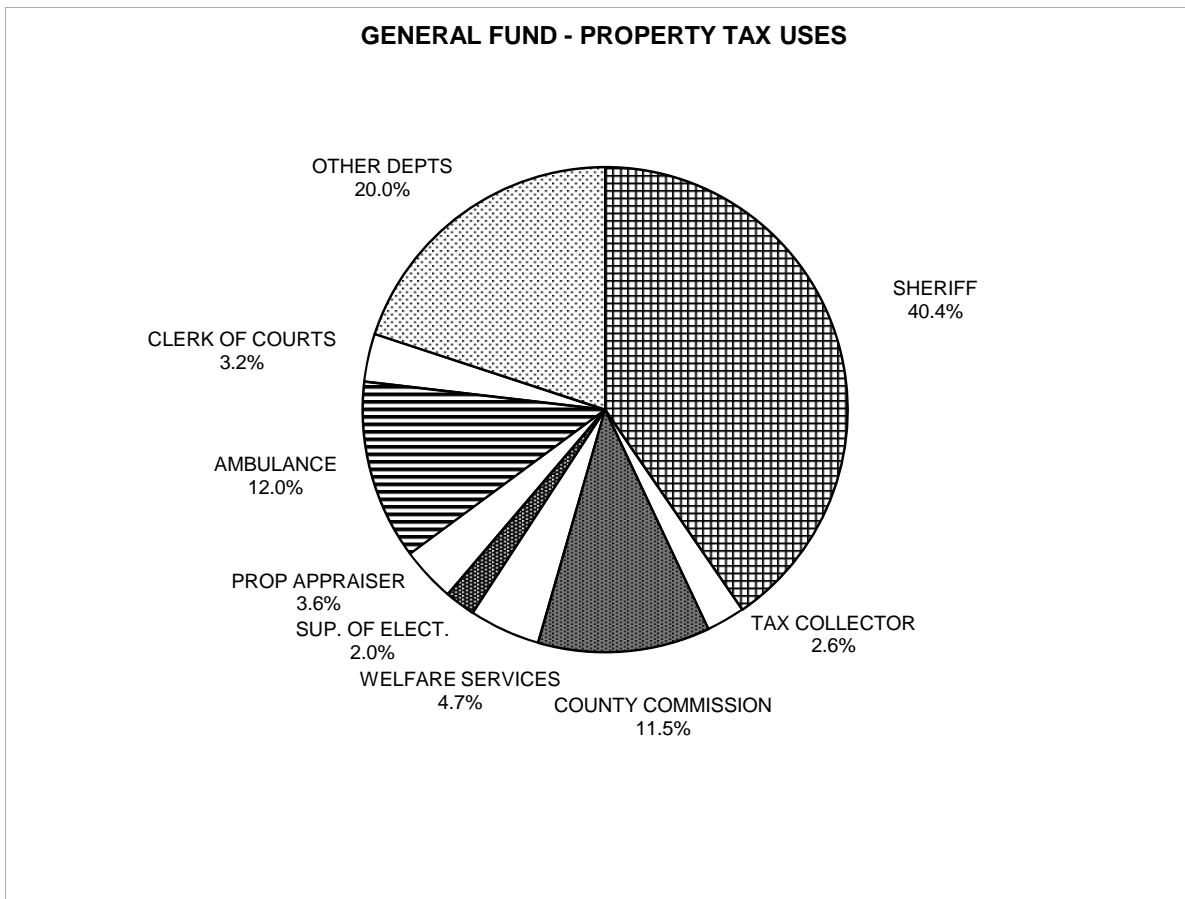
**AD VALOREM TAX SUMMARY**

FUND	BUDGET 2008-09 (NOTE 1)	ACTUAL 2008-09 (NOTE 1)	% ACTUAL TO BUD	BUDGET 2009-10	2009-10 OVER/ (UNDER) 2008-09 BUDGET	% OVER/ (UNDER)
General Fund	\$32,427,179	\$33,761,369	104.1%	\$32,427,179	\$0	0.0%
Fire Taxing Unit (MSBU)	2,534,400	2,636,100	104.0%	2,534,400	\$0	0.0%
<b>TOTAL AD VALOREM TAXES</b>	<b>\$34,961,579</b>	<b>\$36,397,469</b>	<b>104.1%</b>	<b>\$34,961,579</b>	<b>\$0</b>	<b>0.0%</b>

