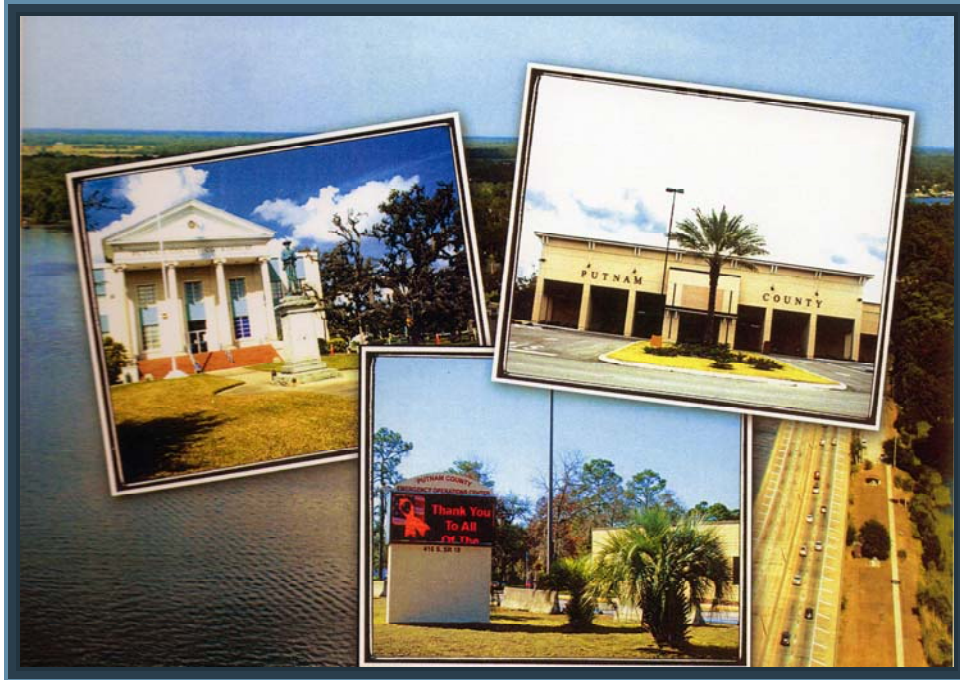


# PUTNAM COUNTY

## *ANNUAL BUDGET*

2011 - 2012



**PUTNAM COUNTY  
FLORIDA**

**BOARD OF COUNTY COMISSIONERS**

**F Y 2011 - 2012 BUDGET**

**FOR THE PERIOD OCTOBER 1, 2011 THROUGH SEPTEMBER 30, 2012**

**BOARD OF COUNTY COMMISSIONERS**

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

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October 1, 2011

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 2011-12. The \$98.5 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 the continuing 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 2011-12 Budget continues the trend of "lean budgeting" and is accordingly prepared in accordance with state legislation. It maintains the same millage rate as FY 2010-11 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 2011-12. 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 adjust the millage 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 23, 2010, 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.

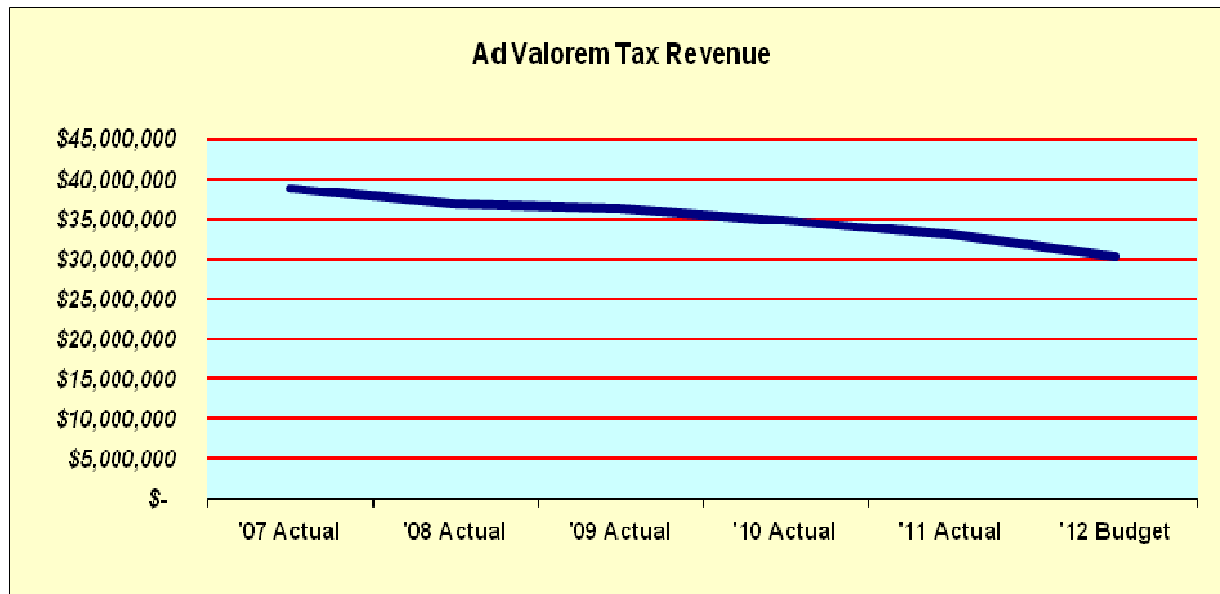
## **Millage and Taxes**

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 six (6) years ago:

	<i>FY 2011-12 Revenue</i>	<i>FY 2011-12 Millage</i>	<i>FY 2010-11 Millage</i>
General Fund	\$ 28,244,984	8.5765	8.5765
Fire Tax Unit	<u>2,198,237</u>	<u>0.7425</u>	<u>0.7425</u>
Total Millage	<u>\$ 30,443,221</u>	<u>9.3190</u>	<u>9.3190</u>

## **Revenues**

### *Ad Valorem*



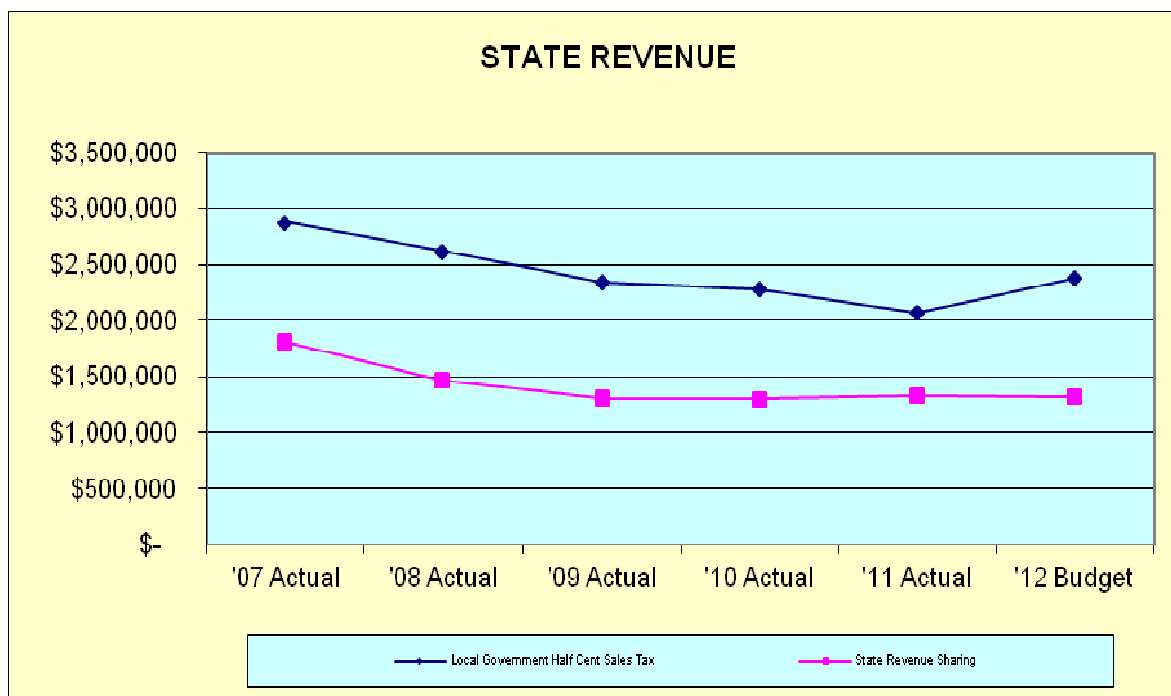
Ad valorem revenue, one of the largest County revenue sources, has decreased in recent years due to state legislation, the Property Tax Reform Act and more recently, the economy. It has decreased again by over \$2 million (6%) for FY 2011-12 and is expected to generate a total of \$30,443,221 for the year.

The Board of County Commissioners, in compliance with statutory requirements, 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. With the continuing poor economic conditions, the County will add another \$2 million loss to property tax revenue for FY 2012.

## Grants

Although not a major source (7%) for FY 2010-11, government grants continue to be an important revenue source for financing various capital projects and major infrastructure for Putnam County. For FY 2011, it is anticipated that the County will receive in excess of \$7 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, has been decreasing for the last four (4) years, but is projected to increase by 5% for FY 2011-12. State Revenue Sharing is expected to remain relatively flat. As the graph reflects above, state revenue as a whole has continued to drop over the last four fiscal years, but that trend is projected to improve beginning in FY 2011-12.

## Gas Taxes

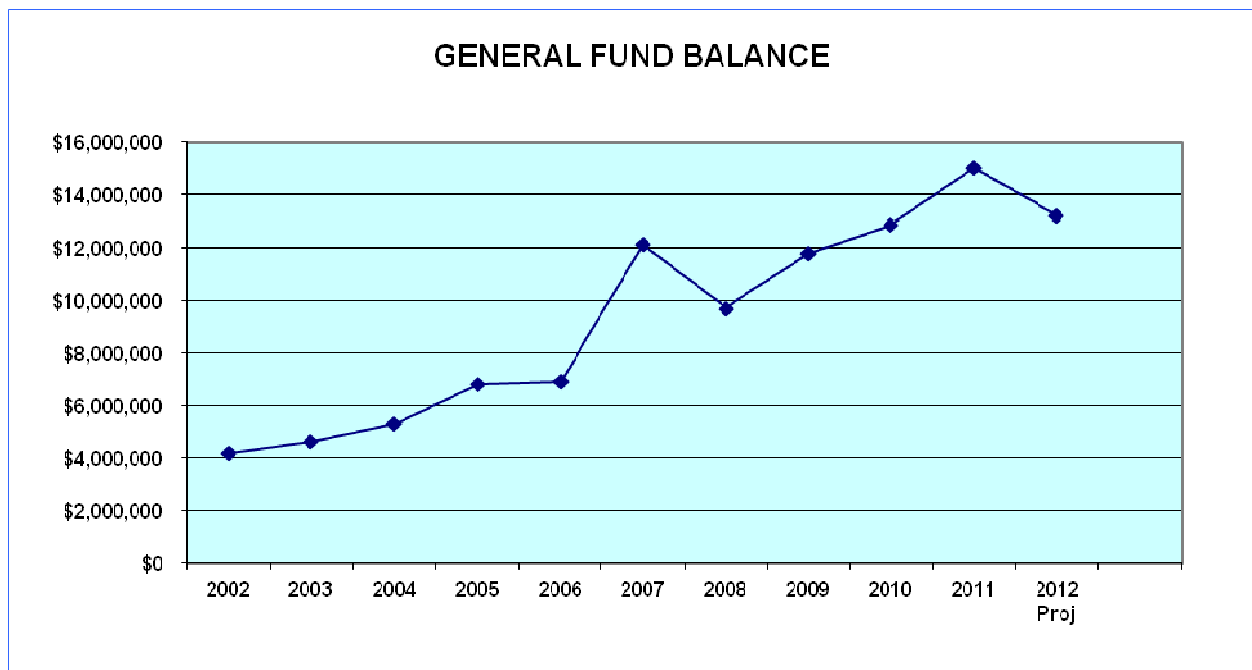
	FY 08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Budgeted
Local Option Gas Tax	1,820,821	1,766,632	1,649,913	1,480,863	1,614,433
Constitutional Gas Tax	1,313,974	1,298,365	1,269,166	1,269,908	1,306,187
County Gas Tax	573,238	562,547	554,046	549,754	653,118
Ninth Cent Gas Tax	-	-	274,671	312,329	367,034
<b>Total Gas Taxes</b>	<b>\$ 3,708,033</b>	<b>\$ 3,627,544</b>	<b>\$ 3,747,796</b>	<b>\$ 3,612,854</b>	<b>\$ 3,940,772</b>
		-2.2%	3.3%	-3.6%	9.1%

The Board of County Commissioners levies a ninth cent gas tax, which is a 1 cent tax on gasoline and diesel fuel and a 6 cent local option tax on all fuel to fund the operations of the Public Works Road and Bridge department. The 1 cent tax originally applied only to diesel fuel. However, in the summer of 2009, the Board passed a resolution levying the ninth cent gas tax on gasoline beginning January 2010. This new gas tax on gasoline accounts for the increase in gas tax revenue for FY 2010 and FY 2011. The County also passed a resolution to levy the 5 cent second local option gas tax beginning in 2010 which

will produce an additional estimated \$950,000 in FY 2011 and \$1,085,000 for FY 2012. This tax can only be used for capital expenditures and is therefore accounted for in the Road Capital Projects Fund. The other gas taxes listed above are generated by the state and are also used to fund the Public Works department.

### **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 continues 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 2012 Budget:

- a. The Board of County Commissioners approved a 3% adjustment for employees participating in the FRS Retirement System. This decision was made to assist employees by offsetting the FRS mandatory 3% employee contribution that went into effect in July 2011. Elected Constitutional Officers, as determined by separate State law, received no increases. There were also **NO** increases in **County staffing** and a reduction of twenty-four (24) positions which came from unfilled vacancies.
- b. A continuation of the Experience Pay program.
- 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.

The second-largest operating (non-capital) budget, Sanitation/Waste Management (an Enterprise Fund), was balanced with no increase in the Special Assessment. It remains at \$219 annually to all homeowners in the unincorporated areas of the County. The commercial Tipping Fee rate of \$44 remains the same as well. These fees and assessments represent the primary sources of revenue for the Sanitation Fund and are required to cover operating costs, debt service, contractor and maintenance costs.

Two Capital Projects Funds, the East Putnam Water/Wastewater Projects Fund, and the Better Place Plan Projects Fund, are continuing for FY 2012 and are funded at \$10.03 million and \$4.13 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 \$20.05 million is approximately 8% less than the amount approved in the previous year's budget, with funding of approximately \$6.4 million anticipated from grants/loans. The significant decrease is due primarily to the completion of the East Putnam Regional Water System.

The Board of County Commissioners initially established a Five Year Capital Improvement Plan (**CIP**) in FY 1999-00 and has 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 impact of property tax reform continues to be felt as well as the poor economy. 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.

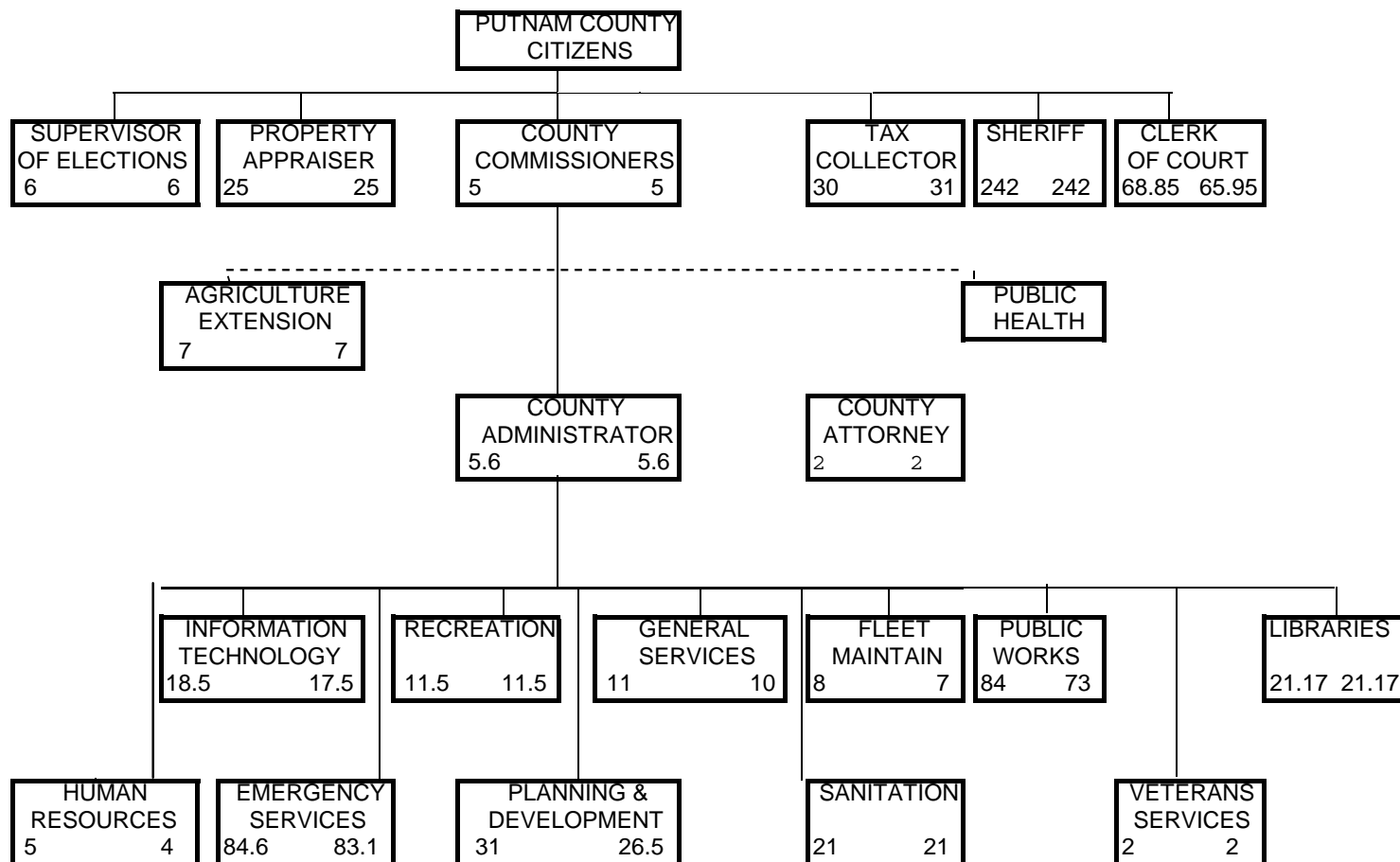
Preliminary projections for FY 2012-13 indicate that additional spending cuts or additional revenues may be needed to provide for a balanced budget. We must continue to seek opportunities to operate more efficiently and lower costs. The County must ensure adequate resources to finance current operating 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 Administrator/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.

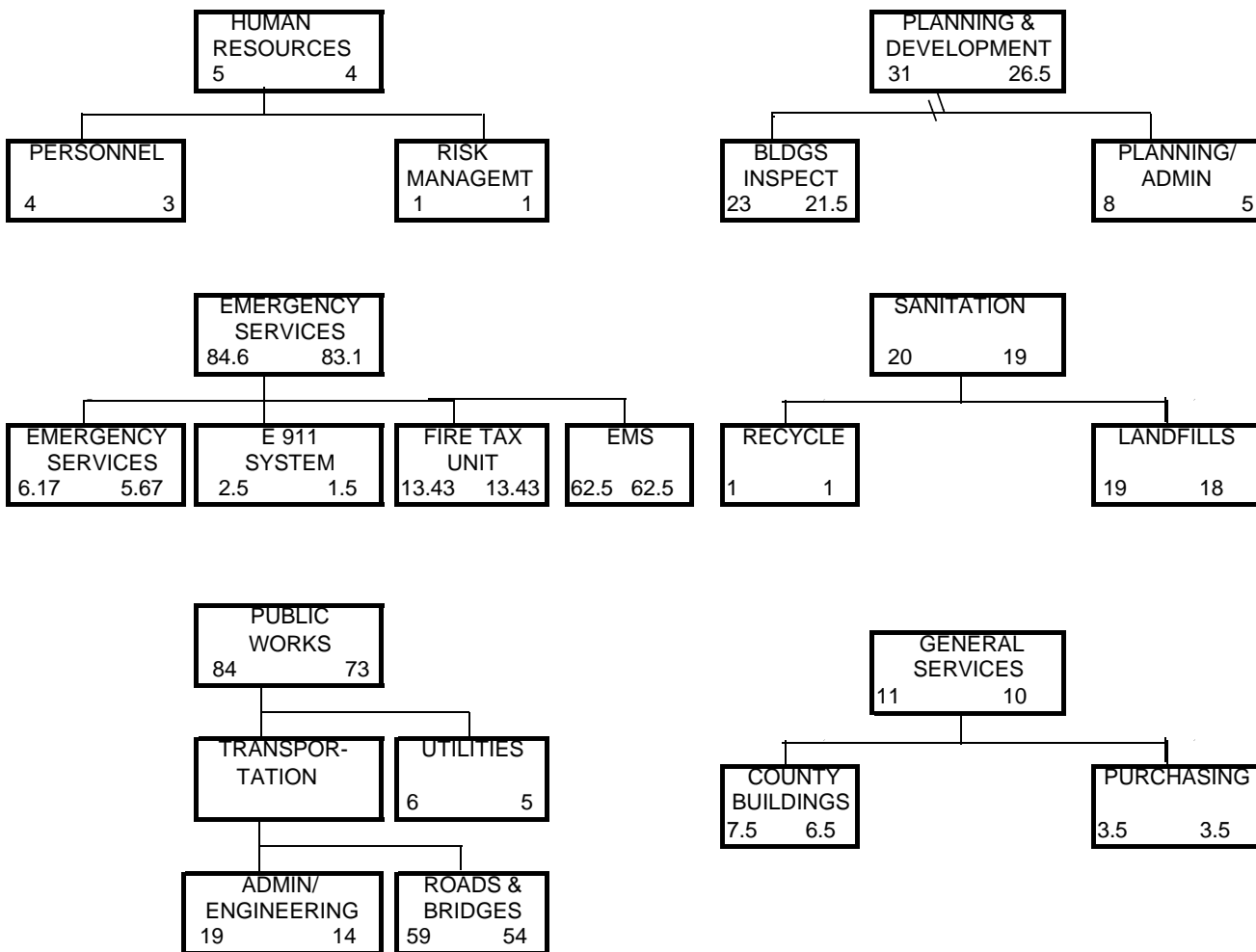
Numbers in above boxes equate to authorized Full Time Equivalent (FTE) employees at the beginning of the Fiscal Year:

Lower Left - Fiscal Year 2010-11  
Lower Right - Fiscal Year 2011-12

Total FTE = 689.22  
Total FTE = 666.32

# 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 2009-10; Fiscal Year 2010-11 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 74,364 (2010 Census). 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. The \$219.00 rate remains the same for FY 2012.

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**Residential growth** represents almost **90%** of our County's tax base growth in the last 10-12 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. The economic conditions have continued to take a toll as property values have continued to decrease (-3% in 2010, -6% in 2011 and another -6% in 2012). 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.

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.

**(Continued Next Page)**

**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 2011-12 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.

**(Continued Next Page)**

**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 two years service to the County a bonus of \$400, 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 2012.

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 State-imposed Property Tax Reform. Revenues are again not adequate to fund this employee benefit for 2012.

\*For FY 2011-12 the Board of County Commissioners approved a 3% adjustment for employees participating in the FRS Retirement System. This decision was made to assist employees by offsetting the new mandatory 3% employee contribution that went into effect in July 2011. Despite the "flattening" of revenues, no employees were laid off. However, there was a reduction of twenty-four (24) positions which came from unfilled vacancies. 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, the majority 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 from other fund’s excess revenues (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.

(Continued next page)

## **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**

<b>February</b>	By first meeting in February, BOCC approves Tentative Budget Calendar.
<b>March</b>	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.
<b>April</b>	Department Heads and appropriate outside agencies complete and submit Operating and Capital Budget Requests by designated April deadline.
<b>May-June</b>	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.
<b>July</b>	<p>Property Appraiser (by law) certifies County's taxable property value on or before July 1. No later than July 15 (again, by law), a <b>BALANCED</b> Tentative Operating Budget (which includes Capital) is submitted to BOCC by the Budget Officer.</p> <p>Prior to the end of July, BOCC must adopt <b>non-Ad valorem special assessments</b> (i.e., Waste Management) and <b>proposed Millage Rates</b> for the upcoming Fiscal Year.</p>
<b>August</b>	<p>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.</p> <p>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.</p>
<b>September</b>	<p>At first meeting in September, after 5:00 p.m.(by law), BOCC conducts Public Hearing to adopt <b>Tentative Millages and Budget</b>. Input from the public (citizens) is also invited. Budget is revised, if appropriate, as per BOCC directives after public input.</p> <p>At second meeting in September, again after 5:00 p.m., BOCC conducts Public Hearing to adopt <b>Final Millages and Budget</b> 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 <b>Final Millages and Budget</b>. <b>Approved</b> Final Operating and Capital Budget distributed to Department Heads. Constitutional Officers and outside agencies are notified of final BOCC approved funding.</p>

## 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 2011-12**

**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).

**(Continued Next Page)**

13. The County Administrator may approve the use of salary lapse for other than salaries up to a limit of \$25,000. 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 \$25,000. Board approval is required for individual transfers over \$25,000. 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.

**(Continued Next Page)**

**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 annual financial reporting.

**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 2011-12 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 2011-12 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 2011-12, the official tax base provided on July 1st (though about 6% lower than last year) 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 2011-12 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 2010-11. As a result, budget amounts for the 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

**(Continued Next Page)**



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 2010-11 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 2011-12 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**

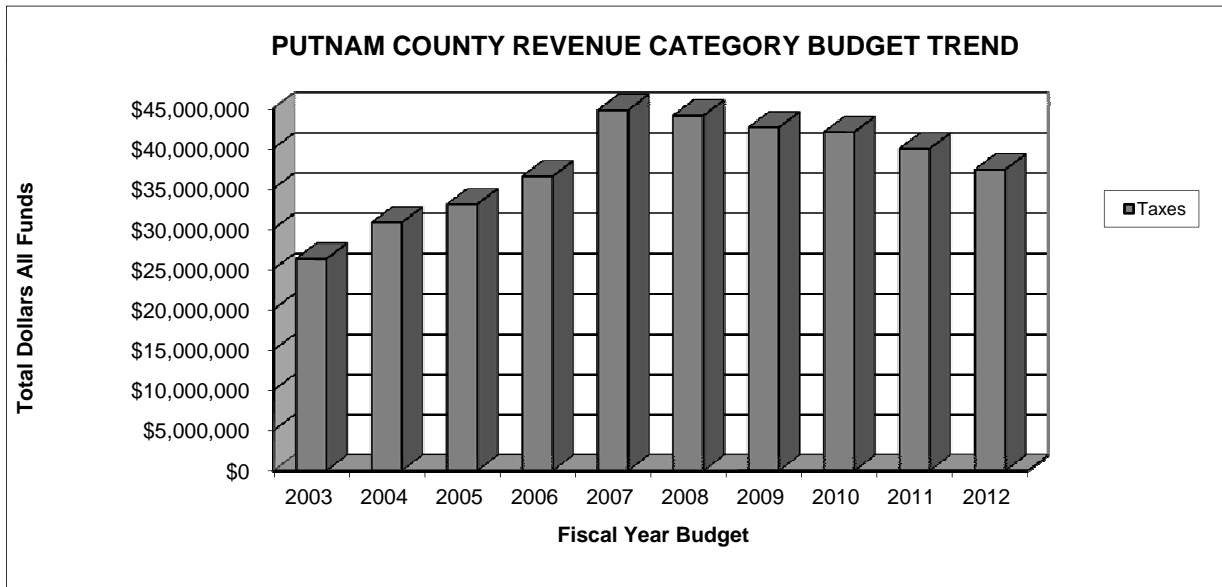
In this category, revenue estimates are generally based on historical trend data, and approved modifications to charges. Investment interest, which is grouped under "Miscellaneous Revenues", is adjusted as interest rates and projected investment balances change.

**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. Assessments for FY 2011-12 did not change from last 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.

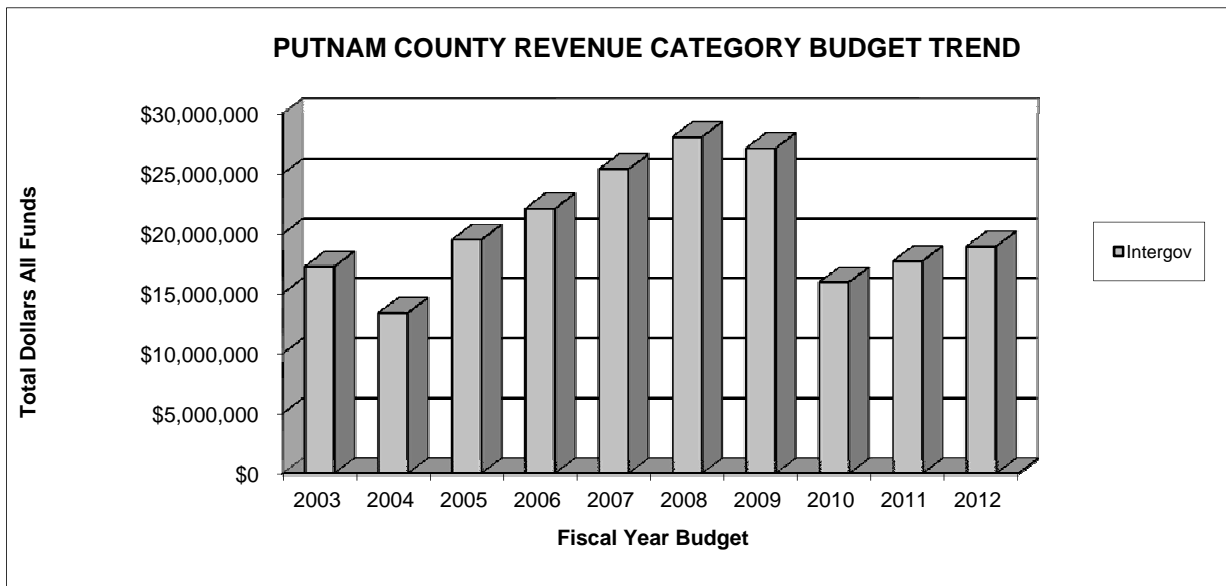
**See Section B** for further detail on budgeted revenues. In addition, other revenue detail can be found in **Section C** under particular Departments by Fund.

**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2011-12  
BUDGET**

**REVENUE TRENDS**



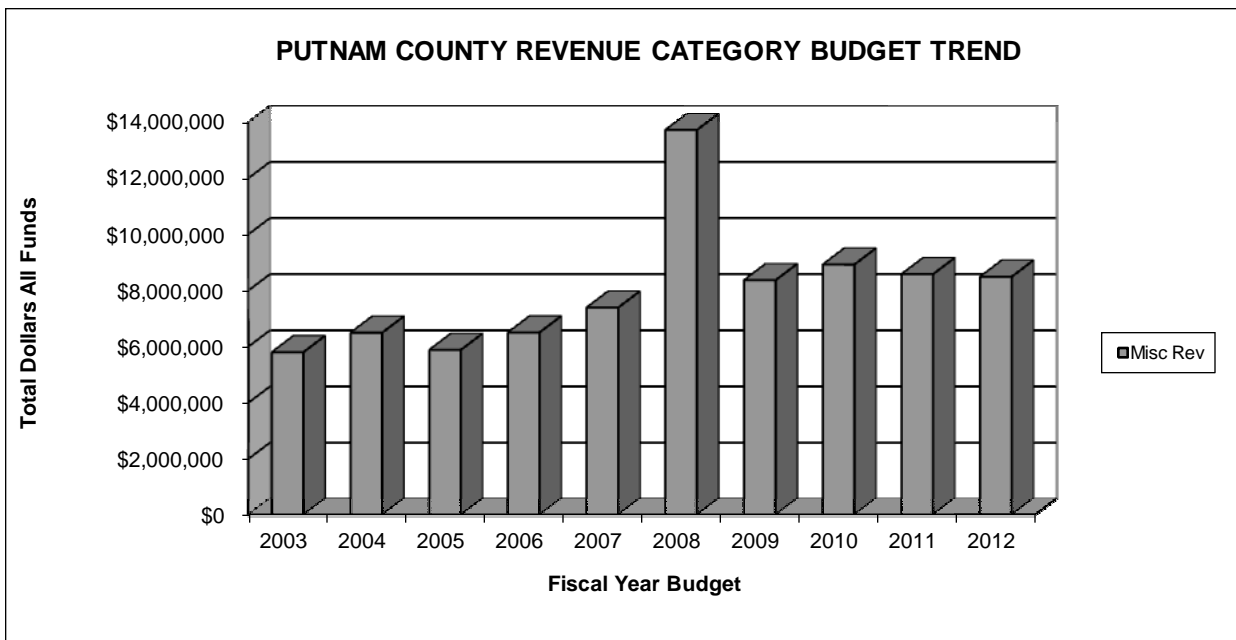
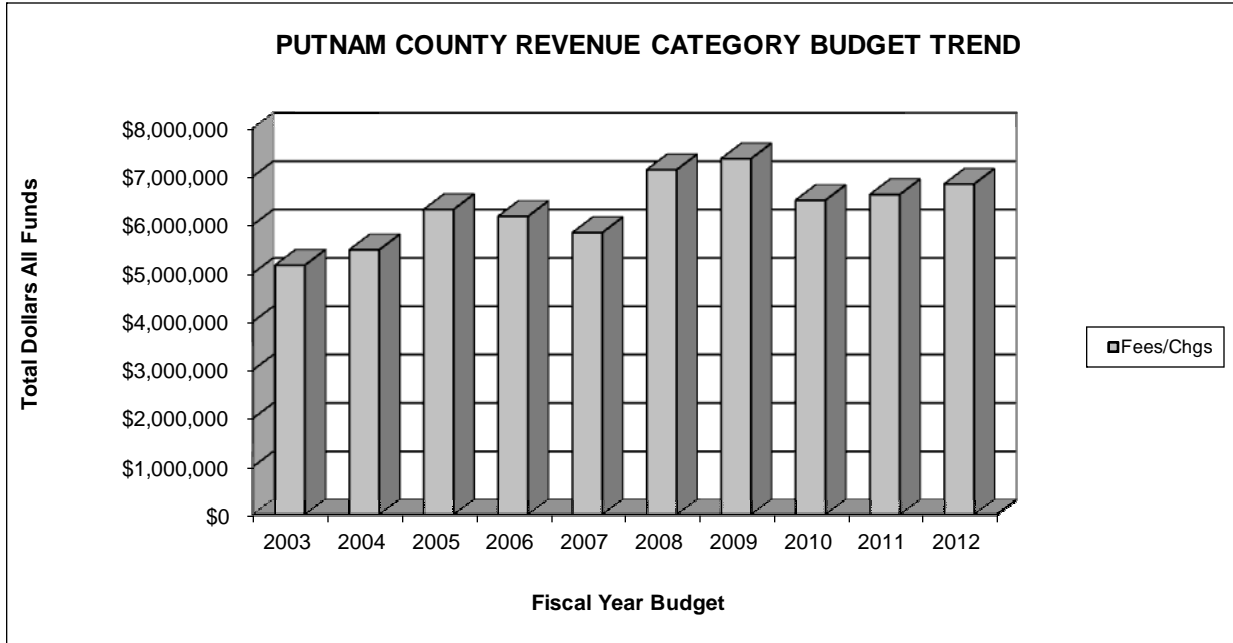
**Comment:** This category includes Ad Valorem (Property) taxes, Local Option Gas Tax, Local Government Infrastructure Surtax, and Communications Services Tax. The large increase in FY 2006-07 was primarily due to increased Ad Valorem Taxes. Subsequent year decreases resulted from State-mandated reductions 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 changes shown are primarily a result of changes in State and Federal Grants.

**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2011-12  
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 2011-12 beginning October 1, 2011.

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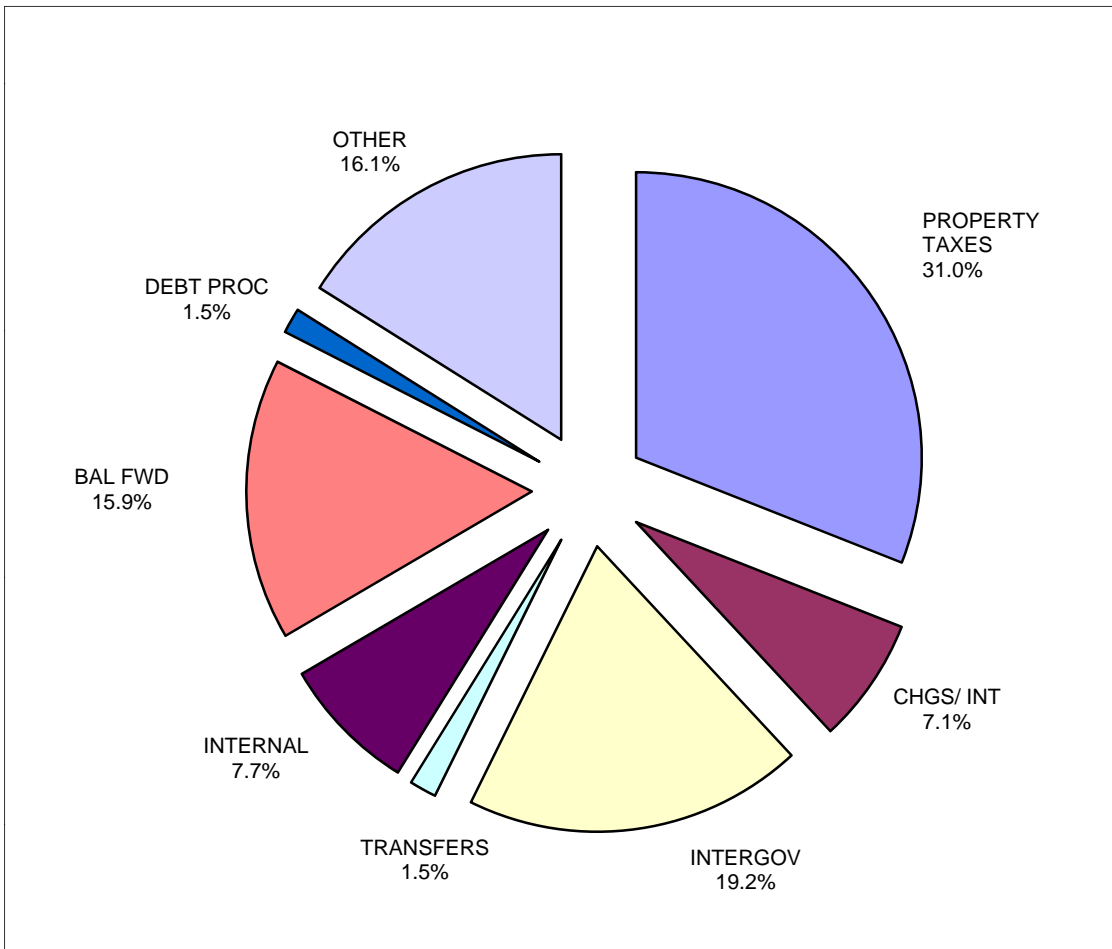
Brief definitions of the titles used can be found in the Glossary of Terms at Section E of this document.

## **WHERE THE MONEY COMES FROM**

### **PUTNAM COUNTY OF FLORIDA FISCAL YEAR 2011-12**

Property Taxes, although slightly decreased for FY 2011-12, continue to represent the largest single source of funds for the County's budget, at 31.0% of total revenue. Intergovernmental Revenues increased by 1.8% from FY 2010-11 as a result of increased Federal and State grants. The "Balance Forward" from FY 2010-11 also increased but the Budget decreased as a whole.

The relative share of sources of funds for Fiscal Year 2011-12 is shown below:

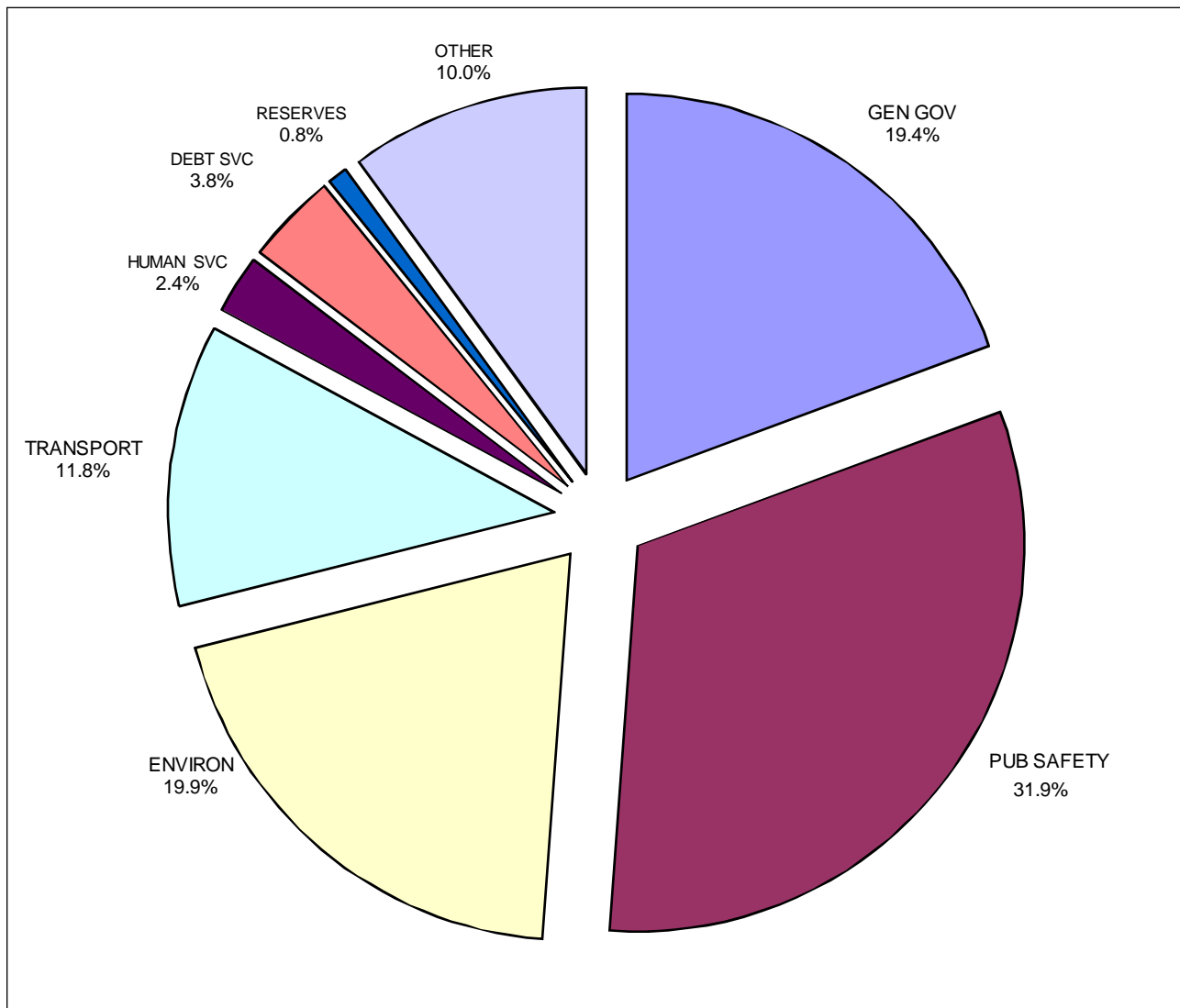


## WHERE THE MONEY GOES

### PUTNAM COUNTY OF FLORIDA FISCAL YEAR 2011-12

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 (31.9%). 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 decreased only slightly for FY 2011-12 while the remaining categories maintained their relative levels of expenditure activity for the new year.

The relative share of expenditures for FY 2011-12 by functional category is shown below:

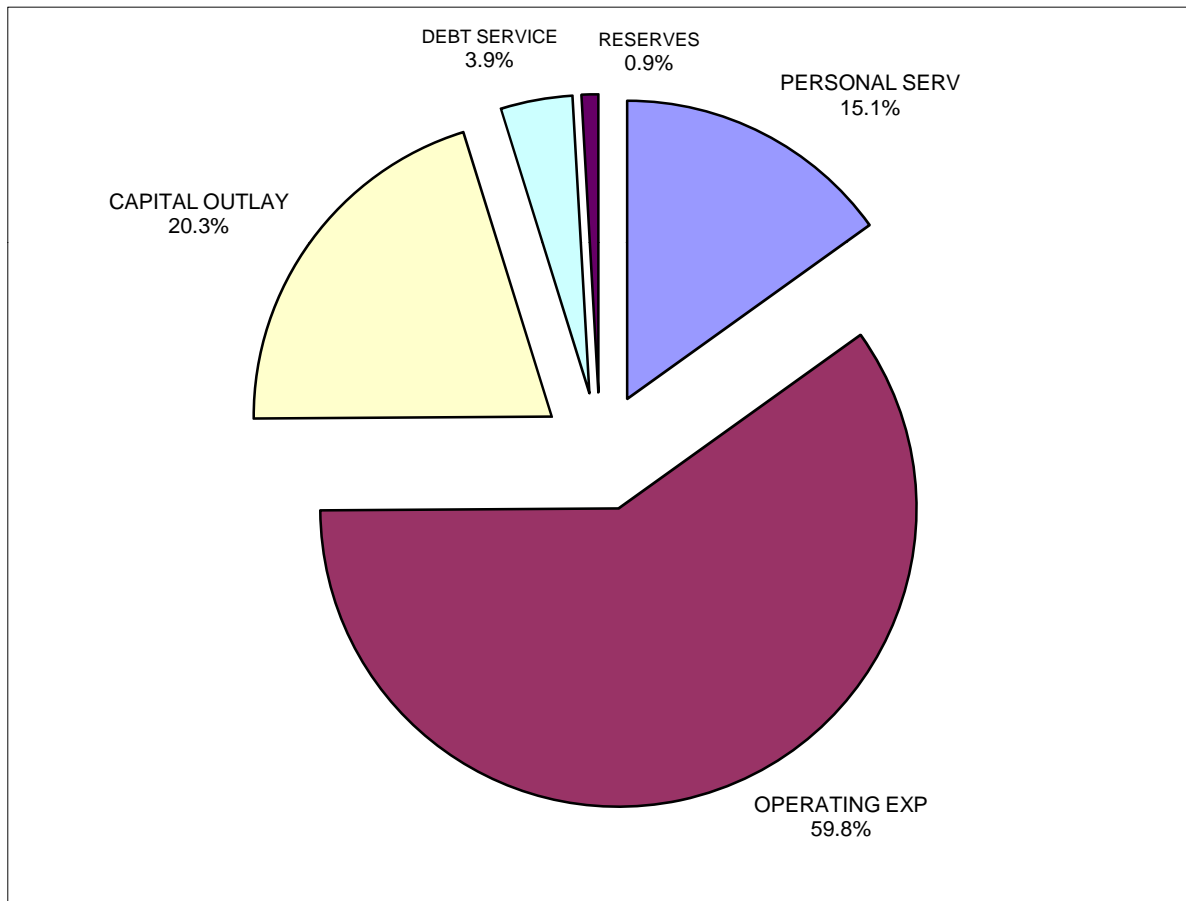


## **HOW THE MONEY IS USED**

### **PUTNAM COUNTY OF FLORIDA FISCAL YEAR 2011-12**

In many government entities, Personal Services costs represent over 50% of the total expenditure budget. However, in Putnam County, that share is only 15.1% with Capital Projects/Capital Outlay representing 20.3% and Operating Expenses (59.8%) representing the greatest percentage. The Capital Outlay share is relatively high due to the large Regional Wastewater Project (Fund 408) and the Better Place Plan, which finances a significant portion of the road projects.

The relative share of expenditures for FY 2011-12 by expenditure classification is shown below:

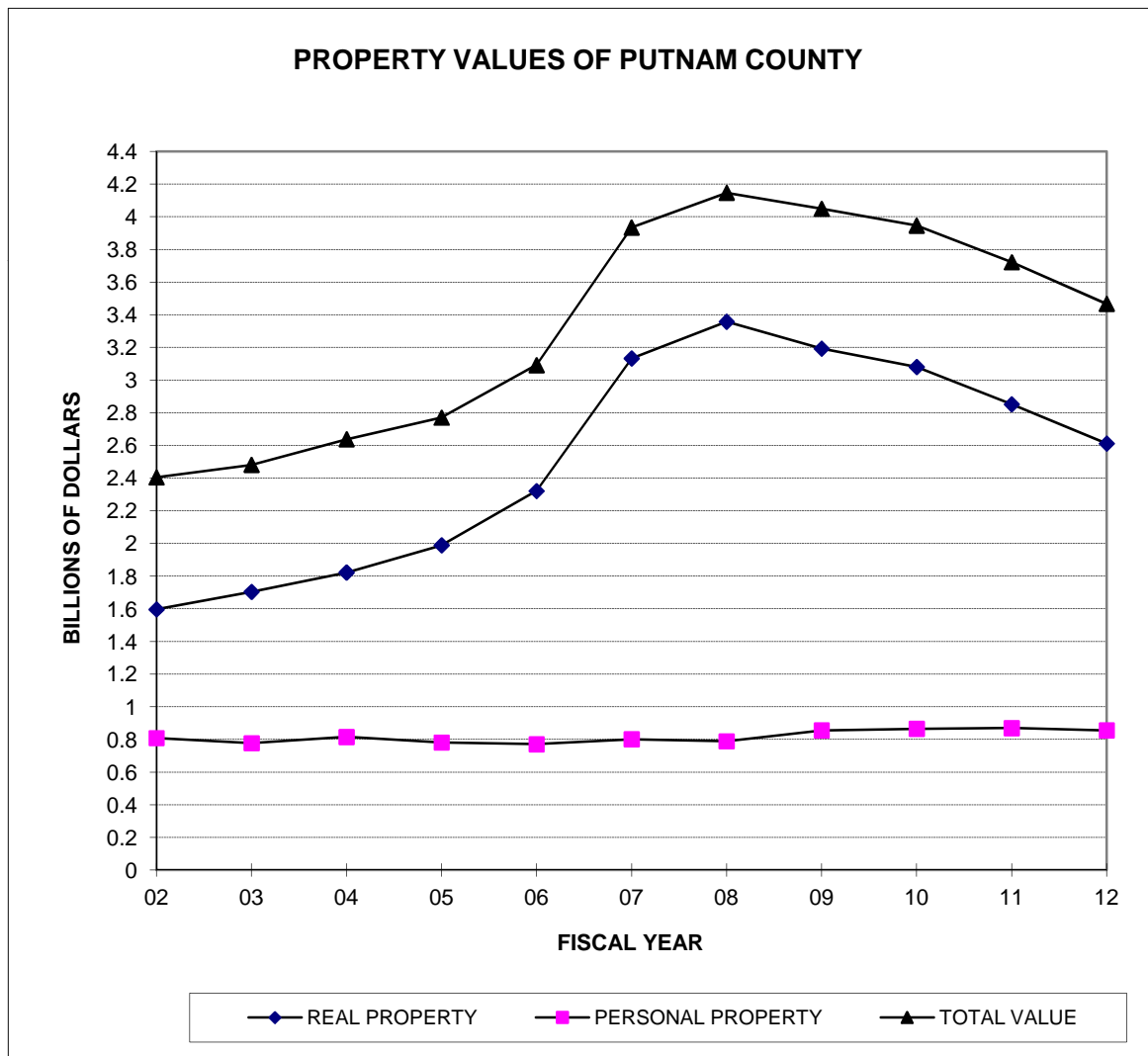




# PROPERTY VALUES

## PUTNAM COUNTY OF FLORIDA FISCAL YEAR 2011-12

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. 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, 2.55% in 2010, 5.68% in 2011, and another 6.86% in 2012. It is not expected that a market recovery will occur any time soon.