**NOTE 1: BUDGETED** Ad Valorem taxes represent 95% of the **MAXIMUM** taxes that could be collected to allow for discounts established for early payment and for uncollected taxes. This **usually** results in the **ACTUAL** amount collected exceeding 100% of the **BUDGET**. Above figures do not include Delinquent taxes which can vary from year to year.

**AD VALOREM TAX SUMMARY COMMENTS:**

For FY 2009-10, **GENERAL FUND Ad Valorem (Property) Taxes**, the major source of **COUNTY-WIDE** revenues, are expected to generate \$32,427,179. On the other hand, **COUNTY-WIDE** expenditures in this fund (not including reserves) are expected to be \$44,362,059 (see B-12). The difference of \$11,934,880 (over 26.9% of the total) is funded through other revenues. **No attempt is made to allocate specific revenues to specific expenditures.** However, assuming Ad Valorem taxes are assigned to County-Wide expenditures on a proportionate basis, the following chart gives a typical example of where the \$32,427,179 in General Fund Property Taxes would go:



Ad Valorem Taxes for the Fire Tax Unit (\$2,534,400 for FY 2009-10) which are collected County-wide, excluding the city of Palatka, are used for the support of the 18 Volunteer Fire Departments and one station with paid County Firefighters.

## **GENERAL FUND**

The **GENERAL FUND** is used to account for all financial resources not specifically required to be accounted for in another fund.

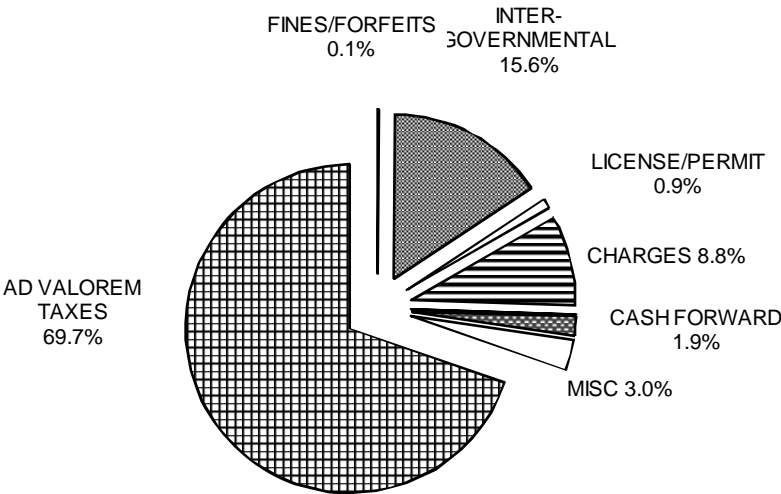
The **primary Revenue source** for the General Fund is Ad Valorem or Property taxes. A secondary source is Intergovernmental Revenues primarily from the State of Florida, with lesser sources including Charges for Services (such as Ambulance Service charges), Fines and Forfeitures, Licenses and Permits, and Interest and other Miscellaneous revenues.

The **main Expenditure category** is Personal Services (Personnel), followed by Operating Expenses. Other categories include Capital Outlay, Debt Service, and Reserves.