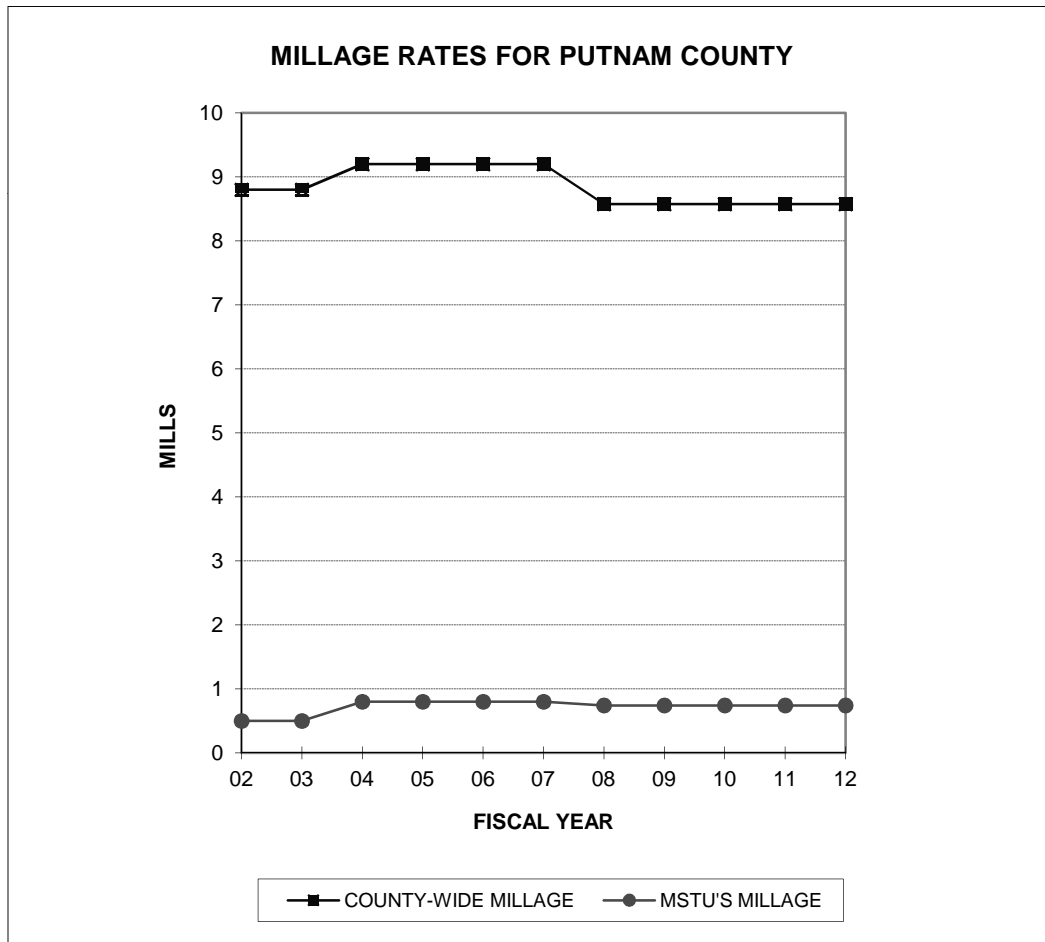


## **MILLAGE (TAX) RATES**

### **PUTNAM COUNTY OF FLORIDA FISCAL YEAR 2011-12**

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 and has remained at that level since that year.

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 subsequent years has remained the same at .7425 mill.



**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2011-12  
BUDGET**

**EXECUTIVE SUMMARY**

<b>BUDGET TOTAL</b>	Approved, All Funds	\$98,554,346 =====
<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	\$3,311,872 -----
		\$                      % -----
	General Government	\$19,070,927      19.35%
	a. Court System	1,557,499      1.58%
	Public Safety	31,354,950      31.81%
	Physical Environment	19,646,445      19.93%
	Transportation	11,616,117      11.79%
	Economic Environment	3,983,167      4.04%
<b>SUMMARY OF</b>	Human Services	2,408,127      2.44%
<b>SERVICES</b>	Culture and Recreation	2,102,698      2.13%
	Debt Service	3,776,359      3.83%
	Total Functional Appropriations	----- \$95,516,289      96.92%
	Transfers Out	1,503,324      1.53%
	Internal Services	719,585      0.72%
	Reserves	815,148      0.83%
	<b>TOTAL ALL APPROPRIATIONS</b>	----- \$98,554,346      100.00% =====

## BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY FISCAL YEAR 2011-12 BUDGET

### Executive Summary – FY 2011-12 Total Operating Budget

The Putnam County Board of County Commissioners' **\$98,554,346** Total Budget (all Funds combined) for Fiscal Year 2011-12 is **down \$3,177,445** from the comparable Fiscal Year 2010-11 Total Budget. The **major decrease** was **\$1,135,133** in the **General Fund Budget** due to a 6% drop in assessed property values resulting from the continuing poor economic conditions. The remaining \$2 million decrease occurred in several funds as the County continues to experience fewer grants and reduced revenues overall. Some specifics:

(1) Like the General Fund, most funds, particularly the special revenue funds, are realizing budget decreases as economic conditions continue to impact revenue.

(2) However, there is a small increase of \$420,000 in the East Putnam Regional Water/Wastewater Project Fund to accommodate the completion of construction of the wastewater portion of the Regional System. The Water portion of the Regional System was substantially completed in FY 2009.

(3) A decrease in the Road Projects Fund of \$1,239,333 as a result of lower FDOT grants for FY 2012. Fortunately, the new "second local option gas tax" has helped to offset a portion of the grant losses.

(4) An increase of \$1,405,659 in the CDBG Program Fund due to recently awarded CDBG grants being carried over into FY 2011-12. The County has been fortunate to continue receiving CDBG grants while many others have been eliminated or substantially reduced.

The **General Fund**, the **largest** of the County's Operating Funds, totals \$44,089,083 or 44.7% of the Total. The **Sheriff's Department** is the **largest department** funded through the General Fund, and totals \$18.45 million or 41.9% of the total General Fund budget. Also within the General Fund is County Welfare Services at \$2.11 million and Emergency Medical (Ambulance) Services at over \$4.96 million. For FY 2011-12, the next largest fund at \$9.17 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 \$5.71 million. Other more significant Fund budgets are: **Fire Services** (Fire Tax Unit) at over \$3.79 million, and **County Insurance** (Group Insurance and Risk Management) totaling over \$7.77 million.

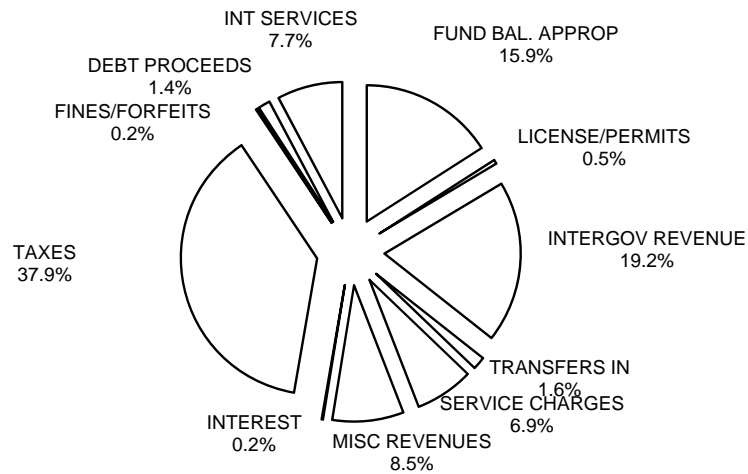
For FY 2011-12 the Board of County Commissioners approved a 3% adjustment for employees participating in the FRS Retirement System. This decision was made to assist employees by offsetting the new 3% mandatory employee contribution that went into effect in July 2011. Elected Constitutional Officers, as determined by separate State law, received no increases. There were also **NO** increases in **County staffing** and a reduction of twenty-four (24) positions which came from unfilled vacancies. The **Experience Pay** program (a flat amount based on the number of years (over 2) 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 potential 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.

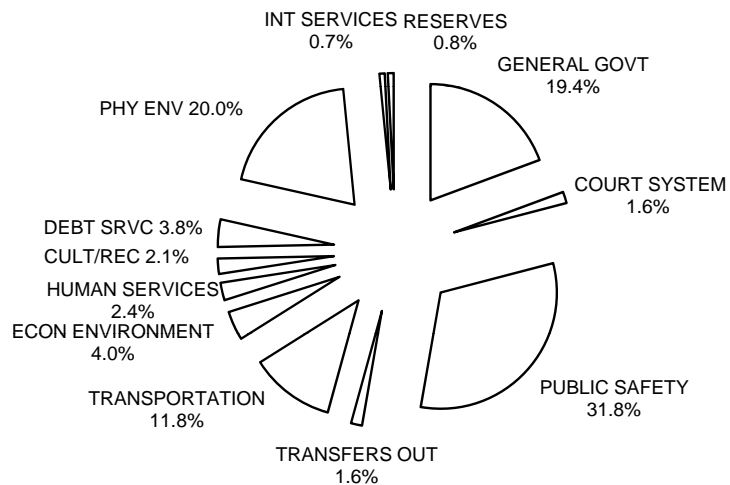
## **BUDGET SUMMARY GRAPHS**

The graphs below show the relative sizes of Revenue and Expenditure categories for the Total Putnam County Budget for the 2011-12 Fiscal Year. Please see the Glossary for further explanation of the categories shown below.

### **BUDGET SUMMARY- REVENUES**



### **BUDGET SUMMARY- EXPENDITURES**



**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2011-12 BUDGET**

**BUDGET SUMMARY**

	GENERAL FUND	TRANS- PORTATION FUND	FIRE TAX UNIT (MSTU)	OTHER SPEC. REVENUE FUNDS	ENTERPRISE FUNDS	TOTAL OPERATING FUNDS
<b>MILLAGES PER \$1,000 &gt;&gt;&gt;&gt;&gt;</b>	<b>8.5765</b>		<b>0.7425</b>			
***** OPERATING BUDGET *****						
<b>ESTIMATED REVENUES:</b>						
1. Taxes						
(a) Ad Valorem Taxes	\$28,244,984		\$2,198,237			\$30,443,221
(b) Delinquent Ad Val Taxes	75,000		20,000	-		95,000
(c) Sales and Use Taxes		1,982,217		180,000		2,162,217
(d) Communications Services Tax	535,000					535,000
2. Licenses and Permits	430,500	5,000		40,000		475,500
3. Intergovernmental Revenues	7,839,737	2,461,805	180,000	5,188,594	70,000	15,740,136
4. Charges for Services	4,170,500		10,000	682,350	1,981,200	6,844,050
5. Fines and Forfeitures	73,550			126,200		199,750
6. Miscellaneous Revenues	524,430	22,500	5,750	671,500	6,925,662	8,149,842
(a) Interest	38,000	5,250	7,600	43,100	42,250	136,200
7. Other Financing Sources						
(a) Transfers (in)	341,800	-		276,322	652,952	1,271,074
(b) Debt Proceeds	-			1,400,000	-	1,400,000
(c) Internal Services	-			-	-	-
(d) Fund Balance Appropriation	1,815,582	1,234,957	1,372,835	9,371,409	1,091,979	14,886,762
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>	<b>\$44,089,083</b>	<b>\$5,711,729</b>	<b>\$3,794,422</b>	<b>\$17,979,475</b>	<b>\$10,764,043</b>	<b>\$82,338,752</b>
=====						
<b>EXPENDITURES/ USES:</b>						
1. General Government	\$12,117,436					\$12,117,436
(a) Court System	327,025			\$1,230,474		1,557,499
2. Public Safety	25,390,665		\$3,760,875	1,103,630		30,255,170
3. Physical Environment	378,669			10,209,190	\$9,058,586	19,646,445
4. Transportation	505,000	5,605,518		1,359,100		7,469,618
5. Economic Environment	403,323			3,579,844		3,983,167
6. Human Services	2,408,127			-		2,408,127
7. Culture and Recreation	1,708,406			394,292		2,102,698
8. Debt Service	42,206	76,384		38,195	1,683,497	1,840,282
9. Other Financing Uses						
(a) Transfers (out)	583,226	29,827	33,547	-	11,562	658,162
(b) Internal Services	-					
<b>TOTAL EXPENDITURES/ USES</b>	<b>\$43,864,083</b>	<b>\$5,711,729</b>	<b>\$3,794,422</b>	<b>\$17,914,725</b>	<b>\$10,753,645</b>	<b>\$82,038,604</b>
10. Reserves for Contingency	225,000	-	0	64,750	10,398	300,148
<b>TOTAL APPROPRIATED EXPENDITURES AND RESERVES</b>	<b>\$44,089,083</b>	<b>\$5,711,729</b>	<b>\$3,794,422</b>	<b>\$17,979,475</b>	<b>\$10,764,043</b>	<b>\$82,338,752</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					\$30,443,221
(b) Delinquent Ad Val Taxes					95,000
(b) Sales and Use Taxes		\$4,126,538		4,126,538	6,288,755
(c) Communications Services Tax					535,000
2. Licenses and Permits					475,500
3. Intergovernmental Revenues		3,192,651		3,192,651	18,932,787
4. Charges for Services				-	6,844,050
5. Fines and Forfeitures					199,750
6. Miscellaneous Revenues	187,000		3,650	190,650	8,340,492
(a) Interest	225	6,500	7,600	14,325	150,525
7. Other Financing Sources					
(a) Transfers (in)		0	232,250	232,250	1,503,324
(b) Debt Proceeds				-	1,400,000
(c) Internal Services			7,635,711	7,635,711	7,635,711
(d) Fund Balance Appropriation	211,242	-	612,227	823,469	15,710,231
<b>TOTAL REVENUES AND OTHER FINANCING SOURCES</b>	<b>\$398,467</b>	<b>\$7,325,689</b>	<b>\$8,491,438</b>	<b>\$16,215,594</b>	<b>\$98,554,346</b>
<b>EXPENDITURES/ USES:</b>					
1. General Government			\$6,953,491	6,953,491	\$19,070,927
(a) Court System					1,557,499
2. Public Safety		\$1,099,780		1,099,780	31,354,950
3. Physical Environment				0	19,646,445
4. Transportation	4,000	4,142,499		4,146,499	11,616,117
5. Economic Environment					3,983,167
6. Human Services					2,408,127
7. Culture and Recreation				0	2,102,698
8. Debt Service	352,667	1,583,410		1,936,077	3,776,359
9. Other Financing Uses					
(a) Transfers (out)	41,800	500,000	303,362	845,162	1,503,324
(b) Internal Services			719,585	719,585	719,585
<b>TOTAL EXPENDITURES/ USES</b>	<b>\$398,467</b>	<b>\$7,325,689</b>	<b>\$7,976,438</b>	<b>\$15,700,594</b>	<b>\$97,739,198</b>
10. Reserves for Contingency	0	0	515,000	515,000	815,148
<b>TOTAL APPROPRIATED EXPENDITURES AND RESERVES</b>	<b>\$398,467</b>	<b>\$7,325,689</b>	<b>\$8,491,438</b>	<b>\$16,215,594</b>	<b>\$98,554,346</b>

**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2011-12 BUDGET**

**REVENUE AND EXPENDITURE BUDGET SUMMARY**

<u>FUND</u>	<u>FUND</u>	<u>MILLAGE</u>	<u>TOTAL</u>	<u>INTERFUND</u>	<u>CASH</u>	<u>TOTAL</u>	<u>INTERFUND</u>	<u>RESERVES</u>
*** GENERAL FUND ***	#	RATE	REVENUE	TRNSF IN	FORWARD	EXPENDITURE	TRNSF OUT	
	001	8.5765	\$44,089,083	341,800	\$1,815,582	\$44,089,083	\$583,226	\$225,000
<b>*** SPECIAL REVENUE FUNDS ***</b>								
TRANSPORTATION	101		\$5,711,729		\$1,234,957	\$5,711,729	\$29,827	
FISHING	114		110,600		69,800	\$110,600		10,000
FIRE TAXING UNIT (MSTU)	118	0.7425	3,794,422		1,372,835	\$3,794,422	33,547	
LAW ENFORCEMENT TRUST	119		90,000		69,500	\$90,000		
LAW ENFORCEMENT EDUCATION	120		41,500		21,425	\$41,500		1,500
COURT IMPROVEMENT	122		912,500		773,800	\$912,500		
DRIVER'S EDUCATION	124		100,000		77,500	\$100,000		
ARTICLE V COURT SUPPORT	125		135,638		55,388	\$135,638		
COURT TECHNOLOGY FUND	126		182,336		106,511	\$182,336		
CRIME PREVENTION	127		41,000		16,850	\$41,000		
E 9-1-1 SYSTEM	130		315,000		147,107	\$315,000		
TOURIST DEVELOPMENT	131		250,000		69,000	\$250,000		
COMMUNICATIONS IMPROVEMENT	132		167,697	83,127	9,870	\$167,697		
ECONOMIC DEVELOPMENT	133		593,195	193,195		\$593,195		
TRANSPORTATION IMPACT FEES	141		569,000		568,000	\$569,000		
RECREATION IMPACT FEES	142		51,000		50,900	\$51,000		
FIRE IMPACT FEES	143		24,350		24,300	\$24,350		
MISCELLANEOUS GRANTS	160		608,750			\$608,750		
CDBG PROGRAM INCOME	161		2,579,844			\$2,579,844		
INTERLACHEN LAKES ESTATES	162		249,850		23,250	\$249,850		5,000
WEST PUTNAM (MSBU)	163		177,750		17,150	\$177,750		10,000
LOCAL HOUSING ASSIST/ SHIP	170		205,000		204,075	\$205,000		10,000
MSBU FUND	175		402,500		150,000	\$402,500		25,000
E. PUT WATER/WSTEWAT GR PROJ	408		10,030,000		7,000,000	\$10,030,000		
WASTEWATER UTILITIES	603		48,940		4,090	\$48,940		
WATER UTILITIES	606		32,900			\$32,900		3,250
ILE LAKE ACCESS LOTS TRUST	607		60,125		60,000	\$60,125		
<b>TOTAL SPECIAL REVENUE FUNDS</b>			<b>\$27,485,626</b>	<b>\$276,322</b>	<b>\$12,126,308</b>	<b>\$27,485,626</b>	<b>\$63,374</b>	<b>\$64,750</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
*** DEBT SERVICE FUNDS ***								
1989/1995 COUNTY JAIL S/F	201		41,800		41,600	\$41,800	41,800	
1994 MSBU SINKING FUND	212		356,667		169,642	\$356,667		
<b>TOTAL DEBT SERVICE FUNDS</b>			<b>\$398,467</b>	<b>\$0</b>	<b>\$211,242</b>	<b>\$398,467</b>	<b>\$41,800</b>	<b>\$0</b>
*** CAPITAL PROJECTS FUNDS ***								
BETTER PLACE PLAN PROJECTS	301		\$4,131,538			\$4,131,538	\$500,000	
ROAD PROJECTS	307		2,094,371			\$2,094,371		
CAPITAL PROJECTS	308		1,099,780			\$1,099,780		
<b>TOTAL CAPITAL PROJECTS FUNDS</b>			<b>\$7,325,689</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,325,689</b>	<b>\$500,000</b>	<b>\$0</b>
*** ENTERPRISE FUNDS ***								
WASTE MANAGEMENT	401		\$9,165,695		\$1,068,758	\$9,165,695	\$10,182	
PORT AUTHORITY	404		133,496		23,221	\$133,496	1,380	10,398
E. PUT. REGION WTR/WASTEWTR	405		1,464,852	696,952	20,818	\$1,464,852		
<b>TOTAL ENTERPRISE FUNDS</b>			<b>\$10,764,043</b>	<b>\$696,952</b>	<b>\$1,112,797</b>	<b>\$10,764,043</b>	<b>\$11,562</b>	<b>\$10,398</b>
*** INTERNAL SERVICE ***								
FLEET MAINTENANCE	501		\$722,947		3,402	\$722,947	3,362	
INSURANCE RESERVE	506		6,382,078	\$52,608	\$564,113	\$6,382,078	\$300,000	200,000
RISK MANAGEMENT	507		1,386,413	179,642	44,712	\$1,386,413		315,000
<b>TOTAL INTERNAL SERVICE FUNDS</b>			<b>\$8,491,438</b>	<b>\$232,250</b>	<b>\$612,227</b>	<b>\$8,491,438</b>	<b>\$303,362</b>	<b>\$515,000</b>
<b>TOTAL - ALL FUNDS</b>			<b>\$98,554,346</b>	<b>\$1,547,324</b>	<b>\$15,878,156</b>	<b>\$98,554,346</b>	<b>\$1,503,324</b>	<b>\$815,148</b>
<b>TOTAL (LESS TRANSFERS)</b>			<b>\$97,007,022</b>			<b>\$97,051,022</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 2011-12 BUDGET**

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

<b><u>COMBINED TOTALS - ALL FUNDS</u></b>	<b>ACTUAL FY 2008</b>	<b>ACTUAL FY 2009</b>	<b>ACTUAL FY 2010</b>	<b>BUDGET FY 2011</b>	<b>BUDGET FY 2012</b>
<b>REVENUES / SOURCES:</b>					
Property Taxes	\$37,130,896	\$34,208,000	\$35,202,651	\$33,073,977	\$30,538,221
Sales and Use Taxes	6,664,152	6,327,543	6,882,334	6,360,750	6,288,755
Communications Services Tax	542,838	541,916	553,490	525,000	535,000
Licenses and Permits	601,593	6,620,311	8,038,985	7,212,287	475,500
Intergovernmental Revenues	15,188,203	21,754,084	16,432,911	17,679,768	18,932,787
Charges for Services	6,594,291	6,914,799	7,403,231	6,626,800	6,844,050
Fines and Forfeitures	297,270	264,737	266,516	245,650	199,750
Interest/Misc. Revenues	9,277,533	2,345,404	3,558,494	1,841,315	8,491,017
Debt Proceeds / Financing	14,798,666	1,049,469	173,873	9,580,000	1,400,000
Transfers (In)	965,980	2,665,778	1,307,047	1,435,533	1,503,324
Internal Services	8,264,733	8,556,818	8,028,056	7,712,654	7,635,711
Cash Balances Brought Forward				9,438,057	15,710,231
<b>TOTAL</b>	<b>\$100,326,155</b>	<b>\$91,248,859</b>	<b>\$87,847,588</b>	<b>\$101,731,791</b>	<b>\$98,554,346</b>
<b>EXPENDITURES / USES:</b>					
General Government	\$26,383,863	\$19,802,155	\$18,388,469	\$19,765,929	\$19,070,927
a. Court System	515,519	374,918	386,690	1,569,856	1,557,499
Public Safety	28,666,915	29,908,726	29,796,504	32,191,057	31,354,950
Physical Environment	20,906,725	9,338,359	9,351,406	19,827,755	19,646,445
Transportation	12,463,942	10,968,262	7,567,145	13,734,407	11,616,117
Economic Environment	1,935,903	1,220,064	1,094,825	3,108,535	3,983,167
Human Services	1,975,352	2,215,084	1,906,829	2,285,577	2,408,127
Culture and Recreation	2,066,332	2,158,632	2,166,441	2,061,395	2,102,698
Debt Service / Financing	2,966,410	3,227,102	3,644,524	4,097,470	3,776,359
Transfers (Out)	965,980	647,973	1,307,047	1,435,533	1,503,324
Internal Services	943,305	965,542	1,015,309	744,848	719,585
Reserves for Contingencies				909,429	815,148
<b>TOTAL</b>	<b>\$99,790,246</b>	<b>\$80,826,817</b>	<b>\$76,625,189</b>	<b>\$101,731,791</b>	<b>\$98,554,346</b>
<b>REVENUES - EXPENDITURES</b>	<b>\$535,909</b>	<b>\$10,422,042</b>	<b>\$11,222,399</b>	<b>\$0</b>	<b>\$0</b>

**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2011-12  
BUDGET**

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

<b><u>COMBINED TOTALS - ALL FUNDS</u></b>	<b>ACTUAL FY 2008</b>	<b>ACTUAL FY 2009</b>	<b>ACTUAL FY 2010</b>	<b>BUDGET FY 2011</b>	<b>BUDGET FY 2012</b>	<b>5 YEAR AVERAGE</b>
	-----	-----	-----	-----	-----	-----
<b>REVENUES / SOURCES:</b>						
Property Taxes	37.0%	37.5%	40.1%	32.5%	31.0%	<b>35.6%</b>
Sales and Use Taxes	6.6%	6.9%	7.8%	6.3%	6.4%	<b>6.8%</b>
Franchise Taxes	0.5%	0.6%	0.6%	0.5%	0.5%	<b>0.6%</b>
Licenses and Permits	0.6%	7.3%	9.2%	7.1%	0.5%	<b>4.9%</b>
Intergovernmental Revenues	15.1%	23.8%	18.7%	17.4%	19.2%	<b>18.9%</b>
Charges for Services	6.6%	7.6%	8.4%	6.5%	6.9%	<b>7.2%</b>
Fines and Forfeitures	0.3%	0.3%	0.3%	0.2%	0.2%	<b>0.3%</b>
Miscellaneous Revenues	9.2%	2.6%	4.1%	1.8%	8.6%	<b>5.3%</b>
Debt Proceeds / Financing	14.8%	1.2%	0.2%	9.4%	1.4%	<b>5.4%</b>
Transfers (In)	1.0%	2.9%	1.5%	1.4%	1.5%	<b>1.7%</b>
Internal Services	8.2%	9.4%	9.1%	7.6%	7.7%	<b>8.4%</b>
Cash Balances Brought Forward	0.0%	0.0%	0.0%	9.3%	15.9%	<b>5.0%</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	26.4%	24.5%	24.0%	19.4%	19.4%	<b>22.7%</b>
a. Court System	0.5%	0.5%	0.5%	1.5%	1.6%	<b>0.9%</b>
Public Safety	28.7%	37.0%	38.9%	31.6%	31.8%	<b>33.6%</b>
Physical Environment	21.0%	11.6%	12.2%	19.5%	19.9%	<b>16.8%</b>
Transportation	12.5%	13.6%	9.9%	13.5%	11.8%	<b>12.2%</b>
Economic Environment	1.9%	1.5%	1.4%	3.1%	4.0%	<b>2.4%</b>
Human Services	2.0%	2.7%	2.5%	2.2%	2.4%	<b>2.4%</b>
Culture and Recreation	2.1%	2.7%	2.8%	2.0%	2.1%	<b>2.3%</b>
Debt Service / Financing	3.0%	4.0%	4.8%	4.0%	3.8%	<b>3.9%</b>
Transfers (Out)	1.0%	0.8%	1.7%	1.4%	1.5%	<b>1.3%</b>
Internal Services	0.9%	1.2%	1.3%	0.7%	0.7%	<b>1.0%</b>
Reserves for Contingencies	0.0%	0.0%	0.0%	0.9%	0.8%	<b>0.3%</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>
	-----	-----	-----	-----	-----	-----

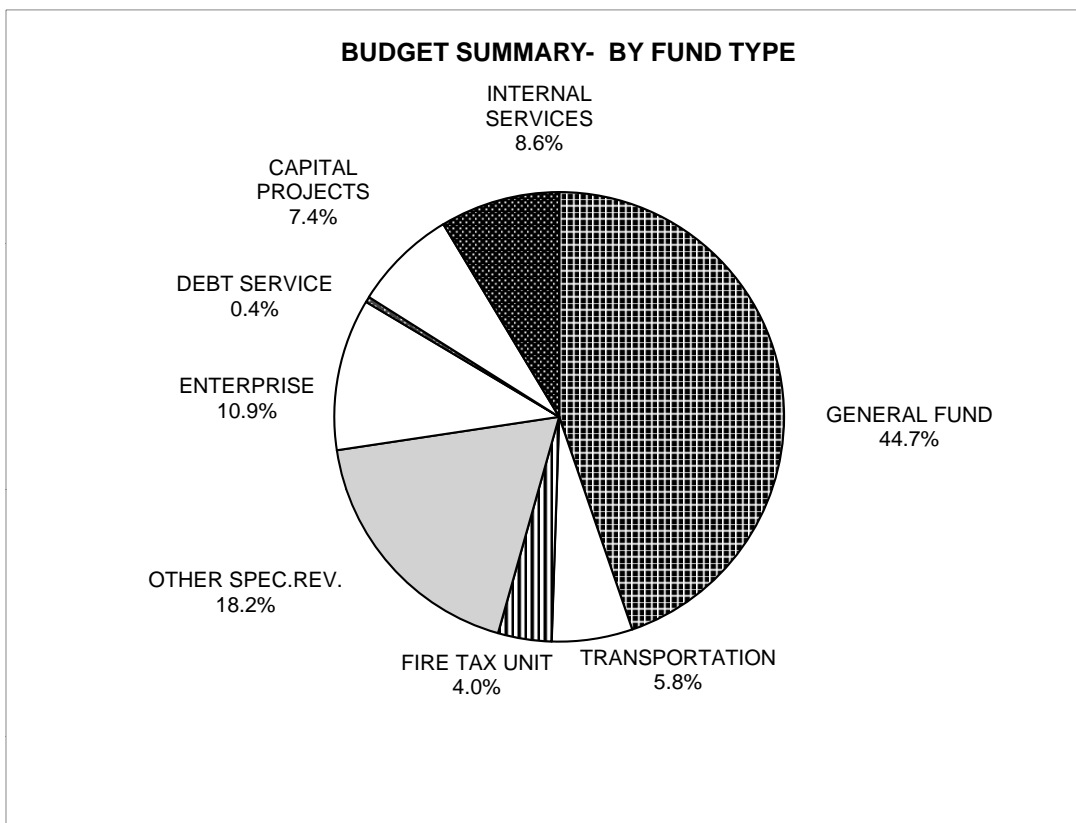
**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2011-12  
BUDGET**

**SUMMARY OF  
REVENUES BY FUND TYPE**

<b><u>TOTALS BY FUND TYPE</u></b>	<b>ACTUAL FY 2008</b>	<b>ACTUAL FY 2009</b>	<b>ACTUAL FY 2010</b>	<b>BUDGET FY 2011</b>	<b>BUDGET FY 2012</b>
<hr/>					
<b>TYPE OF FUND(S):</b>					
General Fund	\$48,161,301	\$46,749,400	\$47,845,026	\$45,224,216	\$44,089,083
Transportation Fund	5,861,192	5,967,975	5,611,372	6,044,187	5,711,729
Fire Tax Unit Fund	2,824,475	2,727,787	2,822,660	4,097,499	3,794,422
Other Special Revenue Funds	17,492,784	3,826,015	3,221,082	16,813,848	17,979,475
Enterprise Funds	20,557,685	16,158,188	13,307,048	11,337,907	10,764,043
Debt Service Funds	201,536	178,143	185,197	358,809	398,467
Capital Projects Funds	9,812,748	8,458,024	6,573,141	9,515,739	7,325,689
Internal Service/ Trust Funds	8,543,837	8,806,904	8,282,062	8,339,586	8,491,438
<hr/>					
<b>TOTAL</b>	<b>\$113,455,558</b>	<b>\$92,872,436</b>	<b>\$87,847,588</b>	<b>\$101,731,791</b>	<b>\$98,554,346</b>
<hr/>					
<b>% OF TOTAL COMBINED BUDGET:</b>					
General Fund	42.4%	50.3%	54.5%	44.5%	44.7%
Transportation Fund	5.2%	6.4%	6.4%	5.9%	5.8%
Fire Tax Unit Fund	2.5%	2.9%	3.2%	4.0%	3.9%
Other Special Revenue Funds	15.4%	4.1%	3.7%	16.5%	18.2%
Enterprise Funds	18.1%	17.4%	15.1%	11.1%	10.9%
Debt Service Funds	0.2%	0.2%	0.2%	0.4%	0.4%
Capital Projects Funds	8.6%	9.1%	7.5%	9.4%	7.4%
Internal Service/ Trust Funds	7.5%	9.5%	9.4%	8.2%	8.6%
<hr/>					
<b>TOTAL</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<hr/>					

## BUDGET SUMMARY GRAPHS

The graph below shows the relative sizes of the Budget by Fund Type for 2011-12  
Please see the Glossary for further explanation on fund types shown below.



**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2011-12  
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	\$28,252,484		\$28,252,484
Local Half Cent Sales Tax	484,049	1,891,758	2,375,807
Racing Monies	446,500		446,500
Planning & Development Charges		529,250	529,250
Ambulance Charges	3,170,250		3,170,250
Other Fees/Charges	134,827	767,673	902,500
Court Fines	10,171	29,979	40,150
Other Miscellaneous Revenues	5,018,721	1,537,840	6,556,561
Debt Proceeds			
Cash Balance Forward	369,909	1,445,673	1,815,582
	-----	-----	-----
Total	\$37,886,910	\$6,202,173	\$44,089,083

**GENERAL FUND - EXPENDITURES**

<u>DESCRIPTION</u>	<u>COUNTY-WIDE</u>	<u>NON COUNTY-WIDE</u>	<u>TOTAL</u>
County Commissioners	\$3,876,834	\$329,000	\$4,205,834
Court Functions	243,075		243,075
Supervisor of Elections	948,000		948,000
Clerk	1,392,363		1,392,363
Property Appraiser	1,575,770		1,575,770
Sheriff	18,451,878		18,451,878
Planning & Development		1,791,901	1,791,901
Ambulance Services (EMS)	4,961,993		4,961,993
Debt Service	203,035		203,035
Other Departments	10,090,234		10,090,234
Reserves	45,842	179,158	225,000
	-----	-----	-----
Total	\$41,789,024	\$2,300,059	\$44,089,083

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

(\$3,902,114)	\$3,902,114
=====	=====

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**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2011-12  
BUDGET**

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

**TRANSPORTATION FUND - REVENUES**

<u>DESCRIPTION</u>	<u>COUNTY-WIDE</u>	<u>NON COUNTY-WIDE</u>	<u>TOTAL</u>
Local Option Gas Tax		\$1,614,433	\$1,635,000
County Ninth Cent Gas Tax	367,034		
State Revenue Sharing	67,266	307,734	375,000
Constitutional Gas Tax	1,306,187		1,306,187
County Gas Tax	653,118		653,118
Other Miscellaneous Revenues	133,904	27,096	161,000
Cash Balance Forward	251,611	983,346	1,234,957
	-----	-----	-----
Total	\$2,779,121	\$2,932,608	\$5,711,729

**TRANSPORTATION FUND - EXPENDITURES**

<u>DESCRIPTION</u>	<u>COUNTY-WIDE</u>	<u>NON COUNTY-WIDE</u>	<u>TOTAL</u>
Admin/Engineering/Contracts	\$929,724	\$929,724	\$1,859,448
Road & Bridge Maintenance	1,911,227	1,911,227	3,822,454
Transfers	29,827		29,827
Reserves			
	-----	-----	-----
Total	\$2,870,778	\$2,840,951	\$5,711,729

**DIFFERENCE - TRANSPORTATION FUND**

<b>(REVENUES - EXPENDITURES)</b>	<b>(\$91,657)</b>	<b>\$91,656</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 \$3,993,771 (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 2011-12  
BUDGET**

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

**OTHER FUNDS - OPERATING BUDGET - REVENUES**

<b>FUNDS</b>	<b>COUNTY-WIDE</b>	<b>NON COUNTY-WIDE</b>	<b>TOTAL</b>
<b>***OTHER SPECIAL REVENUE***</b>			
Fishing Fund	\$110,600		\$110,600
Fire Taxing Unit		\$3,794,422	3,794,422
Law Enforce Trust Fund	90,000		90,000
Law Enforce Education Fund	41,500		41,500
Court Improvement Fund	912,500		912,500
Driver's Education Fund	100,000		100,000
Article V Court Support	135,638		135,638
Court Technology Fund	182,336		182,336
Crime Prevention Fund	41,000		41,000
E 9-1-1 System Fund	315,000		315,000
Tourist Development Fund	250,000		250,000
Communications Improvement Fund	167,697		167,697
Economic Development Fund	593,195		593,195
Transportation Impact Fee	569,000		569,000
Recreation Impact Fees	51,000		51,000
Fire Impact Fees	24,350		24,350
Miscellaneous Grants Fund	608,750		608,750
CDBG Program Income	2,579,844		2,579,844
Interlachen Lakes Estates MSBU		249,850	249,850
West Putnam MSBU Fund		177,750	177,750
Local Housing Assistance Trust Fd	205,000		205,000
Hurricane Housing Recovery Program	0		0
MSBU Fund		402,500	402,500
E. Putnam Water/Wastewtr Grant		10,030,000	10,030,000
Wastewater Utilities Fund		48,940	48,940
Water Utilities Fund		32,900	32,900
ILE Lake Access Lots Trust Fund		60,125	60,125
<b>***ENTERPRISE FUNDS***</b>			
Waste Management Fund	5,371,598	3,794,097	9,165,695
Port Authority Fund	133,496		133,496
E. Putnam Water/Wastewtr Utility		1,464,852	1,464,852
<b>Total</b>	<b>\$12,482,504</b>	<b>\$20,055,436</b>	<b>\$32,537,940</b>

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**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2011-12  
BUDGET**

**REVENUE-EXPENDITURE BUDGET SUMMARY  
OTHER FUNDS - OPERATING BUDGET EXPENDITURES  
COUNTY-WIDE VS NON COUNTY-WIDE**

<b>FUNDS</b>	<b>COUNTY-WIDE</b>	<b>-- NON COUNTY-WIDE</b>	<b>TOTAL</b>
-----	-----	-----	-----
<b>***OTHER SPECIAL REVENUE***</b>			
Fishing Fund	\$110,600		\$110,600
Fire Taxing Unit		\$3,794,422	3,794,422
Law Enforce Trust Fund	90,000		90,000
Law Enforce Education Fund	41,500		41,500
Court Improvement Fund	912,500		912,500
Driver's Education Fund	100,000		100,000
Article V Court Support	135,638		135,638
Court Technology Fund	182,336		182,336
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Recreation Impact Fees	51,000		51,000
Fire Impact Fees	24,350		24,350
Miscellaneous Grants Fund	608,750		608,750
CDBG Program Income	2,579,844		2,579,844
Interlachen Lakes Estates MSBU Fd		249,850	249,850
West Putnam MSBU Fund		177,750	177,750
Local Housing Assistance Trust Fd	205,000		205,000
Hurricane Housing Recovery Program MSBU Fund		402,500	402,500
E. Putnam Water/Wastewtr Grant		10,030,000	10,030,000
Wastewater Utilities Fund		48,940	48,940
Water Utilities Fund		32,900	32,900
ILE Lake Access Lots Trust Fund		60,125	60,125
<b>***ENTERPRISE FUNDS***</b>			
Waste Management Fund	5,371,598	3,794,097	9,165,695
Port Authority Fund	133,496		133,496
E. Putnam Water/Wastewtr Utility		1,464,852	1,464,852
Total	\$12,482,504	\$20,055,436	\$32,537,940

(CONTINUED NEXT PAGE)

**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY**  
**FISCAL YEAR 2011-12**  
**OTHER FUNDS - NON OPERATING BUDGET - REVENUES**

<b>REVENUE-EXPENDITURE BUDGET SUMMARY</b>			
<b>FUNDS</b>	<b>COUNTY-WIDE</b>	<b>NON COUNTY-WIDE</b>	<b>TOTAL</b>
<b>***DEBT SERVICE FUNDS***</b>			
County Jail Sinking Fund	41,800		
1994 MSBU Sinking Fund		356,667	356,667
<b>***CAPITAL IMPROVEMENT FUNDS***</b>			
Better Place Plan Projects Fund		4,131,538	4,131,538
Road Projects Fund	1,009,092	1,085,279	2,094,371
Capital Projects Fund	1,099,780		1,099,780
<b>***INTERNAL SERVICE/ TRUST FUNDS***</b>			
Fleet Maintenance Fund	722,947		722,947
Insurance Reserve Fund	6,382,078		6,382,078
Risk Management Fund	1,386,413		1,386,413
Total	\$10,642,110	\$5,573,484	\$16,173,794

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

<b>FUNDS</b>	<b>COUNTY-WIDE</b>	<b>NON COUNTY-WIDE</b>	<b>TOTAL</b>
<b>***DEBT SERVICE FUNDS***</b>			
County Jail Sinking Fund	41,800		
1994 MSBU Sinking Fund		356,667	356,667
<b>***CAPITAL IMPROVEMENT FUNDS***</b>			
Better Place Plan Projects Fund		4,131,538	4,131,538
Road Projects Fund	1,009,092	1,085,279	2,094,371
Capital Projects Fund	1,099,780		1,099,780
<b>***INTERNAL SERVICE/ TRUST FUNDS***</b>			
Fleet Maintenance Fund	722,947		722,947
Insurance Reserve Fund	6,382,078		6,382,078
Risk Management Fund	1,386,413		1,386,413
Total	\$10,642,110	\$5,573,484	\$16,173,794

<b>DIFFERENCE - OTHER FUNDS</b>		
<b>(REVENUES - EXPENDITURES)</b>	<b>\$0</b>	<b>\$0</b>
	=====	=====
*****		
<b>DIFFERENCE - ALL FUNDS</b>		
<b>(REVENUES - EXPENDITURES)</b>	<b>(\$3,993,771)</b>	<b>\$3,993,771</b>
	=====	=====
*****		

**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2010-11  
BUDGET**

**REVENUE SUMMARY COMPARISON BY FUND COMMENTS**

The 2009-10 original budgets were adjusted during the fiscal year for increases in revenues totaling \$1,381,097 (\$104,646,429 to \$106,027,526), mostly for unanticipated grants.

The difference between Actual 2009-10 revenues (which are unaudited at the time of this Budget document) and the adjusted 2009-10 Budget primarily reflects amounts for Debt Proceeds and reimbursable Grants in several funds which were included in the budget, but not actually realized during the fiscal year.

The primary differences between the FY 2010-11 Budget and the Adjusted FY 2009-10 Budget are: (1) In the General Fund, a decrease in Ad Valorem Tax revenues as a result of a 5% decrease in assessed property values; (2) In the Solid Waste/Sanitation Fund, a decrease in capital expenditures with the completion of the Cell 3 Landfill.

The other increases and decreases mostly reflect decreasing changes in revenue expectations as a result of continuing economic conditions (decrease in Interest earnings and state revenues) and/or the use of Fund Balances (Budgeting Unrestricted Fund Balance) to support a limited amount of one-time capital expenditures.

**(See Next Page)**

**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2011-12 BUDGET**

**REVENUE SUMMARY COMPARISON BY FUND**

<b>FUND</b>	<b>ACTUAL 2009-10</b>	<b>ADJ BUD 2010-11 (NOTE 1)</b>	<b>ACTUAL 2010-11 (NOTE 1)</b>	<b>% ACTUAL TO BUD</b>	<b>BUDGET 2011-12 (NOTE 1)</b>	<b>OVER/ (UNDER) ADJ BUD 11</b>
General	\$47,845,026	\$44,117,934	\$46,988,619	106.5%	\$42,273,501	(1,844,433)
Transportation	5,611,372	4,836,750	4,728,328	97.8%	4,476,772	(359,978)
Fishing	41,127	46,250	41,761	90.3%	40,800	(5,450)
Fire Taxing Unit	2,822,660	2,409,067	2,610,079	108.3%	2,421,587	12,520
Law Enforcement Trust	22,047	20,150	6,672	33.1%	20,500	350
Law Enforcement Education	27,268	28,700	19,235	67.0%	20,075	(8,625)
Court Improvement	183,932	111,000	129,591	116.7%	138,700	27,700
Driver's Education	31,396	25,750	21,399	83.1%	22,500	(3,250)
Article V Court Support	67,609	60,700	76,533	126.1%	80,250	19,550
Court Technology	83,116	86,250	63,983	74.2%	75,825	(10,425)
Crime Prevention	26,238	24,150	28,892	119.6%	24,150	0
E 911 System	528,623	871,915	827,002	94.8%	315,000	(556,915)
Tourist Development	186,684	175,750	195,060	111.0%	181,000	5,250
Communication Improvement	150,855	167,652	118,939	70.9%	157,827	(9,825)
Economic Development	210,316	539,312	186,732	34.6%	593,195	53,883
Transportation Impact Fee	1,604	2,000	952	47.6%	1,000	(1,000)
Recreation Impact Fees	145	175	86	49.1%	100	(75)
Fire Impact Fees	68	80	37	46.3%	50	(30)
EMS Impact Fees	72	80	28	35.0%	0	(80)
School Impact Fees	55	50	0	0.0%	0	(50)
Miscellaneous Grants	479,706	624,657	413,641	66.2%	608,750	(15,907)
CDBG Program Income	12,500	1,174,185	358,377	30.5%	2,579,844	1,405,659
Interlachen Lakes Estates MSBU	247,647	267,325	241,388	90.3%	226,600	(40,725)
West Putnam MSBU	143,754	162,300	132,987	81.9%	160,600	(1,700)
Local Housing Assistance (SHIP)	198,069	302,350	406,628	134.5%	925	(301,425)
Hurricane Hsng Recov Program	123	100	0	0.0%	0	(100)
MSBU Fund	261,949	304,050	134,283	44.2%	252,500	(51,550)
E. Putnam Water/Wastwtr Grant Proj	239,005	9,610,000	3,193,053	33.2%	3,030,000	(6,580,000)
Wastewater Utilities	44,860	41,800	41,557	99.4%	44,850	3,050
Water Utilities	32,112	30,600	31,222	102.0%	32,900	2,300
ILE Lake Access Lots Trust	202	74,337	125	0.2%	125	(74,212)
County Jail S/F	117	0	70		200	
MSBU Sinking Fund	185,080	177,650	298,001	167.7%	187,025	9,375
Better Place Plan Projects	3,947,864	4,252,500	3,912,251	92.0%	4,131,538	(120,962)
Road Projects	2,543,968	3,333,704	1,641,318	49.2%	2,094,371	(1,239,333)
Capital Projects	81,309	1,929,535	200,803	10.4%	1,099,780	(829,755)
Waste Management	8,228,557	8,088,737	7,921,227	97.9%	8,096,937	8,200
Port Authority	2,406,468	127,275	155,844	122.4%	110,275	(17,000)
East Putnam Utility	2,672,023	1,504,502	2,197,200	146.0%	1,464,852	(39,650)
Fleet Maintenance	873,127	716,545	735,762	102.7%	719,545	3,000
Insurance Reserve	6,059,969	5,882,200	6,016,014	102.3%	5,817,965	(64,235)
Risk Management	<u>1,348,966</u>	<u>1,343,201</u>	<u>1,341,076</u>	<u>99.8%</u>	<u>1,341,701</u>	<u>(1,500)</u>
<b>SUBTOTAL - ALL FUNDS</b>	<b>\$87,847,588</b>	<b>\$93,471,268</b>	<b>\$85,416,755</b>	<b>91.4%</b>	<b>\$82,844,115</b>	<b>(\$10,627,353)</b>
<b>DIFFERENCE TO BUDGET:</b>						
Cash Balance Carry Forward		<u>9,511,345</u>			<u>15,710,231</u>	<u>6,198,886</u>
<b>TOTAL REVENUE</b>	<b>\$87,847,588</b>	<b>\$102,982,613</b>	<b>\$85,416,755</b>	<b>82.9%</b>	<b>\$98,554,346</b>	<b>(\$4,428,267)</b>

**NOTE 1:** Adjusted 2010-11 Budget represents adjustments primarily for unanticipated increases in revenues during the fiscal year which allow for increased expenditures. Actual 2010-11 figures are unaudited. For further comments see the "Revenue Summary". **Budget TOTAL REVENUE** figures include Cash Carryforward; **Actual** figures do not.

**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY  
FISCAL YEAR 2011-12 BUDGET**

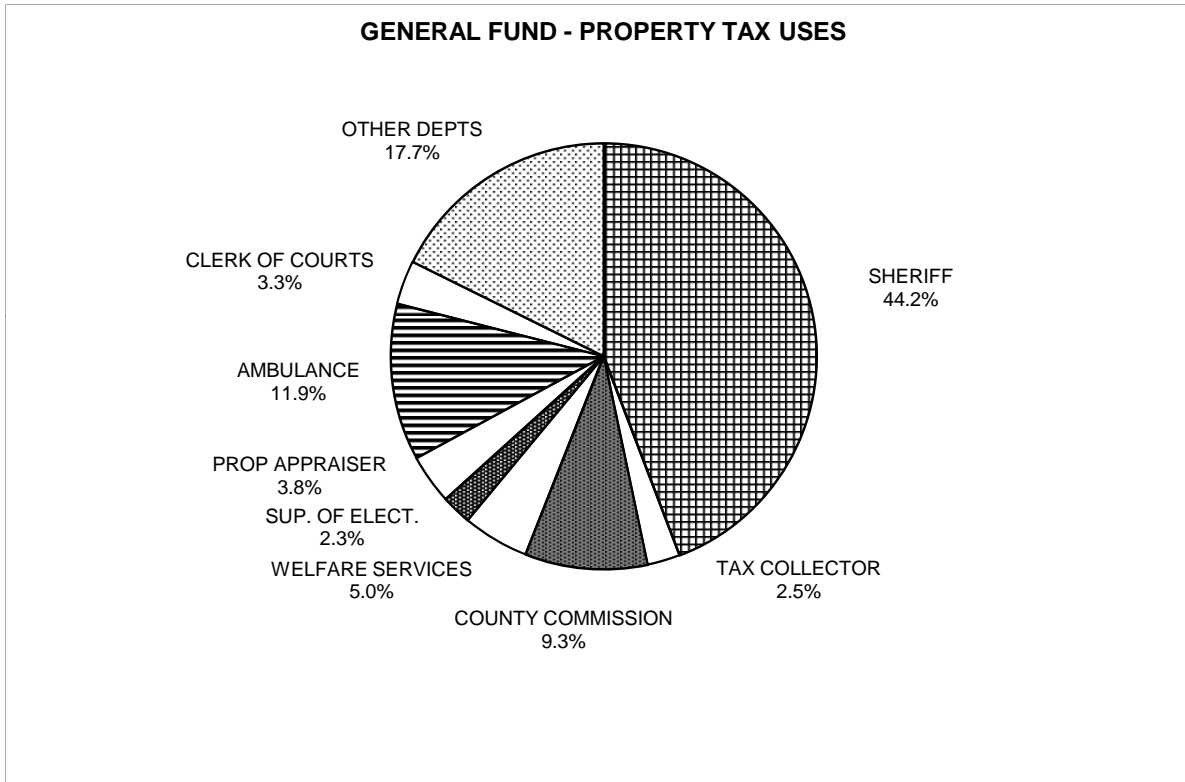
**AD VALOREM TAX SUMMARY**

<b>FUND</b>	<b>BUDGET 2010-11 (NOTE 1)</b>	<b>ACTUAL 2010-11 (NOTE 1)</b>	<b>% ACTUAL TO BUD</b>	<b>BUDGET 2011-12</b>	<b>2011-12 OVER/ (UNDER) 2010-11 BUDGET</b>	<b>% OVER/ (UNDER)</b>
General Fund	\$30,606,910	\$30,749,789	100.5%	\$28,244,984	(\$2,361,926)	-7.7%
Fire Taxing Unit (MSBU)	2,382,067	2,392,430	100.4%	2,198,237	(\$183,830)	-7.7%
<b>TOTAL AD VALOREM TAXES</b>	<b>\$32,988,977</b>	<b>\$33,142,219</b>	<b>100.5%</b>	<b>\$30,443,221</b>	<b>(\$2,545,756)</b>	<b>-7.7%</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 considerably from year to year. The reduction in budgeted taxes for FY 2011-12 is a combined result of reduced property values with no increase in millage.

**AD VALOREM TAX SUMMARY COMMENTS:**

For FY 2011-12, **GENERAL FUND Ad Valorem (Property) Taxes**, the major source of **COUNTY-WIDE** revenues, are expected to generate \$28,244,984. On the other hand, **COUNTY-WIDE** expenditures in this fund (not including reserves) are expected to be \$42,799,629 (see B-12). The difference of \$14,554,645 (over 34% 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 \$28,244,984 in General Fund Property Taxes would go:



Ad Valorem Taxes for the Fire Tax Unit (\$2,198,237 for FY 2011-12) 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. This amount is **not** included in the above chart.