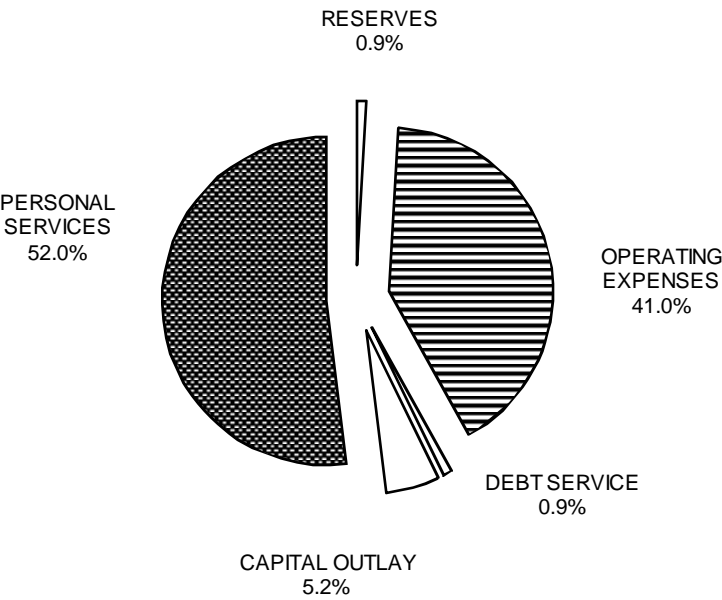
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The pie charts on the following page reflect the distributions of Revenue sources and Expenditure categories within the General Fund for FY 2009-10.