## **GENERAL FUND**

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

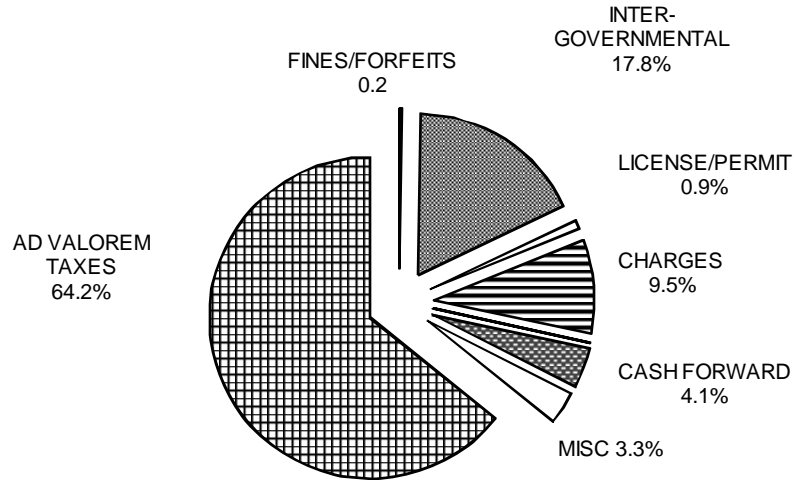
The **primary Revenue source** for the General Fund is Ad Valorem or Property taxes. A secondary source is Intergovernmental Revenues primarily from the State of Florida, with lesser sources including Charges for Services (such as Ambulance Service charges), Fines and Forfeitures, Licenses and Permits,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

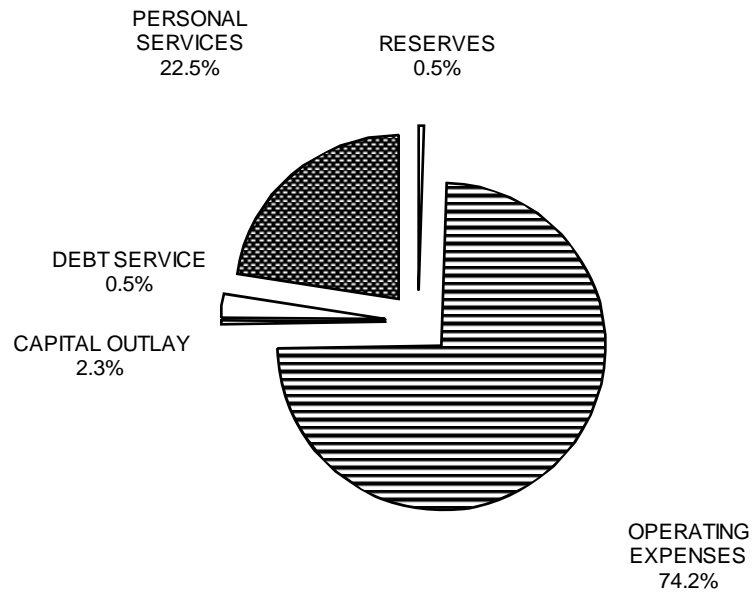
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The pie charts on the following page reflect the distributions of Revenue sources and Expenditure categories within the General Fund for FY 2011-12.

### GENERAL FUND REVENUES BY SOURCE



### GENERAL FUND EXPENDITURES BY CATEGORY





# GENERAL FUND TOTAL REVENUE BUDGET - BOARD OF COUNTY COMMISSIONERS

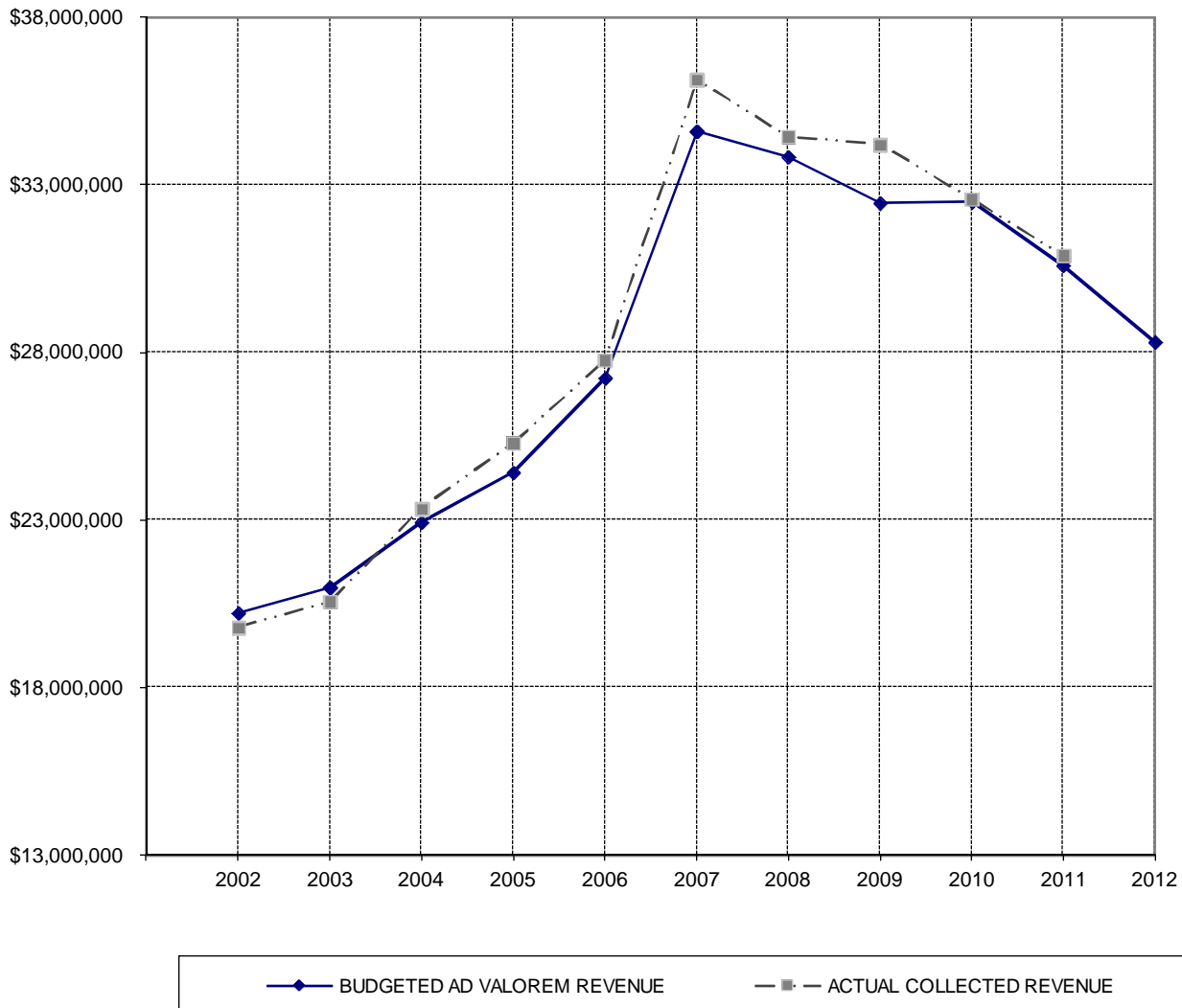
## REVENUE BUDGET SUMMARY

FUND		FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
-----		-----	-----	-----	-----
GENERAL FUND  001 - 0000	REVENUE:				
	Ad Valorem (Property) Taxes	\$34,208,000	\$32,649,192	\$30,681,910	\$28,319,984
	Communications Services Tax	\$541,916	\$553,490	\$525,000	\$535,000
	Permits/Fees/Spec Assess	\$473,637	\$457,891	\$425,250	\$430,500
	Local 1/2 Cent Sales Tax	\$2,346,566	\$2,279,692	\$2,250,000	\$2,375,807
	State Racing Monies	\$446,500	\$446,500	\$446,500	\$446,500
	School Board - Officer Reimb.	\$518,397	\$578,397	\$550,506	\$410,000
	Federal Grants	\$1,054,883	\$2,026,772	\$1,104,500	\$882,478
	State Grants	\$540,636	\$2,676,310	\$2,537,550	\$2,652,450
	State Revenue Sharing			\$269,000	\$944,002
	Other Intergovernmental	\$179,073	\$91,925	\$169,966	\$128,500
	Ambulance (EMS) Services	\$3,060,393	\$2,805,104	\$3,175,000	\$3,170,250
	Excess fees - Tax Collector	\$547,932	\$537,691	\$250,000	\$375,000
	Excess fees - Sheriff	\$338,049	\$648,930	\$15,000	\$25,000
	Excess fees - Clerk of Courts	\$34,836	\$158,646	\$10,000	\$15,000
	Excess fees - Elections Supvr	\$196,854	\$111,424	\$15,000	\$25,000
	Excess fees - Property Appr.	\$181,394	\$102,746	\$25,000	\$25,000
	Other Charges for Services	\$667,965	\$596,772	\$516,150	\$535,250
	Fines and Forfeitures	\$37,455	\$115,252	\$98,150	\$73,550
	Interest Earnings	\$80,628	\$53,297	\$71,250	\$38,000
	Rents and Royalties	\$255,915	\$240,672	\$231,730	\$234,080
	Other Miscellaneous Revenue	\$985,871	\$661,823	\$245,500	\$290,350
	Debt Proceeds				
	Transfers	\$52,500	\$52,500	\$72,500	\$341,800
		-----	-----	-----	-----
	Sub - Totals	\$46,749,400	\$47,845,026	\$43,685,462	\$42,273,501
	Add: Cash Carryforward	\$0	\$0	\$1,538,754	\$1,815,582
		-----	-----	-----	-----
	Total Revenue	\$46,749,400	\$47,845,026	\$45,224,216	\$44,089,083
		=====	=====	=====	=====

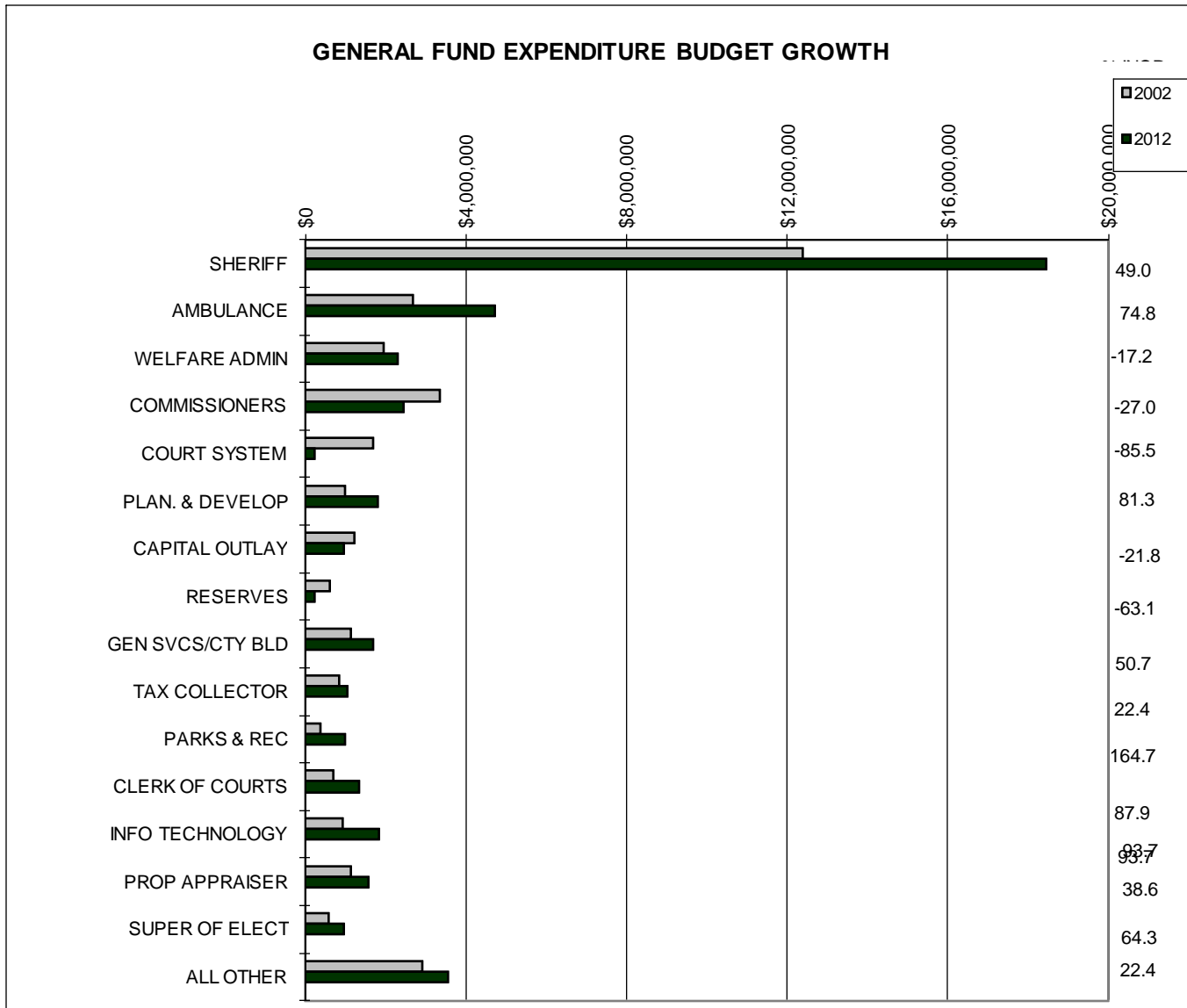
**Comments:** Total Revenues for FY 2011-12 have decreased from FY 2010-11, primarily due to reductions in Property (Ad Valorem) Taxes, partially offset by an increase in use of Fund Balance. The remaining change is minimal, with some increases offset by other decreases.

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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 following years. Increased Tax Collector efforts to collect delinquent taxes have also contributed to the overages in many years. The decline in both Budgeted and Collected Taxes over the past five years is primarily the result of reductions in property values without increases in Property Tax (Ad Valorem) tax rates.



**COMMENT:** The above bar graph shows the areas of growth/decrease in the General Fund between the FY 2001-2002 General Fund Budget and the FY 2011-12 General Fund. The Sheriff's department, which includes County Jail operations, represents the largest budget, although, as can be seen, a number of other budgets have seen a greater percentage growth during the period.

## DEPARTMENT FUNCTIONS - BOARD OF COUNTY COMMISSIONERS

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### DEPARTMENT

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### FUNCTIONS

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#### County Commissioners

001 - 2101

The **Board of County Commissioners (BOCC)**, as elected officials (five in number), are responsible for setting the policies and approving the directives under which the County operates, and for approving the funding required to conduct these operations. The BOCC formally meets the second and fourth Tuesday of each month to conduct County business.

\*\*\*\*\*

#### Other Constitutional Officers

001 - 2101

Included under the Board of County Commissioners department are certain expenditures for other elected Constitutional Officers - the Tax Collector (as an Operating Expense) and the Clerk of Courts (as Non-Operating Transfers), which supplement the fees collected through each office, in support of their respective budgets. Any excess fees (more revenue than expenditures) are calculated and returned to the BOCC at fiscal year end. Estimated excess fees are budgeted and can be found under the Revenue budget for the BOCC (see page C-3). Other Constitutional Officer expenditures can be found under Department 001 - 9999 (Miscellaneous -Non-Operating Transfers).

\*\*\*\*\*

**DEPARTMENT BUDGET and STAFFING - BOARD OF COUNTY COMMISSIONERS (Continued)**

**BUDGET SUMMARY**

<b>DEPARTMENT</b>	<b>EXPENDITURES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
<b>County Commissioners</b>	Personal Services	\$330,672	\$325,708	\$348,105	\$327,141
	Operating Expenses	\$781,685	\$692,753	\$927,600	\$871,050
	Tax Collector Fees	\$1,299,628	\$1,295,411	\$1,250,000	\$1,040,000
	Insurance- Risk Mgmt	\$646,256	\$646,256	\$646,256	\$646,256
	Capital Outlay	\$851,111	\$1,207,255	\$781,500	\$485,000
	Debt Service	\$185,435	\$185,435	\$185,435	\$42,206
	Grants & Aids	\$392,206	\$410,371	\$420,889	\$396,168
001 - 2101	Transfer - School Board	\$200,925	\$200,925	\$200,925	\$200,925
	Transfer - Clerk of Courts	\$1,402,604	\$1,402,604	\$1,392,363	\$1,336,668
	Transfer - Econ Developmt	\$112,500	\$142,500	\$139,312	\$193,195
	Transfer - Risk Mgmt	\$101,344	\$101,344	\$101,344	\$101,344
	Transfers - Other Funds	\$18,000		\$0	
	<b>Totals</b>	<b>\$6,322,366</b>	<b>\$6,610,562</b>	<b>\$6,393,729</b>	<b>\$5,639,953</b>

**Comments:** Funded through the General Fund. Personal Services expenses relate solely to the 5 County Commissioners (except for \$20,000 unemployment compensation which is countywide).

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**DEPARTMENT FUNCTIONS and STAFFING - BOARD OF COUNTY COMMISSIONERS (Continued)**

**DEPARTMENT**      **FUNCTIONS**

**Tax  
Collector**

001 - 2101

Responsible for preparation, mailing of tax notices based upon information contained on the current tax roll as certified by the Property Appraiser as well as Non-Ad Valorem assessments provided by other levying authorities (such as Waste Management), and the collection of these taxes. Also maintains and collects vehicle and boat license tag fees, as well as hunting and miscellaneous other license fees.

**FY 2011-12 Budgeted General Fund BOCC Operating Expenditure:**

Commissions / Fees / Costs- Tax Collector      \$1,040,000

=====

(above transfer included on page C - 7)

<b>STAFFING</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
Tax Collector	1	1	1	1
Finance Officer	1	1	1	1
Asst. Accountant	2	2	2	2
Office Ops Director	1	1	1	1
Administrative Asst.	1	1	1	1
Delinquent Superv.	1	1	1	1
Delinquent Clerk	1	1	1	1
Customer Service Superv.	3	3	3	3
General Counsel	1	1	1	1
Customer Service Rep.	15	14	14	15
Tag Cashier	1	1	1	1
Collections Clerk	1	1	1	1
Dealer Clerk	1	1	1	1
Call Center Clerk		1	1	1
<b>Totals</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>31</b>
	=====	=====	=====	=====

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**DEPARTMENT FUNCTIONS and STAFFING - BOARD OF COUNTY COMMISSIONERS (Continued)**

<b>DEPARTMENT</b>	<b>FUNCTIONS</b>				
<b>Clerk of Courts</b> 001 - 2101	Responsible for both County and Circuit Court administration. Also provides financial and accounting services to the Board of County Commissioners.				
	<b>FY 2011-12 Budgeted General Fund Non-Operating Transfer:</b>				
	Clerk to Board Services			\$1,336,668	
				=====	
<b>(Above transfers included on page C - 7)</b>					
<b>Clerk of Courts Staffing:</b>		<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
<b>Administration:</b>					
Clerk of Courts		1	1	1	1
Chief Deputy Clerk		1	1	1	1
Administrative Asst.		0.5	0.5	0.5	0.5
Administrative Clerk		1	1	1	1
Jury / Witness Coord.		0.5	0.5	0.5	0.5
Satellite Office Spec.		1.2	1.2	1.2	1.2
		-----	-----	-----	-----
<b>Sub-Total</b>		<b>5.2</b>	<b>5.20</b>	<b>5.20</b>	<b>5.20</b>
		=====	=====	=====	=====
<b>Court Technology:</b>					
Admin Clerk I		0	0	0	0
Information Tech		0	0	0	0
		-----	-----	-----	-----
<b>Sub-Total</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
		=====	=====	=====	=====
<b>Finance / Accounting:</b>					
Finance Director		1	1	1	1
Asst. Finance Dir		1	1	1	1
Director Admin./Budget		1	1	1	1
Business Analyst/Trainer		1	1	1	1
Accounting Manager		1	1	1	1
Accountant		2	2	2	2
Grants Accountant		1	1	1	1
Admin.Asst. / Finance		1	1	1	1
Accounting Tech		1	1	1	1
Head Cashier		1	1	1	1
Account Clerk II		7	7	7	7
Fixed Assets Tech.		0	0	0	0
OPS Student		0.5	0.5	0.5	0.5
		-----	-----	-----	-----
<b>Sub-Total</b>		<b>18.5</b>	<b>18.5</b>	<b>18.5</b>	<b>18.5</b>
		=====	=====	=====	=====

(Continued)

DEPARTMENT FUNCTIONS and STAFFING - BOARD OF COUNTY COMMISSIONERS (Continued)

DEPARTMENT

Clerk of Courts Staffing (Concluded):

Clerk of Courts  
001 - 2101

	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
<b>Archives &amp; History:</b>				
Records Ctr. Superv.	1	1	1	1
Record Ret/Micro Tech	0.4	0.4	1	1
<b>Sub-Total</b>	<b>1.4</b>	<b>1.4</b>	<b>2</b>	<b>2</b>
<b>Criminal Law Dept.</b>				
Criminal Law Supervisor	1	1	1	1
Court Clerk I-IV	11.75	11.75	12.75	12.75
Collections Specialist	1	1	1	1
<b>Sub-Total</b>	<b>13.75</b>	<b>13.75</b>	<b>14.75</b>	<b>14.75</b>
<b>Circuit Civil</b>				
Circuit Civil Supervisor	1	1	1	1
Court Clerk I-II	12.25	12.25	12.25	11
<b>Sub-Total</b>	<b>13.25</b>	<b>13.25</b>	<b>13.25</b>	<b>12</b>
<b>County Civil/Traffic</b>				
Civil/Traffic Supervisor	1	1	1	1
Court Clerk I-III	4	4	4	3.6
Drug Court Staff Asst.	1	1	1	1
<b>Sub-Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5.6</b>
<b>Other:</b>				
Tax Deed Clerk II	1	1	1	1
Proj. Mgr./Rec. Automation	0.5	0.5	0.5	0.5
Recording Supervisor	1	1	1	1
Recording Clerk I-II	1.65	1.65	1.65	1
Mail Clerk	1	1	1	1
DMS Supervisor	1	1	1	1
DMS Clerk I	1	1	1	1
Admin. Clerk III - BCC	1	1	1	1
Admin. Clerk II - BCC	1	1	1	0.4
<b>Sub-Total</b>	<b>9.15</b>	<b>9.15</b>	<b>9.15</b>	<b>7.9</b>
<b>Grand Total</b>	<b>67.25</b>	<b>67.25</b>	<b>68.85</b>	<b>65.95</b>

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**DEPARTMENT FUNCTIONS, BUDGET and STAFFING - BOARD OF COUNTY COMMISSIONERS (Continued)**

**DEPARTMENT**

**FUNCTIONS**

County Attorney

Provides the County with legal advice and other legal services as required.

001-2104

**BUDGET SUMMARY**

<b>EXPENDITURES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
Personal Services	\$213,444	\$213,467	\$216,788	\$212,188
Operating Expenses	\$13,365	\$10,405	\$16,600	\$15,600
Capital Outlay				
<b>Totals</b>	<b>\$226,809</b>	<b>\$223,872</b>	<b>\$233,388</b>	<b>\$227,788</b>

**Comments:** Operating Expenses vary depending on fees/costs for lawsuits. It is the County's practice not to budget for these costs, but to amend the budget at year end (if needed) to cover actual costs.

**STAFFING**

County Attorney	1	1	1	1
Legal Secretary	1	1	1	1
<b>Totals</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

\*\*\*\*\*

**DEPARTMENT FUNCTIONS, BUDGET and - BOARD OF COUNTY COMMISSIONERS (Continued)**

**DEPARTMENT**

**FUNCTIONS**

**County  
Administrator**

001 - 2105

Responsible for the administration and supervision of all departments under the Board of County Commissioners, and for the administration of affairs under the Board's jurisdiction, carrying out their directives and policies on a day-to-day basis.

**BUDGET SUMMARY**

<b>EXPENDITURES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
Personal Services	\$516,714	\$460,186	\$489,078	\$462,499
Operating Expenses	\$5,863	\$8,427	\$20,850	\$21,500
<b>Totals</b>	<b>\$522,577</b>	<b>\$468,613</b>	<b>\$509,928</b>	<b>\$483,999</b>

**STAFFING**

County Administrator	1	1	1	1
Dep Cty Adm/Budget	1	1	1	1
Legisl.& Info Coord.	1	1	1	1
Admin./Exec. Assist.	1	1	1	1
MSBU Assess. Coord.	1	1	1	1
Receptionist	0.6	0.6	0.6	0.6
<b>Totals</b>	<b>5.6</b>	<b>5.6</b>	<b>5.6</b>	<b>5.6</b>

\*\*\*\*\*

## DEPARTMENT FUNCTIONS and BUDGETS - COURT SYSTEM

<u>DEPARTMENT</u>	<u>FUNCTIONS</u>
<b>Courts Administration</b> 001 - 2321	Provides funding for general administrative costs for all court functions which are not otherwise provided by State or other agencies.
*****	
<b>Circuit Court</b> 001 - 2322	Provides funding for certain Circuit Court operations.
*****	
<b>State Attorney</b> 001 - 2326	Provides funding for support of the State Attorney's Office in Putnam County.
*****	
<b>Public Defender</b> 001 - 2327	Provides funding for support of the Public Defenders Office in Putnam County.
*****	
<b>Guardian Ad Litem</b> 001 - 2328	Provides funding in support of this child advocacy program. Although staffed primarily by non-paid volunteers, the County provides required office space, communications systems support.
*****	
<b>Drug Court Grant</b> 001-2333	Provides funding for non-traditional judicial sanctions for non-violent adult felony offenders with significant substance abuse problems. Provides for treating and testing programs aimed at reducing substance abuse and related criminal activities. This function is partially funded through Fund 125 in addition to this General Fund support.

\*\*\*\*\*

BUDGET SUMMARY					
<u>DEPARTMENT</u>	<u>EXPENDITURES</u>	<u>FY 08-09 ACTUAL</u>	<u>FY 09-10 ACTUAL</u>	<u>FY 10-11 BUDGET</u>	<u>FY 11-12 BUDGET</u>
<b>Courts Administration</b> 001 - 2321	Operating Expenses	\$2,002	\$255	\$3,800	\$3,800
		=====	=====	=====	=====
<b>Circuit Court</b> 001 - 2322	Operating Expenses	\$1,046	\$1,504	\$16,000	\$16,000
		=====	=====	=====	=====
<b>State Attorney</b> 001 - 2326	Operating Expenses	\$11,883	\$8,539	\$17,500	\$30,334
		=====	=====	=====	=====
<b>Public Defender</b> 001 - 2327	Operating Expenses	\$1,075	\$820	\$8,720	\$8,720
		=====	=====	=====	=====
<b>Guardian Ad Litem</b> 001 - 2328	Operating Expenses	\$4,177	\$3,940	\$6,450	\$6,450
		=====	=====	=====	=====
<b>Drug Court Grant</b> 001 - 2333	Operating Expenses	\$124,147	\$47,486	\$127,960	\$122,579
	Transfer - Clerk/Drug Court	<u>\$49,275</u>	<u>\$49,275</u>	<u>\$50,261</u>	<u>\$55,642</u>
	<b>Sub-total</b>	\$173,422	\$96,761	\$178,221	\$178,221
		=====	=====	=====	=====
	<b>Grand Total - Court System</b>	\$193,605	\$111,819	\$230,691	\$243,525
		=====	=====	=====	=====

**Comments:** There are no direct employees under the Board of County Commissioners involved in these departments.

**DEPARTMENT FUNCTION, BUDGET and STAFFING - GENERAL GOVERNMENT (Continued)**

**DEPARTMENT**

**FUNCTION**

**Information  
Technology**

Provides data processing services, including centralized equipment purchasing, programming, and maintenance of computer hardware / software, to other County departments and agencies.

001 - 2551

**BUDGET SUMMARY**

**EXPENDITURES**

**FY 08-09  
ACTUAL**

**FY 09-10  
ACTUAL**

**FY 10-11  
BUDGET**

**FY 11-12  
BUDGET**

Personal Services  
Operating Expenses  
Capital Outlay

\$956,107  
\$697,897  
\$167,516

\$934,054  
\$706,099  
\$135,159

\$1,118,089  
\$778,540  
\$56,000

\$1,083,792  
\$737,986  
\$65,000

**Totals**

\$1,821,520

\$1,775,312

\$1,952,629

\$1,886,778

**STAFFING**

Info Technology Director  
Group Manager - IT  
Computer Network Engineer  
IT Project Coordinator  
Progr./ Analyst. -Web Master  
Web Developer  
Senior Progr./Analyst  
GIS Progr./Analyst I/II  
PC Specialists  
GIS Coordinator  
Network Administrator  
I-Series Admin./Analyst  
E-911 Field Address Tech  
E-911 GIS Tech

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**Totals**

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17.5

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**DEPARTMENT FUNCTION, BUDGET and STAFFING - GENERAL GOVERNMENT (Continued)**

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**DEPARTMENT**  
-----

**FUNCTIONS**  
-----

**Human  
Resources**

Responsible for development, maintenance, and coordination of all matters relating to County personnel and employee benefit programs.

001 - 2552

**BUDGET SUMMARY**  
-----

<b>EXPENDITURES</b> -----	<b>FY 08-09 ACTUAL</b> -----	<b>FY 09-10 ACTUAL</b> -----	<b>FY 10-11 BUDGET</b> -----	<b>FY 11-12 BUDGET</b> -----
Personal Services	\$198,504	\$205,095	\$204,065	\$172,188
Operating Expenses	\$30,200	\$30,401	\$46,800	\$45,300
Transfer to Insurance	\$57,144	\$55,780	\$25,000	\$52,608
<b>Totals</b>	<b>\$285,848</b> =====	<b>\$291,276</b> =====	<b>\$275,865</b> =====	<b>\$270,096</b> =====

**STAFFING**  
-----

Director	1	1	1	1
Sr. Human Res.Spec.	1	1	1	1
Staff Assistant I	1	1	1	0
Benefits Specialist	1	1	1	1
<b>Totals</b>	<b>4</b> =====	<b>4</b> =====	<b>4</b> =====	<b>3</b> =====

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## DEPARTMENT FUNCTIONS, BUDGET and STAFFING - GENERAL GOVERNMENT (Continued)

### DEPARTMENT ----- General Services/ County Buildings & Grounds

001 - 2553

### FUNCTIONS -----

Responsible for the general maintenance and cleanliness of all County buildings and grounds not specifically assigned to another Department or contracted out.

### BUDGET SUMMARY -----

EXPENDITURES -----	FY 08-09 ACTUAL -----	FY 09-10 ACTUAL -----	FY 10-11 BUDGET -----	FY 11-12 BUDGET -----
Personal Services	\$316,902	\$317,616	\$314,962	\$283,311
Operating Expenses	\$1,409,670	\$1,295,426	\$1,435,550	\$1,412,550
Capital Outlay	\$4,225		\$129,000	\$75,000
Debt Service	\$188,664	\$160,828	\$163,200	\$160,829
<b>Totals</b>	<b>\$1,919,461</b> =====	<b>\$1,773,870</b> =====	<b>\$2,042,712</b> =====	<b>\$1,931,690</b> =====

**Comments:** Communications Service for the County (\$317,600), Utilities (\$525,000), and Contractual Services (\$323,500) make up the majority of Operating Expenses with another \$189,600 allocated for various types of Repair & Maintenance. The majority of County buildings are now cleaned by a contract cleaning agency.

### STAFFING -----

Bldg & Grds Superinten	1	1	1	1
Tradesworkers	6	6	6	5
Storekeeper	0.5	0.5	0.5	0.5
<b>Totals</b>	<b>7.5</b> =====	<b>7.5</b> =====	<b>7.5</b> =====	<b>6.5</b> =====

**Comments:** The Storekeeper, partially funded in the Purchasing Division (2558), also serves as a Maintenance Worker.

\*\*\*\*\*

DEPARTMENT FUNCTIONS, BUDGET and STAFFING - GENERAL GOVERNMENT (Continued)

DEPARTMENT	FUNCTIONS
General Services/ Purchasing	Responsible for expeditiously acquiring at the best possible price, consistent with quality, those items of supplies, materials, and equipment necessary for the efficient operation of the County's operating departments, maintaining an on-hand inventory of these items within funding and storage limitations, and distributing them as needed to the end users. In addition, Purchasing maintains the County inventory of accountable assets and processes all Requests for Proposals / Bids for services and materials.
001 - 2558	

BUDGET SUMMARY				
EXPENDITURES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
Personal Services	\$179,742	\$181,862	\$177,940	\$175,175
Operating Expenses	\$29,480	\$24,067	\$45,450	\$44,450
Capital Outlay				
Totals	\$209,222	\$205,929	\$223,390	\$219,625

STAFFING				
General Services Dir.	1	1	1	1
Senior Staff Asst.	1	1	1	1
Senior Buyer	1	1	1	1
Storekeeper	0.5	0.5	0.5	0.5
Totals	3.5	3.5	3.5	3.5

Comments: The Storekeeper also works in the County Buildings Division as a Maintenance Worker.

\*\*\*\*\*

**DEPARTMENT FUNCTIONS, BUDGET and STAFFING - GENERAL GOVERNMENT (Concluded)**

DEPARTMENT	FUNCTIONS			
<b>Planning &amp; Development Zoning &amp; Administration</b>	With assistance of professional consultants, prepares and updates mandated County Comprehensive Land Use Plan and related regulations. Administers all aspects of rezonings, variances, special exceptions, etc. Provides zoning information and maps.			
001 - 3441				
<b>BUDGET SUMMARY</b>				
<b>EXPENDITURES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
Personal Services	\$420,569	\$364,116	\$354,851	\$341,365
Operating Expenses	\$154,458	\$198,307	\$196,075	\$186,575
Capital Outlay		\$3,551		
<b>Totals</b>	<b>\$575,027</b>	<b>\$565,974</b>	<b>\$550,926</b>	<b>\$527,940</b>
<b>Comments:</b> The Personal Services increase includes personnel upgrades/salary increases for certifications.				
<b>STAFFING</b>				
Plan. & Devel. Dir	1	1	1	1
Planning Manager	1	1	1	1
Senior Planners	3	3	2	1
Planner II	1	1	1	1
Permit Specialists I	2	2	2	0
Staff Assistants	1	1	1	1
GIS Specialist I	0	0	0	0
<b>Totals</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>5</b>

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## DEPARTMENT FUNCTIONS, BUDGET and STAFFING - ECONOMIC DEVELOPMENT

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DEPARTMENT -----	FUNCTIONS -----
<b>Veterans Service</b>	Provides assistance to all military veterans in obtaining Veterans Administration and other Federal benefits for which they might qualify.
001 - 2991	

### BUDGET SUMMARY

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EXPENDITURES -----	FY 08-09 ACTUAL -----	FY 09-10 ACTUAL -----	FY 10-11 BUDGET -----	FY 11-12 BUDGET -----
Personal Services	\$94,098	\$94,163	\$86,032	\$86,748
Operating Expenses	\$4,965	\$6,434	\$6,747	\$6,575
<b>Totals</b>	<b>\$99,063</b>	<b>\$100,597</b>	<b>\$92,779</b>	<b>\$93,323</b>
	=====	=====	=====	=====

### STAFFING

---

Vet. Serv. Director	1	1	1	1
Sr. Vet. Counselor	1	1	1	1
<b>Totals</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
	=====	=====	=====	=====

\*\*\*\*\*

# DEPARTMENT FUNCTIONS, BUDGET and STAFFING - PUBLIC SAFETY

## DEPARTMENT

## FUNCTIONS

Planning & Development  
Buildings & Inspections

001 - 3440

Issues permits for all aspects of construction and conducts related inspections. Reviews plans to ensure compliance with all applicable codes and ordinances. Provides enforcement of County ordinances. Provides for certifications of contractors.

## BUDGET SUMMARY

EXPENDITURES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
Personal Services	\$1,098,849	\$1,029,210	\$1,198,412	\$1,086,723
Operating Expenses	\$100,792	\$70,095	\$184,538	\$177,238
Capital Outlay				
<b>Totals</b>	<b>\$1,199,641</b>	<b>\$1,099,305</b>	<b>\$1,382,950</b>	<b>\$1,263,961</b>

## STAFFING

Building Official	1	1	1	1
Asst. Building Official	1	1	1	1
Permit Coord./Cust Svc Mgr	1	1	1	1
Permit Coordinator	1	1	1	1
Zoning Technician	1	1	1	1
Building Inspectors	6	6	5	3.5
Plans Examiner	2	2	2	2
Permit Specialists I / II	4	4	4	5
Staff Assistant I	1	1	1	1
Compliance Admin.	1	1	1	1
Codes Enf. Officer I			2	2
Codes Enf. Officer II			1	1
Chief Codes Enf. Off.			1	1
Staff Assistant I			1	0
<b>Totals</b>	<b>19</b>	<b>19</b>	<b>23</b>	<b>21.5</b>

Comments: A reorganization in 2010 combined the P & D Codes Enforcement Department (Budget & Staffing) with this Department.

\*\*\*\*\*

**DEPARTMENT FUNCTIONS, BUDGET and STAFFING - PUBLIC SAFETY (Continued)**

<b>DEPARTMENT</b>	<b>FUNCTIONS</b>				
<b>Planning &amp; Development Codes Enforcement</b>	Provides enforcement of County Ordinances and support to Codes Enforcement Board/Magistrate.				
001 - 3442					
		<b>BUDGET SUMMARY</b>			
		<b>EXPENDITURES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>
					<b>FY 11-12 BUDGET</b>
		Personal Services	\$203,486	\$199,105	\$0
		Operating Expenses	\$59,853	\$55,986	\$0
		Capital Outlay			
		<b>Totals</b>	<b>\$263,339</b>	<b>\$255,091</b>	<b>\$0</b>
		<b>STAFFING</b>			
		Codes Enf. Officer I	2	2	
		Codes Enf. Officer II	1	1	
		Codes Enf. Officer III	0	0	
		Chief Codes Enf. Off.	1	1	
		Staff Assistant I	1	1	
		<b>Totals</b>	<b>5</b>	<b>5</b>	<b>0</b>

**Comments:** A reorganization in 2010 combined this Department (budget and staffing) with the P & D Inspections Department (3440).

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**DEPARTMENT FUNCTIONS, BUDGET and STAFFING - PUBLIC SAFETY (Continued)**

<b>DEPARTMENT</b>	<b>FUNCTIONS</b>
<b>Emergency Services/SQG Assessment Program</b>	Planning and coordination for emergencies and / or disasters. Promulgates plans which assign responsibilities for the direction, control, and use of manpower and other resources to minimize the effects of natural and / or accidental disasters / emergencies and to effect orderly recovery. Monitors and coordinates the operations of the County's 18 Volunteer Fire Departments. Monitors Small Quantity Generator (SQG) hazardous materials program.
001 - 3991/3994	

**BUDGET SUMMARY**

<b>EXPENDITURES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
Personal Services	\$328,519	\$334,575	\$359,202	\$332,391
Operating Expenses	\$138,196	\$73,397	\$80,592	\$80,592
Capital Outlay	\$3,800			
<b>Totals</b>	<b>\$470,515</b>	<b>\$407,972</b>	<b>\$439,794</b>	<b>\$412,983</b>

**STAFFING**

Emergency Services Director	0.0	0.0	0.0	0.0
Chief Disaster Preparedness	1.0	1.0	1.0	1.0
Emerg Mgmt Prep Coord	1.0	1.0	1.0	1.0
Senior Staff Assistant	1.0	1.0	1.0	1.0
OPS Fire Inspector	0.5	0.5	0.5	0.5
Clerical Assistant II	0.5	0.5	0.5	0
Computer System Admin.	0.67	0.67	0.67	0.67
Fire/Haz Waste Inspector	1.0	1.0	1.0	1.0
Fire Marshall/SQG Coord.	0.5	0.5	0.5	0.5
<b>Totals</b>	<b>6.17</b>	<b>6.17</b>	<b>6.17</b>	<b>5.67</b>

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**DEPARTMENT FUNCTIONS, BUDGET and STAFFING - PUBLIC SAFETY (Concluded)**

<b>DEPARTMENT</b>		<b>FUNCTIONS</b>			
<b>Emergency Medical Services</b>		Provides emergency medical rescue service (EMS) or, in other words, ambulance services, throughout the County.			
001 - 5105		<b>BUDGET SUMMARY</b>			
<b>EXPENDITURES</b>		<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
Personal Services		\$4,225,430	\$4,336,424	\$4,273,608	\$4,027,243
Operating Expenses		\$673,423	\$714,205	\$684,750	\$684,750
Capital Outlay		\$351,964	\$238,057	\$250,000	\$250,000
<b>Totals</b>		\$5,250,817	\$5,288,686	\$5,208,358	\$4,961,993
<b>(Informational)</b> Less: Collected Ambulance Fees		\$3,060,393	\$2,805,104	\$3,175,000	\$3,170,250
Net Operating Deficit Assumed by Gen Fund		(\$2,190,424)	(\$2,483,582)	(\$2,033,358)	(\$1,791,743)
<b>STAFFING</b>					
Medical Directors		0.5	0.5	0.5	0.5
EMS Manager		1.0	1.0	1.0	1.0
Capt. / Shift Supervisor		3.0	3.0	3.0	3.0
Lt. / Crew Chief		10.0	10.0	10.0	10.0
Paramedics		27.0	27.0	27.0	29.0
Emergency Med Techs		17.0	17.0	17.0	15.0
Billing Clerk I / II		3.0	3.0	3.0	3.0
Sr. Staff/Clerical Assist		1.0	1.0	1.0	1.0
<b>Totals</b>		62.5	62.5	62.5	62.5

\*\*\*\*\*

# DEPARTMENT FUNCTIONS, BUDGET and STAFFING - HEALTH RELATED

## DEPARTMENT

## FUNCTIONS

**Welfare  
Administration**

001 - 2554

Responsible for the direction of County welfare program activities, including the interviewing of applicants, determination of benefit eligibility, verification and approval of payments, and referral to other programs when applicable.

## BUDGET SUMMARY

### EXPENDITURES

FY 08-09  
ACTUAL

FY 09-10  
ACTUAL

FY 10-11  
BUDGET

FY 11-12  
BUDGET

Operating Expenses	\$14,700	\$18,400	\$21,800	\$20,000
Medicaid	\$1,185,121	\$787,218	\$1,166,800	\$1,166,800
HCRA Expenses	\$271,327	\$361,473	\$300,000	\$300,000
Grants & Aids:				
County Health Dept.	\$272,480	\$268,075	\$240,000	\$229,200
Well Florida Council	\$4,212	\$4,212	\$2,000	\$2,000
Putnam Behavior Hlthcare	\$240,300	\$246,175	\$215,300	\$215,300
Meridian Behavior	\$32,396	\$32,396	\$32,396	\$36,400
Baker Act Transport	\$59,515	\$59,273	\$31,150	\$115,000
Suwanee River Council	\$7,200	\$7,200	\$4,000	\$4,000
Lee Conlee House, Inc.	\$9,612	\$9,612	\$9,612	\$9,612
C.C. Women's Civic Assoc.	\$400	\$400		
YMCA Assistance	\$8,010	\$8,010	\$5,000	\$10,000
Womens Resource Center			\$2,804	
<b>Totals</b>	<b>\$2,105,273</b>	<b>\$1,802,444</b>	<b>\$2,030,862</b>	<b>\$2,108,312</b>

**Comments:** The Suwanee River Council provides meals-on-wheels to eligible County residents  
Medicaid/HCRA budgeted expenditure levels as shown above are mandated by the State.

## DEPARTMENT

## FUNCTIONS

**Child Advocacy  
Center**

001 - 2557

Services provided through the Sheriff's Department for certain cases involving children. Services currently provided from a neighboring County. Funded through a Federal Grant

## BUDGET SUMMARY

### EXPENDITURES

FY 08-09  
ACTUAL

FY 09-10  
ACTUAL

FY 10-11  
BUDGET

FY 11-12  
BUDGET

Operating Expenses		2695	\$150,000	\$150,000
Capital Outlay			\$2,500	\$45,000
<b>Totals</b>		<b>\$2,695</b>	<b>\$152,500</b>	<b>\$195,000</b>

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## DEPARTMENT FUNCTIONS,BUDGET and STAFFING - HEALTH RELATED (Concluded)

DEPARTMENT -----	FUNCTIONS -----
<b>Mosquito Control</b> 001 - 4212	Responsible for control of mosquitoes through proper inspection, surveillance, and larvacide spraying. Minimizes mosquito breeding areas through the appropriate use of larvacides.

Services provided by Contractor:

Adulticiding  
Mosquito identification  
Program management  
State monthly reports

Services provided by County employee:

Contract liaison  
Larviciding  
Light trap maintenance  
Chicken sentinel program maintenance  
Public Education

### BUDGET SUMMARY

EXPENDITURES -----	FY 08-09 ACTUAL -----	FY 09-10 ACTUAL -----	FY 10-11 BUDGET -----	FY 11-12 BUDGET -----
Operating Expenses	\$109,811	\$101,690	\$102,215	\$104,815
<b>Totals</b>	\$109,811	\$101,690	\$102,215	\$104,815
	=====	=====	=====	=====

**Comments:** Since FY 1998-99, the County has contracted out the adulticiding mosquito control services, retaining the larvacide service in-house. The employee performing this function is funded through the Waste Management Fund.

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**DEPARTMENT FUNCTIONS, BUDGET and STAFFING - RECREATION / LIBRARY**

**DEPARTMENT**

**FUNCTIONS**

**Parks &  
Recreation**

001 - 6101

Provides for the funding of recreation related projects throughout the County in accordance with recommendations of the Recreation Committee or Interlocal Agreements with cities or localities within the County. Operates and maintains County recreation facilities including parks.

**BUDGET SUMMARY**

<b>EXPENDITURES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
Personal Services	\$541,184	\$540,279	\$471,302	\$508,270
Operating Expenses	\$428,771	\$412,079	\$520,150	\$480,150
Capital Outlay	\$179,980	\$18,821	\$30,000	\$30,000
<b>Totals</b>	<b>\$1,149,935</b>	<b>\$971,179</b>	<b>\$1,021,452</b>	<b>\$1,018,420</b>

**Comments:** Operating expenses normally increase each year with the need to support additional facilities and programs. Capital outlay for FY 2009-10 and subsequent years was considerably less in light of budget cuts and decreasing revenues.

**STAFFING**

Recreation Director	1	1	1	1
Rec Program Specialist	1	1	1	1
Turf Mgr./Parks Maint Super.	1	1	1	1
Rec Maint.Tech I/II	6	6	6	6
Senior Center Coord.	1	1	1	1
Athletic Coordinator	1	1	1	1
Summer Parks Intern	0.5	0.5	0.5	0.5
<b>Totals</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>	<b>11.5</b>

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**DEPARTMENT FUNCTIONS, BUDGET and STAFFING - RECREATION / LIBRARY (Concluded)**

**DEPARTMENT**

**FUNCTIONS**

**County Library  
System**

001 - 6212

Provides cost-effective, quality County Library services through the Main and four Branch libraries. Provides materials for educational and recreational reading, and programs for both adults and children.

**BUDGET SUMMARY**

<b>EXPENDITURES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
Personal Services	\$495,635	\$449,699	\$553,094	\$556,564
Operating Expenses	\$19,991	\$107,466	\$96,722	\$84,422
Capital Outlay	\$42,806	\$8,511	\$45,000	\$45,000
Trf to Grants Fund				
<b>Totals</b>	<b>\$558,432</b>	<b>\$565,676</b>	<b>\$694,816</b>	<b>\$685,986</b>

**STAFFING**

Library Director	1	1	1	1
Branch Librarians	4	4	4	4
Staff Assistant II	1	1	1	1
Librarian I-III	1	1	1	1
Library Assistants	2.67	2.67	2.67	2.67
Library Specialists	4	4	4	4
Library Clerk	4	4	4	4
Library Page / Student	3.5	3.5	3.5	3.5
<b>Totals</b>	<b>21.17</b>	<b>21.17</b>	<b>21.17</b>	<b>21.17</b>

**Comments:** Includes part and full-time positions funded through the Library Aid Grant (Fund 160).

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## DEPARTMENT FUNCTIONS, BUDGET and STAFFING - PHYSICAL ENVIRONMENT

DEPARTMENT	FUNCTIONS			
<b>Agriculture Extension Service</b>	Provides informal educational programs and assistance to County residents in agriculture, home economics, 4-H/youth, horticulture, community rural development, marine advisory, and energy conservation. Promotes wide use and conservation of natural and marine resources. Cooperatively funded by the State of Florida, the U.S. Department of Agriculture, and Putnam County.			
001 - 6302				
<b>BUDGET SUMMARY</b>				
<b>EXPENDITURES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
Personal Services	\$259,533	\$265,173	\$259,016	\$264,148
Operating Expenses	\$90,592	\$104,352	\$101,549	\$106,221
Capital Outlay	\$5,790			
Soil & Water Conservation	\$5,878	\$4,695	\$4,000	\$5,800
<b>Totals</b>	<b>\$361,793</b>	<b>\$374,220</b>	<b>\$364,565</b>	<b>\$376,169</b>

**Comments:** Department is cooperatively funded as noted above. The above budget represents only the County funding.

The Soil & Water Conservation District, a separate special district located within the County, receives minimal funding from the County.

<b>STAFFING</b>				
County Extension Director	1	1	1	1
Senior Staff Assistant	1	1	1	1
Home Extension Agent II	1	1	1	1
Extension Agent - 4-H	1	1	1	1
Extension Agent - Horticulture	1	1	1	1
4H Program Assistant	1	1	1	1
Staff Assistant I	1	1	1	1
<b>Totals</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

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## DEPARTMENT BUDGET - GENERAL FUND - MISCELLANEOUS

### BUDGET SUMMARY

DEPARTMENT	EXPENDITURES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
	<u>Non - Operating:</u>				
	Transfer - Supr. of Elections	\$936,397	\$886,397	\$836,397	\$948,000
	Transfer - Property Appraiser	\$1,595,363	\$1,593,115	\$1,672,532	\$1,575,770
	Transfer - Sheriff	\$18,312,037	\$18,566,194	\$18,133,659	\$18,451,878
	Transfers - Other	\$216,450	\$376,625	\$480,079	\$236,079
	Reserve for Contingencies			\$198,000	\$225,000
	<b>Totals</b>	<b>\$21,060,247</b>	<b>\$21,422,331</b>	<b>\$21,320,667</b>	<b>\$21,436,727</b>

**Comments:** Includes miscellaneous non-operating transfers such as transfers to other Constitutional Officers (Supervisor of Elections, Property Appraiser and Sheriff). Transfers to other funds may vary considerably from year to year depending on excess funds that are available for transfer. Reserves for Contingencies are also set primarily on available funds. Residual budget in the Reserve accounts revert to zero at year end.

**See next four pages for specifics on Supervisor of Elections, Property Appraiser, and Sheriff.**

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**DEPARTMENT FUNCTIONS,BUDGETS and STAFFING - MISCELLANEOUS (Continued)**

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**DEPARTMENT      FUNCTIONS**

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**Supervisor of  
Elections**

An elected official, the Supervisor of Elections is responsible for conducting all elections within Putnam County in accordance with applicable Federal, State, and local rules and regulations.

001 - 9999

**FY 2011-12 Budgeted General Fund Non-Operating Transfer:**

Budget Transfer - Supervisor of Elections                      \$948,000

=====

**(Above transfer included on page C - 29)**

<b>STAFFING</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
-----	-----	-----	-----	-----
Elections Supervisor	1	1	1	1
Admin. Assistant	1	1	1	1
Deputy II	4	4	4	4
-----	-----	-----	-----	-----
<b>Totals</b>	6	6	6	6
	=====	=====	=====	=====

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DEPARTMENT	FUNCTIONS
<b>Property Appraiser</b>  001 - 9999	Responsible for ad valorem (property) valuations, exemptions, tax assessments, assessed owner(s) name and address, address changes, and legal property descriptions. This is a separately elected Constitutional Officer with own distinct staff.

**FY 2011-12 Budgeted General Fund Non-Operating Transfer:**

Budget Transfer - Property Appraiser	\$1,575,770
	=====

(Above transfer included on page C - 29)

STAFFING	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
Property Appraiser	1	1	1	1
Office Supervisor	1	1	1	1
Administrative Assistant	1	1	1	1
Staff Assistant I	3	3	3	3
Data Entry Operator	1	1	1	1
Supervisor Deeds/Mapping	1	1	1	1
Deed Processor II	3	3	3	3
Mapper	1	1	1	1
Dir. of Real Prop. Assess.	1	1	1	1
Field Appraiser I/II	7	7	7	7
Tangible Asst./Records Specialist II	1	1	1	1
Appraisal Clerk	1	1	1	1
GIS Specialists	2	2	2	2
Review Appraiser	1	1	1	1
<b>Totals</b>	25	25	25	25

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**DEPARTMENT FUNCTIONS and BUDGET - MISCELLANEOUS (Continued)****DEPARTMENT****FUNCTIONS**

**Sheriff**  
001 - 9999

Provides sheriff / police services to the County, operates the County Jail and provides bailiff services to the County Courts. Provides Animal Control services throughout the County except within the city of Palatka. The Sheriff is a separately elected Constitutional Officer with his own distinct staff.

**BUDGET SUMMARY**

	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>
<b>EXPENDITURES</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
Personal Services	\$13,668,556	\$13,490,742	\$13,648,282	
Operating Expenses	\$3,845,508	\$4,176,798	\$4,249,237	
Capital Outlay	\$184,273	\$673,021	\$10,470	
Debt Service	\$613,700	\$225,633	\$225,670	
Bud Trfr-Sheriff-County				\$17,700,000
Bud Trfr-Sheriff-Grants				\$751,878
<b>Totals</b>	<b>\$18,312,037</b>	<b>\$18,566,194</b>	<b>\$18,133,659</b>	<b>\$18,451,878</b>

(Above transfers included on page C - 29)

**Comments:** Large Debt Service levels are a result of a change in the Sheriff's vehicle acquisition process - buying through lease-purchase instead of leasing. The Expenditure format change is intended to show how much of the Sheriff's budget comes from County General Revenues and how much from various Grants.