**GENERAL FUND REVENUES BY SOURCE**



**GENERAL FUND EXPENDITURES BY CATEGORY**



**GENERAL FUND TOTAL REVENUE BUDGET - BOARD OF COUNTY COMMISSIONERS**

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**REVENUE BUDGET SUMMARY**

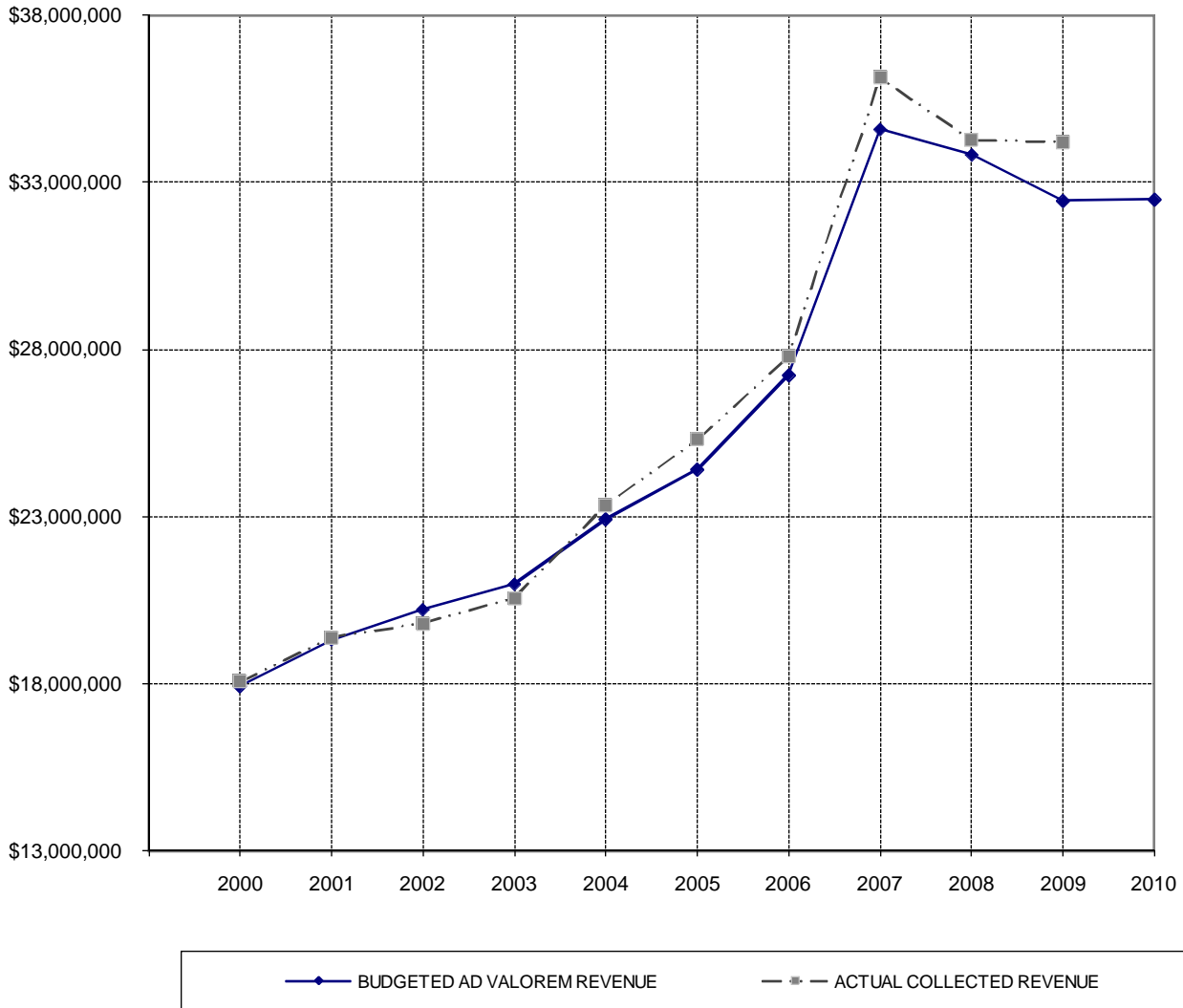
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<b>FUND</b>	<b>FY 06-07 ACTUAL</b>	<b>FY 07-08 ACTUAL</b>	<b>FY 08-09 BUDGET</b>	<b>FY 09-10 BUDGET</b>
	<b>REVENUE:</b>			
	\$36,136,798	\$34,446,210	\$32,452,179	\$32,492,179
	\$606,240	\$542,838	\$560,000	\$525,000
	\$881,542	\$602,030	\$803,150	\$426,650
	\$2,876,587	\$2,620,640	\$2,942,597	\$2,450,349
	\$446,500	\$446,500	\$446,500	\$446,500
	\$514,919	\$514,919	\$514,920	\$518,398
	\$207,301	\$988,988	\$2,662,000	\$1,882,000
	\$1,038,562	\$810,976	\$705,000	\$1,802,274
	\$107,025	\$170,789	\$180,500	\$190,466
<b>GENERAL FUND</b>	\$2,143,182	\$2,488,265	\$2,815,000	\$3,170,000
	\$927,537	\$633,107	\$275,000	\$275,000
	\$652,135	\$249,774	\$15,000	\$15,000
	\$321,394	\$171,002	\$10,000	\$10,000
	\$170,502	\$180,980	\$15,000	\$15,000
	\$61,368	\$107,884	\$10,000	\$10,000
001 - 0000	\$610,819	\$658,682	\$635,150	\$628,775
	\$8,254	\$7,511	\$5,500	
	\$111,279	\$88,066	\$82,500	\$37,700
	\$1,066,076	\$542,408	\$693,500	\$407,500
	\$282,385	\$242,631	\$226,315	\$249,055
	\$377,975	\$831,164	\$188,150	\$173,000
		\$765,937	\$0	
	\$109,407	\$50,000	\$52,500	\$52,500
	<b>Sub - Totals</b>	\$49,657,787	\$48,161,301	\$46,290,461
	Add: Cash Carryforward	\$0	\$0	\$863,764
	<b>Total Revenue</b>	\$49,657,787	\$48,161,301	\$47,308,877

**Comments:** Total Revenues for FY 2009-10 have decreased from FY 2008-09, primarily due to reductions in Building Permits and Local 1/2 Cent Sales Tax. The remaining change is minimal, with some increases offset by other decreases.

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### GENERAL FUND BUDGETED AD VALOREM TAX REVENUE TRENDLINE



Note (1): Because some taxpayers take advantage of discounts allowed for early payment of taxes, and some do not pay at all (Thereby becoming delinquent), only 95% of the maximum possible taxes (Based on the Tax Roll), are actually budgeted. Normally, the actual regular taxes plus delinquent taxes collected will slightly exceed the budgeted amounts. In FY's 2001-02 and 2002-03 however, approximately \$667,000 each year had been placed in a Tax Collector's escrow account due to unresolved litigation with a particular taxpayer, hence the shortfalls depicted above. Most of these escrowed monies have subsequently been received, contributing to the overages shown in recent years. Increased Tax Collector efforts to collect delinquent taxes has also contributed to the overages.