<b>Sheriff Department Staffing:</b>	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>
<b>County Court Operations - Bailiffs:</b>				
Chief Bailiff	1	1	1	1
Bailiff	10	9	9	9
<b>Sub-Total</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>Law Enforcement Operations:</b>				
Sheriff	1	1	1	1
Chief Deputy / Colonel	1	1	1	1
Chief Fiscal Officer	1	1	1	1
Civil Process / Evidence Clerk	2	2	2	2
Secretary/Bookkeeper	6	7	7	7
Clerk I/II	4	5	8	8
Personnel Supervisor	1	0	0	0
Case Coord./Grants Mgr.	1	1	1	1
Systems/Computer Operator	3	3	3	3
Training Off/Crime Prev Off	3	1	2	2
DUI Officer	3	1	1	0
Civil Process Deputy	5	3	2	2
Uniform & Supply Clerk	0	1	1	1
Warrants Deputy	2	0	0	0
Major	4	2	2	2
Detective Lieutenant	1	0	0	0
Detective Sergeant		2	3	3
Detective	19	21	22	23
Drug Unit Supervisor	1	1	0	0

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# DEPARTMENT STAFFING - MISCELLANEOUS (Concluded)

Sheriff Department Staffing (Concluded):	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>FY 10-11</u>	<u>FY 11-12</u>
<b>Law Enforcement Operations (Continued):</b>				
Victim Advocate	1	2	2	2
Asst. Div. Commander	1	0	0	0
HR/Accreditation Lt.	0	1	1	1
District Commander	0	3	3	3
Deputy Sheriff Lt.	5	3	3	4
Fleet Maintenance Officer	0	1	1	1
Deputy Sheriff Sgt.	4	12	12	12
Deputy Sheriff	40	36	36	36
Communications Supervisor	4	6	6	6
Communications Officer	25	24	23	23
School Resource Lt/Sgt	2	1	1	1
School Resource Officer	12	9	10	8
Juvenile Justice Coordinator	1	1	0	0
CLFC Coordinator	2	2	2	2
CLFC Facilitator	0	1	1	1
Animal Services Officer	6	5	6	6
Animal Services Clerk	1	1	1	1
Animal Shelter Attendant	1	2	1	1
Staff Legal Advisor			1	1
PSA	1	2	1	2
<b>Sub-Total</b>	<b>164</b>	<b>165</b>	<b>168</b>	<b>168</b>
<b>County Jail Operations:</b>				
Captain	1	1	1	1
Major	0	1	1	1
Lt. Corrections	6	4	4	4
Sgt. Corrections	4	4	6	6
Senior Medical Officer	1	1	0	0
Program Svcs. Coord.	1	1	1	1
Classification Officer	2	2	2	2
Corrections Officer	40	40	29	29
Clerks	3	2	3	3
Transport/Warrants Clerks	2	2	0	0
LPN	1	1	1	1
Warrants/Transport Officers	0	2	3	3
Sanitation Officers			2	2
Corporals			4	4
Maintenance Officer			1	1
Medical Officers			3	3
Transport Officers			3	3
<b>Sub-Total</b>	<b>61</b>	<b>61</b>	<b>64</b>	<b>64</b>
<b>Grand Total</b>	<b>236</b>	<b>236</b>	<b>242</b>	<b>242</b>

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## **TRANSPORTATION FUND**

The TRANSPORTATION FUND is a Special Revenue Fund used to account for funds received which are specifically designated for road maintenance and construction.

The primary Revenue sources for the Transportation Fund are Inter-governmental Revenues (State shared gas taxes and State Revenue Sharing) and two Local Option Gas Taxes. Other Revenues include interest on investments and Cash Carry Forward.

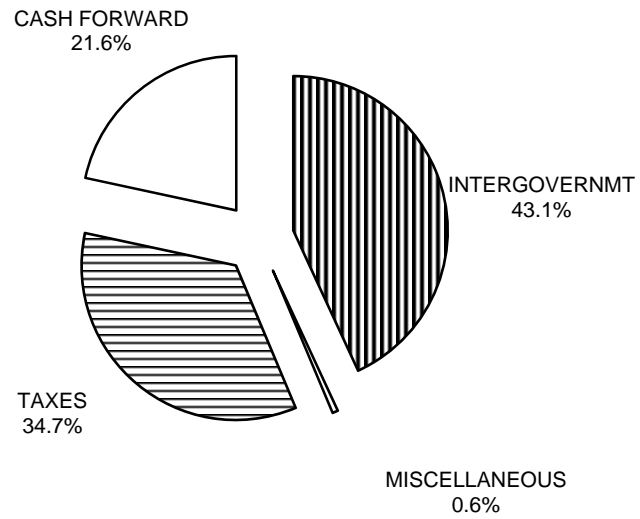
The main Expenditure category is Operating Expenses, with Personal Services a close second. This is a reversal from past years, a result of rising Operating costs, personnel reductions, and the need to keep a balanced budget. Capital Outlay has remained limited, and the Reserve allocation has been eliminated.

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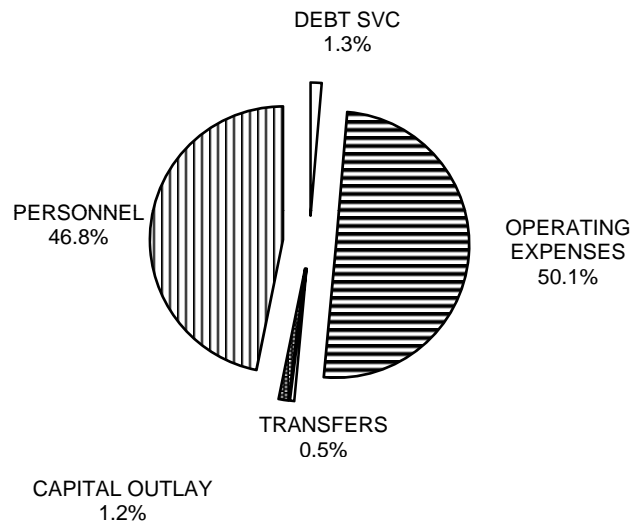
The pie charts on the following page reflect the distributions of Revenue sources and Expenditure categories within the Transportation Fund for Fiscal Year 2011-12.



### TRANSPORTATION FUND REVENUES BY SOURCE



### TRANSPORTATION FUND EXPENDITURES BY CATEGORY



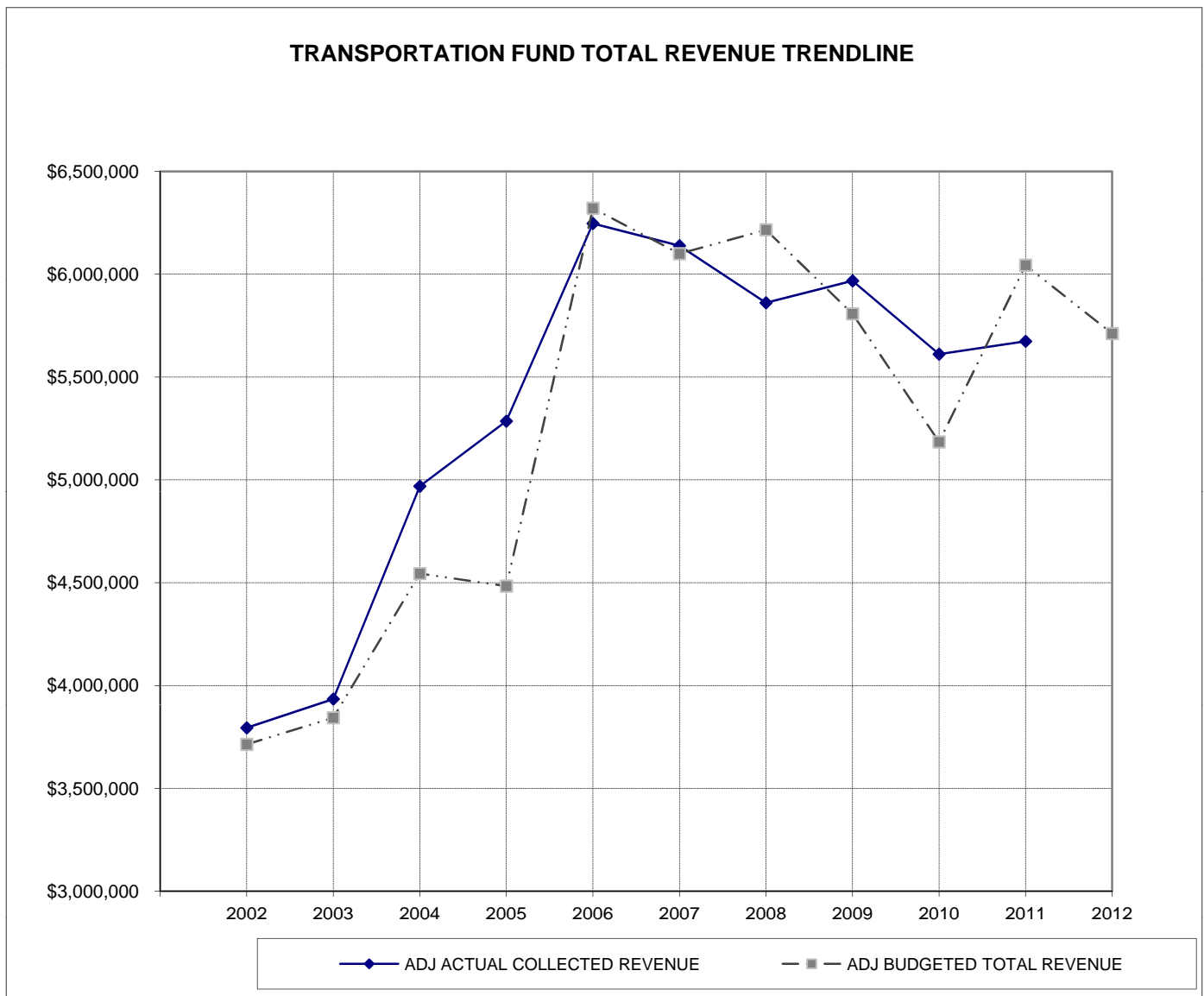
## TRANSPORTATION FUND TOTAL REVENUE BUDGET

### REVENUE BUDGET SUMMARY

<b>FUND</b>	<b>REVENUE:</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
	County Ninth Cent Gas Tax		\$274,671	\$300,000	\$367,034
	Local Option Gas Tax	\$1,695,276	\$1,649,913	\$1,635,000	\$1,614,433
	Local Alternative Fuel User Fee		\$272	\$750	\$750
	Oermits/Fees/Spec Assess	\$5,500	\$7,475	\$3,000	\$5,000
	Federal Grants	\$696,817	\$35,364		
	Forestry Revenue	\$51,531	\$47,572	\$40,000	\$42,500
	Payment in Lieu of Taxes	\$9,826	\$7,787	\$7,000	\$7,500
	State Grants	\$123,134	\$123,257	\$45,000	\$45,000
101 - 0000	State Revenue Sharing	\$1,311,438	\$1,301,390	\$931,000	\$375,000
	Constitutional Gas Tax	\$1,298,365	\$1,269,166	\$1,235,000	\$1,306,187
	County Gas Tax	\$562,547	\$554,046	\$545,000	\$653,118
	Motor Fuel Use Tax	\$5,221	\$5,625	\$5,000	\$2,500
	Ninth Cent Gas Tax	\$71,356		\$75,000	
	Fuel Tax Refunds		\$4,491		\$30,000
	Interest	\$6,900	\$5,359	\$7,500	\$5,250
	Miscellaneous Revenues	\$130,064	\$151,111	\$7,500	\$22,500
	Transfers from other Funds		\$173,873		
	<b>Sub - Totals</b>	\$5,967,975	\$5,611,372	\$4,836,750	\$4,476,772
	Add: Cash Carryforward	\$0	\$0	\$1,207,437	\$1,234,957
	<b>Total Revenue</b>	\$5,967,975	\$5,611,372	\$6,044,187	\$5,711,729

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NOTE: FY 2010 COLLECTED REVENUE IS A PROJECTION BASED ON 10 MONTHS OF ACTUAL REVENUES.  
THIS CHART DOES NOT TAKE INTO ACCOUNT THE EFFECTS OF INFLATION.



# DEPARTMENT FUNCTIONS, BUDGET and STAFFING - TRANSPORTATION FUND

## DEPARTMENT

### Administration & Engineering

101 - 4101

## FUNCTIONS

Provides for the general operating expenses of the administration of the Department including in-house and contract engineering, as well as other contracted services, road studies (speed limits, traffic counts, etc.).

## BUDGET SUMMARY

EXPENDITURES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
Personal Services	\$925,391	\$822,233	\$1,090,790	\$809,268
Operating Expenses	\$917,008	\$916,103	\$1,056,680	\$1,050,180
Capital Outlay				
<b>Totals</b>	<b>\$1,842,399</b>	<b>\$1,738,336</b>	<b>\$2,147,470</b>	<b>\$1,859,448</b>

## STAFFING

Public Works Director	1	1	1	1
Assistant PW Director	1	1	1	1
Asst to the Director	1	1	1	1
Senior Staff Assistant	1	1	1	1
Staff Assistants	3	3	3	2
MSBU Coordinator	1	1	1	1
Engineering Manager	1	1	1	0
Civil Engineer	1	1	1	1
CADD Specialist	1	1	1	0
Computer Draft Tech.	2	2	2	1
County Surveyor	1	1	1	1
Engineering Tech	1	1	1	0
Survey Party Chief	1	1	1	1
Right-of-Way Agent	2	2	2	2
Construction Inspector	1	1	1	1
Plant Operator / Tech	2	0	0	0
<b>Totals</b>	<b>21</b>	<b>19</b>	<b>19</b>	<b>14</b>

NOTE: Plant Operator/Techs were transferred to Fund 405.

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**DEPARTMENT FUNCTIONS, BUDGET and STAFFING - TRANSPORTATION FUND (Continued)**

**DEPARTMENT**

**FUNCTIONS**

**Roads &  
Bridges**

Provides for the costs of routine maintenance for the County road, bridge, and drainage systems.

101 - 4102

**BUDGET SUMMARY**

<b>EXPENDITURES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
Personal Services	\$1,922,315	\$1,820,749	\$1,981,677	\$1,863,327
Operating Expenses	\$1,661,216	\$1,446,186	\$1,824,324	\$1,813,525
Capital Outlay	\$512,472	\$173,873	\$22,289	\$69,218
Debt Service	\$137,686	\$159,453	\$38,600	\$76,384
<b>Totals</b>	<b>\$4,233,689</b>	<b>\$3,600,261</b>	<b>\$3,866,890</b>	<b>\$3,822,454</b>

**Comments:** Total changes in Expenditures have resulted from the addition of various maintenance contracts, increased fuel and materials usage, and lease payments for several graders, offset by personnel reductions.

**STAFFING**

Road Maintenance Super	1	1	1	1
Asst. Rd Maint Super	1	1	1	0
Area Supervisors	4	4	4	4
Crew Leader - Roads	4	4	4	4
Crew Leader - Ditches	1	1	1	1
Crew Leader - Engineer	1	1	1	0
Crew Leader - Drainage	1	1	1	1
Equipmt Operator I - IV	27	27	27	25
Maint. Worker I - II	17	17	17	17
Sign Technician	2	2	2	1
<b>Totals</b>	<b>59</b>	<b>59</b>	<b>59</b>	<b>54</b>

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**DEPARTMENT BUDGET (MISCELLANEOUS) - TRANSPORTATION FUND (Concluded)**

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		<b>BUDGET SUMMARY</b>			
		<hr/>			
<b>DEPARTMENT</b>	<b>EXPENDITURES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Miscellaneous</b>	<u>Non - Operating:</u>				
101 - 9999	Transfer - Risk Management	\$29,827	\$29,827	\$29,827	\$29,827
	Reserve for Contingencies				
	<b>Totals</b>	\$29,827	\$29,827	\$29,827	\$29,827
		=====	=====	=====	=====

**Comments:** The transfer to Risk Management depends on the requirements of that fund which varies from year to year. Transfers to other funds depends on the availability of "excess" monies in the Transportation Fund, and the priority concerns of the Board. There have been no funds available in in recent years to budget for a Reserve. However, there is usually enough salary lapse available in the Road & Bridge Department to cover any reasonable contingencies.

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# **OTHER**

# **FUNDS**

DEPT. FUNCTIONS, BUDGET & STAFFING - OTHER SPECIAL REVENUE FUNDS - FISHING FUND

DEPARTMENT

FUNCTIONS

Fishing Fund  
114 - 6305

To provide for maintenance and improvements to County fishing and boating facilities.

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BUDGET SUMMARY

REVENUES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
Fishing License Fees	\$10,463	\$7,847	\$10,000	\$7,500
Boat License Fees	\$42,200	\$32,142	\$35,000	\$32,500
Federal/State Grants				
Interest & Misc. Revenues	\$1,052	\$1,138	\$1,250	\$800
<b>Sub-Totals</b>	\$53,715	\$41,127	\$46,250	\$40,800
Add: Cash Carryforward	\$0	\$0	\$60,750	\$69,800
<b>Totals</b>	\$53,715	\$41,127	\$107,000	\$110,600
<b>EXPENDITURES</b>				
Operating Expenses	\$16,635	\$5,920	\$37,000	\$25,600
Capital Outlay		\$47,140	\$60,000	\$75,000
Reserve for Contingencies			\$10,000	\$10,000
Restricted Reserve-Capital				
<b>Totals</b>	\$16,635	\$53,060	\$107,000	\$110,600

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**DEPARTMENT BUDGET and STAFFING- OTHER SPECIAL REVENUE FUNDS- FIRE TAXING UNIT**

<b>DEPARTMENTS</b>	<b>FUNCTIONS</b>
<b>Fire Taxing Unit</b>	
118 - 3203 thru	Provides fire and rescue service and protection in the unincorporated
118 - 3224	areas and most municipalities in the County through volunteer firefighters
and 3290	at 18 County fire stations and paid firefighters at a new station.

**BUDGET SUMMARY**

<b>REVENUES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
Ad Valorem Taxes	\$2,673,353	\$2,553,459	\$2,392,067	\$2,218,237
Intergovernmental Revenue	\$1,180	\$239,321	\$2,500	\$180,000
Charges for Services	\$11,398	\$11,506	\$1,500	\$10,000
Interest & Misc. Revenue	\$41,856	\$18,374	\$13,000	\$13,350
<b>Sub-Totals</b>	<b>\$2,727,787</b>	<b>\$2,822,660</b>	<b>\$2,409,067</b>	<b>\$2,421,587</b>
Add: Cash Carryforward	\$0	\$0	\$1,688,432	\$1,372,835
<b>Total Revenue</b>	<b>\$2,727,787</b>	<b>\$2,822,660</b>	<b>\$4,097,499</b>	<b>\$3,794,422</b>
<b>EXPENDITURES</b>				
Personal Services	\$589,879	\$643,165	\$805,846	\$636,864
Operating Expenses	\$1,349,759	\$1,257,433	\$1,595,606	\$1,584,011
Capital Outlay	\$1,525,096	\$1,120,849	\$1,562,500	\$1,540,000
Transfers	\$33,547	\$33,547	\$33,547	\$33,547
Reserves			\$100,000	
<b>Total Expenditures</b>	<b>\$3,498,281</b>	<b>\$3,054,994</b>	<b>\$4,097,499</b>	<b>\$3,794,422</b>

**Comments:** A Municipal Services Taxing Unit (MSTU), the Fire Taxing Unit is funded primarily by Ad Valorem Taxes. Each fire station is allocated funds, with a separate budget for the Administration of the Fire Tax Unit to include common costs such as paid County personnel, Risk Management insurance, and maintenance of County-owned vehicles and equipment. A new Department (3290) in the FY 06-07 Budget began the expansion of the Fire Taxing Unit with the establishment of a new station manned with paid Firefighters.

**STAFFING**

Medical Directors	0.1	0.1	0.1	0.1
Fire Marshall	0.5	0.5	0.5	0.5
Support Services Specialist	0.5	0.5	0.5	0.5
Senior Staff Asst. II	1	1	1	1
Volunteer Fire Svc. Coordinator	1	1	1	1
Comp System Administrator	0.33	0.33	0.33	0.33
Firefighter II	9.0	10.0	10.0	10.0
<b>Totals</b>	<b>12.43</b>	<b>13.43</b>	<b>13.43</b>	<b>13.43</b>

**Comments:** Funding for these positions (except the new Firefighters) is shared with various Emergency Services Departments in the General Fund.

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DEPT. FUNCTIONS - OTHER SPECIAL REVENUE FUNDS - LAW ENFORCEMENT/COURT SUPPORT FUNDS

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DEPARTMENT

FUNCTIONS

**Law Enforcement  
Trust**  
119 - 3411

To account for funds and / or property confiscated by Law Enforcement agencies and turned over to the County by Court order. Use is restricted to the Purchase of new equipment for use by Law Enforcement agencies.

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**Law Enforcement  
Education**  
120 - 3410

To account for funds received through Court System fines. Use is restricted to special training requirements for Law Enforcement personnel.

\*\*\*\*\*

**Article V Court Support**  
125 - 2335

To account for funds authorized by the State Legislature and imposed by the County to assist in costs of Legal Aid, Juvenile Court, Innovative Court, and the Law Library as required by State Statutes. This was a new Fund for FY 2004-05, with Revenues derived from a \$65 additional Court Costs fee imposed on persons convicted of felony, misdemeanor or criminal traffic offenses under the Laws of the State of Florida.

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DEPT. BUDGETS - OTHER SPECIAL REVENUE FUNDS - LAW ENFORCEMENT/COURT SUPPORT FUNDS

**BUDGET SUMMARY**

	<b>REVENUES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
<b>Law Enforcement</b>	Fines and Forfeitures	\$93,823	\$21,823	\$20,000	\$20,000
<b>Trust</b>	Interest & Misc. Revenue	\$98	\$224	\$150	\$500
<b>119 - 0000</b>	Cash Carryforward			\$15,850	\$69,500
	<b>Totals</b>	<b>\$93,921</b>	<b>\$22,047</b>	<b>\$36,000</b>	<b>\$90,000</b>
		=====	=====	=====	=====
	<b>EXPENDITURES</b>				
<b>119 - 3411</b>	Operating Expenses	\$45,772	\$20,023	\$34,500	\$90,000
	Capital Outlay			\$0	
	Reserve for Contingencies			\$1,500	
	<b>Totals</b>	<b>\$45,772</b>	<b>\$20,023</b>	<b>\$36,000</b>	<b>\$90,000</b>
		=====	=====	=====	=====

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	<b>REVENUES</b>				
<b>Law Enforcement</b>	Fines & Forfeitures	\$28,393	\$27,111	\$28,500	\$20,000
<b>Education</b>	Interest & Misc. Revenue	\$155	\$157	\$200	\$75
<b>120 - 0000</b>	Cash Carryforward			\$34,800	\$21,425
	<b>Totals</b>	<b>\$28,548</b>	<b>\$27,268</b>	<b>\$63,500</b>	<b>\$41,500</b>
		=====	=====	=====	=====
	<b>EXPENDITURES</b>				
<b>120 - 3410</b>	Operating Expenses	\$37,595	\$34,668	\$60,000	\$40,000
	Reserve for Contingencies			\$3,500	\$1,500
	<b>Totals</b>	<b>\$37,595</b>	<b>\$34,668</b>	<b>\$63,500</b>	<b>\$41,500</b>
		=====	=====	=====	=====

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	<b>REVENUES</b>				
<b>Article V Court</b>	Charges for Services	\$67,192	\$66,940	\$60,000	\$80,000
<b>Support</b>	Interest & Misc. Revenue	\$554	\$669	\$700	\$250
<b>125 - 0000</b>	Cash Carryforward			\$81,200	\$55,388
	<b>Totals</b>	<b>\$67,746</b>	<b>\$67,609</b>	<b>\$141,900</b>	<b>\$135,638</b>
		=====	=====	=====	=====
	<b>EXPENDITURES</b>				
<b>125 - 2335</b>	Legal Aid	\$15,868	\$15,424	\$36,000	\$30,000
	Public Defender	\$2,416		\$5,000	\$2,688
	Innovative Courts	\$1,033	\$116,285	\$60,900	\$54,950
	Juvenile Courts			\$15,000	\$15,000
	Law Library	\$16,939	\$19,692	\$25,000	\$28,000
	Transfer - Clerk				\$5,000
	<b>Totals</b>	<b>\$36,256</b>	<b>\$151,401</b>	<b>\$141,900</b>	<b>\$135,638</b>
		=====	=====	=====	=====

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**DEPT. FUNCTIONS - OTHER SPECIAL REVENUE FUNDS - COURT IMPROVE/DRIVER'S ED**

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**DEPARTMENT**  
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**FUNCTIONS**  
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**Court  
Improvement**  
122 - 2329

To account for Grant and other specially designated  
Revenues and Expenditures relating to the  
improvement of the County Courthouse.

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**Drivers  
Education**  
124 - 2111

To account for \$3.00 fee added to civil traffic penalties  
which will be used for traffic education programs in  
public and non-public schools.

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**BUDGETS- OTHER SPECIAL REVENUE FUNDS - COURT IMPROVE/DRIVER'S EDUCATION**

		<b>BUDGET SUMMARY</b>			
		<b><u>FY 08-09</u></b>	<b><u>FY 09-10</u></b>	<b><u>FY 10-11</u></b>	<b><u>FY 11-12</u></b>
	<b><u>REVENUES</u></b>	<b><u>ACTUAL</u></b>	<b><u>ACTUAL</u></b>	<b><u>BUDGET</u></b>	<b><u>BUDGET</u></b>
<b>Court Improvement</b> 122 - 0000	Intergovernmental Revenues				
	Charges for Services	\$104,540	\$177,364	\$104,500	\$135,000
	Interest	\$32,688	\$6,568	\$6,500	\$3,700
	Cash Carryforward			\$801,500	\$773,800
	<b>Totals</b>	<b>\$137,228</b>	<b>\$183,932</b>	<b>\$912,500</b>	<b>\$912,500</b>
		=====	=====	=====	=====
<b>939.18 F.S.</b> 122 - 2330	<b><u>EXPENDITURES</u></b>				
	Capital Outlay	\$34,750	\$40,368	\$150,000	\$400,000
	<b>Totals</b>	<b>\$34,750</b>	<b>\$40,368</b>	<b>\$150,000</b>	<b>\$400,000</b>
		=====	=====	=====	=====
<b>Grant-in-Aid</b> 122 - 2331	<b><u>EXPENDITURES</u></b>				
	Operating Expenses	\$428	\$430	\$1,500	\$1,500
	Capital Outlay				
	<b>Totals</b>	<b>\$428</b>	<b>\$430</b>	<b>\$1,500</b>	<b>\$1,500</b>
		=====	=====	=====	=====
<b>318.18 F.S.</b> 122 - 2334	<b><u>EXPENDITURES</u></b>				
	Operating Expenses	\$20,118	\$47,676	\$11,000	\$11,000
	Capital Outlay			\$750,000	\$500,000
	<b>Totals</b>	<b>\$20,118</b>	<b>\$47,676</b>	<b>\$761,000</b>	<b>\$511,000</b>
		=====	=====	=====	=====
<b>Grand Total - Court Improvement</b>		<b>\$55,296</b>	<b>\$88,474</b>	<b>\$912,500</b>	<b>\$912,500</b>
		=====	=====	=====	=====
*****					
<b>Driver's Education</b> 124 - 0000	<b><u>REVENUES</u></b>				
	Fines & Forfeitures	\$30,517	\$30,694	\$25,000	\$22,000
	Interest	\$638	\$702	\$750	\$500
	Cash Carryforward			\$54,250	\$77,500
	<b>Totals</b>	<b>\$31,155</b>	<b>\$31,396</b>	<b>\$80,000</b>	<b>\$100,000</b>
		=====	=====	=====	=====
<b>Driver's Education</b> 124 - 2111	<b><u>EXPENDITURES</u></b>				
	Grants & Aids	\$15,500	\$33,663	\$80,000	\$100,000
	<b>Totals</b>	<b>\$15,500</b>	<b>\$33,663</b>	<b>\$80,000</b>	<b>\$100,000</b>
		=====	=====	=====	=====
*****					

**DEPT. FUNCTIONS - OTHER SPEC. REV. FUNDS - COURT TECH./CRIME PREVENTION**

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**Court  
Technology**

126 - 2336

To account for \$65.00 fee added to certain court penalties which is used for support of the Law Library, Legal Aid, and Adult Drug Court.

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**Crime  
Prevention**

127 - 3411

To account for new fines levied to specifically support Crime Prevention Programs.

\*\*\*\*\*

# BUDGETS - OTHER SPECIAL REVENUE FUNDS - COURT TECH./CRIME PREVENTION

## BUDGET SUMMARY

	<u>REVENUES</u>	<u>FY 08-09 ACTUAL</u>	<u>FY 09-10 ACTUAL</u>	<u>FY 10-11 BUDGET</u>	<u>FY 11-12 BUDGET</u>
<b>Court Technology</b>	Charges for Services	\$84,184	\$81,532	\$85,000	\$75,000
	Interest & Miscellaneous	\$1,491	\$1,584	\$1,250	\$825
126 - 0000	Cash Carryforward			\$115,015	\$106,511
	<b>Totals</b>	\$85,675	\$83,116	\$201,265	\$182,336
		=====	=====	=====	=====
	<u>EXPENDITURES</u>				
	Operating Expenses	\$89,761	\$67,568	\$146,265	\$128,101
126 - 2336	Capital Outlay		\$ 6,632	\$55,000	\$54,235
	<b>Totals</b>	\$89,761	\$74,200	\$201,265	\$182,336
		=====	=====	=====	=====

\*\*\*\*\*

	<u>REVENUES</u>				
<b>Crime Prevention</b>	Fines & Forfeitures	\$24,168	\$26,058	\$24,000	\$24,000
	Interest & Miscellaneous	\$169	\$180	\$150	\$150
127 - 0000	Cash Carryforward			\$17,800	\$16,850
	<b>Totals</b>	\$24,337	\$26,238	\$41,950	\$41,000
		=====	=====	=====	=====
	<u>EXPENDITURES</u>				
	Operating Expenses	\$14,879	\$37,277	\$22,000	\$21,000
127 - 3411	Capital Outlay			\$19,950	\$20,000
	<b>Totals</b>	\$14,879	\$37,277	\$41,950	\$41,000
		=====	=====	=====	=====

\*\*\*\*\*

**DEPARTMENT BUDGET and STAFFING - OTHER SPECIAL REVENUE FUNDS - E-911 SYSTEM**

<b>DEPARTMENT</b>		<b>FUNCTIONS</b>			
-----		-----			
<b>E 9-1-1 System</b>		To account for funds received to establish, maintain, and update the 9-1-1 Emergency telephone system for the County.			
130 - 3992					
		<b>BUDGET SUMMARY</b>			
		-----			
	<b>REVENUES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
	-----	-----	-----	-----	-----
130 - 0000	Intergov. Revenue		\$181,829	\$9,088	
	Charges for Services	\$356,399	\$346,641	\$321,600	\$315,000
	Interest/Misc. Revenue		\$153	\$300	
	-----	-----	-----	-----	-----
	<b>Sub-Totals</b>	\$356,399	\$528,623	\$330,988	\$315,000
	Cash Carryforward				\$0
	-----	-----	-----	-----	-----
	<b>Total Revenue</b>	\$356,399	\$528,623	\$330,988	\$315,000
		=====	=====	=====	=====
<b>EXPENDITURES</b>					
-----					
130 - 3992	Personal Services	\$179,658	\$186,540	\$123,844	\$80,875
	Operating Expenses	\$220,760	\$237,696	\$199,144	\$234,125
	Capital Outlay	\$54,595	\$205,646	\$8,000	
	-----	-----	-----	-----	-----
	<b>Total Expenditures</b>	\$455,013	\$629,882	\$330,988	\$315,000
		=====	=====	=====	=====

**Comments:** Funded primarily through E-9-1-1 service charges. Approximately 57% of Operating Expenses relates to contractual services for maintenance of 911 equipment.

<b>STAFFING</b>				
-----				
Addressing Tech I / II	2	2	1	0
GIS Specialist	1	1	1	1
Staff Assistant	1	1	0	0
GIS Coordinator	0.5	0.5	0.5	0.5
	-----	-----	-----	-----
<b>Totals</b>	4.5	4.5	2.5	1.5
	=====	=====	=====	=====

\*\*\*\*\*



**FUNCTION/BUDGET - OTHER SPECIAL REVENUE FUNDS - TOURIST DEVELOPMENT**

**DEPARTMENT**

**FUNCTIONS**

**Tourist Development**

131 - 2107

To account for Revenues and Expenses relating to development of tourism in the County through the assessment of a Tourist ("bed") Tax.

\*\*\*\*\*

**BUDGET SUMMARY**

		<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
	<b>REVENUES</b>				
	Tourist Tax	\$209,439	\$185,869	\$175,000	\$180,000
	Interest/Misc. Revenue	\$596	\$815	\$750	\$1,000
131 - 0000	Cash Carryforward			\$69,750	\$69,000
	<b>Totals</b>	<b>\$210,035</b>	<b>\$186,684</b>	<b>\$245,500</b>	<b>\$250,000</b>
		=====	=====	=====	=====
	<b>EXPENDITURES</b>				
	Operating Expenses	\$139,050	\$124,730	\$245,500	\$250,000
131 - 2107	Reserve-Contingencies				
	<b>Totals</b>	<b>\$139,050</b>	<b>\$124,730</b>	<b>\$245,500</b>	<b>\$250,000</b>
		=====	=====	=====	=====

**Comments:** Coordinated by the local Chamber of Commerce through contract with the County. Since the initiation of this Fund in FY 1992-93, revenues in most years have exceeded expenditures, resulting in a slow buildup of an annual Fund Balance, a large portion of which was budgeted for expenditures in FYs 10-11 and 11-12.

\*\*\*\*\*

# FUNCTION/BUDGET - OTHER SPECIAL REVENUE FUNDS - COMMUNICATIONS IMPROVEMENT

## Communications Improvement

132 - 3993

To account for Revenues and Expenditures relating to the improvement of County-wide communications systems through the collection of a surcharge on traffic tickets.

\*\*\*\*\*

### BUDGET SUMMARY

	REVENUES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
132 - 0000	Fines and Forfeitures	\$50,381	\$45,578	\$50,000	\$40,200
	Interest/Misc. Revenue	\$37,600	\$22,150	\$34,525	\$34,500
	Transfers In	\$18,000	\$83,127	\$83,127	\$83,127
	Cash Carryforward				\$9,870
	<b>Totals</b>	<b>\$105,981</b>	<b>\$150,855</b>	<b>\$167,652</b>	<b>\$167,697</b>
		=====	=====	=====	=====
	EXPENDITURES				
132 - 3993	Operating Expenses	\$76,825	\$74,626	\$47,505	\$47,505
	Capital Outlay		\$3,172		
	Debt Service	\$118,871	\$120,211	\$120,147	\$120,192
	<b>Totals</b>	<b>\$195,696</b>	<b>\$198,009</b>	<b>\$167,652</b>	<b>\$167,697</b>
		=====	=====	=====	=====

**Comments:** Debt Service covers funds borrowed (\$1,356,000) in FY 2004-05 to purchase new/replacement equipments.

\*\*\*\*\*

**FUNCTION/ BUDGET- OTHER SPECIAL REVENUE FUNDS- ECONOMIC DEVELOPMENT FUND**

**DEPARTMENT**

**Economic  
Development**  
133 - 2108

**FUNCTIONS**

To support development and expansion of new and existing businesses within the County in order to improve and diversify the County's economy.

**BUDGET SUMMARY**

	<b>REVENUES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
	-----	-----	-----	-----	-----
	Intergovernmental Revenue		\$67,800	\$400,000	\$400,000
	Interest/Misc. Revenue	\$86	\$16		
133 - 0000	Transfer from General Fund	\$112,500	\$142,500	\$139,312	\$193,195
	Cash Carryforward				
	<b>Totals</b>	<b>\$112,586</b>	<b>\$210,316</b>	<b>\$539,312</b>	<b>\$593,195</b>
		=====	=====	=====	=====
	<b>EXPENDITURES</b>				
	-----				
133 - 2108	Operating Expenses	\$170,545	\$215,565	\$500,000	\$555,000
	Debt Service	\$41,545	\$40,428	\$39,312	\$38,195
	Reserve - Future Marketing				
	Reserve - Contingencies				
	<b>Totals</b>	<b>\$212,090</b>	<b>\$255,993</b>	<b>\$539,312</b>	<b>\$593,195</b>
		=====	=====	=====	=====

**Comments:** The Economic Development Fund was first created by the Board of County Commissioners on October 1, 1996 (FY 96-97). Funding is normally dependent on a transfer of funds from the General Fund.

**Note:** The Chamber of Commerce is under contract to the County to provide appropriate services for marketing the Business Park. County Staff is involved in the planning and coordination of the Capital improvements to the Park.

\*\*\*\*\*

## FUNCTION/BUDGET - OTHER SPECIAL REVENUE FUNDS - IMPACT FEES

### Impact Fees

Funds 141-144

To account for Revenues and Expenditures relating to the collection of Impact Fees from new development/construction needed to support the improvement/expansion of County-wide infrastructure (Roads, Parks & Recreation, Fire Protection, and Emergency Services) brought about by such development.

\*\*\*\*\*

### BUDGET SUMMARY

		FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
TRANS - PORTATION IMPACT FEES 141 - 0000	<b>REVENUES</b>				
	Interest Earnings	\$1,492	\$1,604	\$2,000	\$1,000
	Impact Fees	\$85,495			
	Cash Carryforward			\$565,500	\$568,000
	<b>Totals</b>	\$86,987	\$1,604	\$567,500	\$569,000
	<b>EXPENDITURES</b>				
141 - 4102	Capital Outlay	\$0	\$0	\$567,500	\$569,000
	<b>Totals</b>	\$0	\$0	\$567,500	\$569,000

\*\*\*\*\*

	<b>REVENUES</b>				
RECREATION IMPACT FEES 142 - 0000	Interest Earnings	\$136	\$145	\$175	\$100
	Impact Fees	\$6,913			
	Cash Carryforward			\$50,500	\$50,900
	<b>Totals</b>	\$7,049	\$145	\$50,675	\$51,000
	<b>EXPENDITURES</b>				
142 - 6101	Capital Outlay	\$0	\$0	\$50,675	\$51,000
	<b>Totals</b>	\$0	\$0	\$50,675	\$51,000

\*\*\*\*\*

**FUNCTION/BUDGET - OTHER SPECIAL REVENUE FUNDS - IMPACT FEES (Concluded)**

**BUDGET SUMMARY**

	<b>REVENUES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
<b>FIRE IMPACT FEES 143 - 0000</b>	Interest Earnings	\$63	\$68	\$80	\$50
	Impact Fees	\$4,937			
	Cash Carryforward			\$24,200	\$24,300
	<b>Totals</b>	<b>\$5,000</b>	<b>\$68</b>	<b>\$24,280</b>	<b>\$24,350</b>
	<b>EXPENDITURES</b>				
143 - 3290	Capital Outlay			\$24,280	\$24,350
	<b>Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,280</b>	<b>\$24,350</b>

\*\*\*\*\*

	<b>REVENUES</b>				
<b>EMS IMPACT FEES 144 - 0000</b>	Interest Earnings	\$62	\$72	\$80	
	Impact Fees	\$8,894			
	Cash Carryforward			\$25,200	
	<b>Totals</b>	<b>\$8,956</b>	<b>\$72</b>	<b>\$25,280</b>	<b>\$0</b>
	<b>EXPENDITURES</b>				
144 - 3991	Capital Outlay			\$25,280	
	<b>Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,280</b>	<b>\$0</b>

\*\*\*\*\*

**FUNCTIONS/BUDGETS - OTHER SPECIAL REVENUE FUNDS - MISCELLANEOUS GRANTS FUND**

DEPARTMENT		FUNCTIONS			
-----		-----			
Miscellaneous Grants		To account for Revenues and Expenditures associated with Emergency Management, Libraries, and Emergency Medical Services grants.			
160 - (VARIOUS)					
*****					
		BUDGET SUMMARY			
		-----			
	REVENUE	FY 08-09	FY 09-10	FY 10-11	FY 11-12
	-----	ACTUAL	ACTUAL	BUDGET	BUDGET
		-----	-----	-----	-----
160 - 0000	Emergency Management Grant	\$127,585	\$142,331	\$143,368	\$142,687
	Aid to Libraries	\$263,963	\$206,704	\$206,315	\$202,519
	EMS Grants	\$13,324	\$18,281	\$17,449	\$123,949
	Other Grants	\$13,193	\$111,722	\$127,602	\$139,595
	Interest/Misc. Revenues	\$191	\$38		
	Transfer from General Fund				
		-----	-----	-----	-----
	Totals	\$418,256	\$479,076	\$494,734	\$608,750
		=====	=====	=====	=====
EXPENDITURES					
-----					
160 - 3211	Personal Services-VFD Admin				\$35,000
	Operating Expenses-VFD Admin				\$46,500
	Capital Outlay - VFD Admin				\$25,000
160 - 3991	Personal Services- Emer Mgmt	\$54,863	\$59,340	\$55,718	\$53,985
	Operating Expenses- Em Mgmt	\$46,591	\$68,850	\$69,650	\$70,702
	Capital Outlay - Emer Mgmt	\$25,551	\$20,157	\$18,000	\$18,000
160 - 3996	Op. Exp. - Homeland Sec. Grant		\$97,519	\$63,000	\$58,947
160 - 5105	Operating Expenses - EMS	\$12,274	\$15,967	\$17,449	\$17,449
	Capital Outlay - EMS		\$18,281		
160 - 5115	Personal Expenses-EMS				
	Op Expenses-EMS Match	\$56,132			
160 - 6212	Personal Services- Libraries	\$166,352	\$138,234	\$120,560	\$138,430
	Operating Expenses- Libraries	\$98,122	\$33,793	\$69,300	\$52,334
	Capital Outlay - Libraries	\$42,241	\$34,678	\$26,255	\$21,255
	Reserve-Contingency- Libraries			\$0	
160 - 6215	Personal Services-Misc Library			\$23,114	\$26,875
	Operating Exp -Misc Library			\$31,688	\$35,000
					\$9,273
		-----	-----	-----	-----
	Totals	\$502,126	\$486,819	\$494,734	\$608,750
		=====	=====	=====	=====

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# FUNCTIONS/BUDGETS - OTHER SPECIAL REVENUE FUNDS - CDBG PROGRAM INCOME FUND

## DEPARTMENT

## FUNCTIONS

**CDBG Program  
Income**

161 - 6505

To account for Revenues received from  
Community Development Block Grants (CDBG)/  
Local Housing Assistant Grants/mortgages and other  
Grants, and the proper use/reuse of these funds.

\*\*\*\*\*

## BUDGET SUMMARY

	REVENUES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
	NSP# Grant				\$1,029,844
	CDBG Housing Rehab Gr				\$750,000
	Disaster Recovery Program		\$12,500	\$1,174,185	\$800,000
	Interest/Misc. Revenue				
	Cash Carryforward				
161 - 0000	<b>Total Revenue</b>	\$0	\$12,500	\$1,174,185	\$2,579,844
	<b>EXPENDITURES</b>				
161 - 6505	Operating Expenses		\$15,000	\$1,174,184	\$2,579,844
	Reserves for Contingency				
161 - 6506	Operating Expenses				
	<b>Total Expenditures</b>	\$0	\$15,000	\$1,174,184	\$2,579,844

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**FUNCTIONS - OTHER SPEC. REV. FUNDS - INTERLACHEN LAKES/WEST PUTNAM MSBU's/  
HURRICANE HOUSING RECOVERY PROGRAM**

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**DEPARTMENT**

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**FUNCTIONS**

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**Interlachen Lakes  
Estates MSBU**

To account for Revenues and Expenses relating to  
road maintenance of three Municipal Services Benefit

162 - 7992

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**West Putnam  
MSBU**

To account for Revenues and Expenditures relating to  
road maintenance requirements within this Municipal  
Services Benefit Unit (MSBU).

163 - 7993

\*\*\*\*\*

**Hurricane Housing  
Recovery Program**

To account for Revenues and Expenditures relating to  
Federal Grant funds received through the State to assist  
property owners to recover from FY 2004-05 hurricanes.

171 - 6507

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**BUDGETS - OTHER SPEC. REV. FUNDS - INTERLACHEN LAKES/WEST PUTNAM MSBU's/  
HURRICANE HOUSING RECOVERY PROGRAM**

		<b>BUDGET SUMMARY</b>			
		<u>FY 08-09</u>	<u>FY 09-10</u>	<u>FY 10-11</u>	<u>FY 11-12</u>
		<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
<b>Interlachen Lakes Estates MSBU</b>	<b><u>REVENUES</u></b>				
	Special Assessment	\$257,852	\$246,766	\$266,500	\$226,000
	Intergovernment Rev	\$13,013			
	Interest/Misc. Revenue	\$803	\$881	\$825	\$600
	Cash Carryforward			\$6,725	\$23,250
162 - 0000	<b>Totals</b>	\$271,668	\$247,647	\$274,050	\$249,850
		=====	=====	=====	=====
162 - 7992	<b><u>EXPENDITURES</u></b>				
	Operating Expenses	\$239,609	\$239,590	\$264,050	\$244,850
	Reserve-Contingencies			\$10,000	\$5,000
	<b>Totals</b>	\$239,609	\$239,590	\$274,050	\$249,850
		=====	=====	=====	=====
*****					
<b>West Putnam MSTU/MSBU</b>	<b><u>REVENUES</u></b>				
	Ad Valorem Taxes				
	Special Assessment	\$148,786	\$142,837	\$161,500	\$160,000
	Intergovernment Rev	\$4,244			
	Interest/Misc. Revenue	\$917	\$917	\$800	\$600
163 - 0000	Cash Carryforward			\$15,350	\$17,150
	<b>Totals</b>	\$153,947	\$143,754	\$177,650	\$177,750
		=====	=====	=====	=====
163 - 7993	<b><u>EXPENDITURES</u></b>				
	Operating Expenses	\$179,639	\$132,443	\$167,650	\$167,750
	Reserve- Contingencies			\$10,000	\$10,000
	<b>Totals</b>	\$179,639	\$132,443	\$177,650	\$177,750
		=====	=====	=====	=====
*****					
<b>Hurricane Housing Recovery Program</b>	<b><u>REVENUES</u></b>				
	Hurr Hsng Recov Grant				
	Interest/Misc. Revenue	\$360	\$123	\$100	
	Cash Carryforward			\$38,900	
171 - 0000	<b>Totals</b>	\$360	\$123	\$39,000	\$0
		=====	=====	=====	=====
171 - 6507	<b><u>EXPENDITURES</u></b>				
	Operating Expenses	\$109,066	\$14,611		
171 - 9999	Trf-Loc Housing SHIP			\$39,000	
	<b>Totals</b>	\$109,066	\$14,611	\$39,000	\$0
		=====	=====	=====	=====
*****					

## FUNCTIONS - OTHER SPECIAL REVENUE FUNDS - SHIP and MSBU FUNDS

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### DEPARTMENT

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### FUNCTIONS

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#### Local Housing Assistance Trust Fund (SHIP)

170 - 6506

To account for Revenues and Expenses relating to funds received from the State Housing Initiative Partnership (SHIP) Program used to assist eligible citizens of low and moderate income to buy or construct new housing, or to improve living conditions and/or meet building codes in older owned or rental housing units.

\*\*\*\*\*

#### MSBU Fund

175 - 4110

To account for Revenues and Expenditures relating to Municipal Service Benefit Units (MSBU's) for road paving and grading. Debt proceeds and some County matching funds will pay for the projects upfront with affected property owners paying the Debt Service through Special Assessments. See also the MSBU Sinking Fund on page C - 64.

\*\*\*\*\*

## BUDGETS - OTHER SPECIAL REVENUE FUNDS - SHIP and MSBU FUNDS

### BUDGET SUMMARY

Local Housing Assistance Trust Fund (SHIP)	REVENUES	FY 08-09	FY 09-10	FY 10-11	FY 11-12
		ACTUAL	ACTUAL	BUDGET	BUDGET
170 - 0000	Intergovernmental Revenue	\$825,497	\$141,578	\$250,000	
	Interest/Misc. Revenue	\$49,416	\$56,491	\$13,350	\$925
	Transfers In			\$39,000	
	Cash Carryforward			\$500,000	\$204,075
	<b>Totals</b>	\$874,913	\$198,069	\$802,350	\$205,000
		=====	=====	=====	=====
	<b>EXPENDITURES</b>				
170 - 6506	Operating Expenses	\$702,350	\$319,321	\$777,350	\$195,000
	Reserve-Contingencies			\$25,000	\$10,000
	<b>Totals</b>	\$702,350	\$319,321	\$802,350	\$205,000
		=====	=====	=====	=====

**Comments:** The Putnam County SHIP (see preceding page for definition) Fund began in FY 93-94. Due to a lengthy startup period, this Fund had been almost one year behind in utilizing available Revenues, with large Cash Carry Forward sums. Annual utilization is now about equal to new revenues and use of carry forward is slowly decreasing. The Operating Expenses of the Fund are primarily SHIP loans and grants to eligible citizens. The Program is currently contractually administered by an outside agency, although County employees are involved (about 0.5 FTE) in the processing of applications and payments to supporting vendors.

\*\*\*\*\*

### REVENUES

MSBU Fund  175 - 0000	Special Assessment	\$251,576	\$260,134	\$302,500	\$251,000
	Interest/Misc. Revenue	\$1,292	\$1,815	\$1,550	\$1,500
	Intergovernmental Revenue	\$18,994			
	Cash Carryfwd- Regular			\$135,600	\$150,000
	<b>Totals</b>	\$271,862	\$261,949	\$439,650	\$402,500
		=====	=====	=====	=====

### EXPENDITURES

175 - 4110	Operating Expenses	\$126,424	\$101,814	\$114,650	\$105,250
	Capital Outlay - Roads	\$1,664		\$300,000	\$272,250
	Reserve- Contingencies			\$25,000	\$25,000
	<b>Totals</b>	\$128,088	\$101,814	\$439,650	\$402,500
		=====	=====	=====	=====

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**FUNCTIONS/ BUDGETS - OTHER SPECIAL REVENUE FUNDS - E. PUTNAM WATER/WW PROJ.**

**E. Putnam Water/  
Wastewater  
Grants**

408 - 5304

To account for expenditure of several grants associated with the expansion of water and wastewater services in the East Putnam area. The initial projects serve a limited area, primarily to correct unhealthy water and sewage problems. Follow-on projects are planned to expand to a "Regional" system, not only providing healthier conditions to a wider area, but also to encourage commercial/industrial expansion into the area. Expansion of the water system was substantially completed during FY 2009. Construction for the wastewater system has commenced and should be completed during FY 2011-12.

\*\*\*\*\*

**BUDGET SUMMARY**

	<b>REVENUES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
	-----	-----	-----	-----	-----
408 - 0000	Intergovernmental Revenue				\$1,600,000
	Interest/Misc. Revenues	\$344,950	\$239,005	\$30,000	\$30,000
	Transfer from General Fund				
	Debt Proceeds			\$9,580,000	\$1,400,000
	Cash Carryforward				\$7,000,000
	<b>Totals</b>	<b>\$344,950</b>	<b>\$239,005</b>	<b>\$9,610,000</b>	<b>\$10,030,000</b>
		=====	=====	=====	=====
	<b>EXPENDITURES</b>				
	-----				
408 - 5304	Operating Expenses				
Water	Capital Outlay				
	Debt Service				
408 - 5304	Operating Expenses	\$893,150	\$64,527	\$1,250,000	\$1,250,000
Wastewater	Capital Outlay	\$1,133,293		\$8,360,000	\$8,780,000
	Transfer	\$3,099			
	Reserve				
	<b>Totals</b>	<b>\$2,029,542</b>	<b>\$64,527</b>	<b>\$9,610,000</b>	<b>\$10,030,000</b>
		=====	=====	=====	=====

\*\*\*\*\*

**Comments:** Although a USDA loan/grant had been awarded to expand the water system and other grants are currently in place to help in the "regional" expansion of both water and wastewater, progress has been slow. Debt Proceeds for FY's 2010-11 and 2011-12 reflect loans from USDA.

\*\*\*\*\*

## FUNCTIONS/BUDGETS - OTHER SPECIAL REVENUE FUNDS - WASTEWATER UTILITIES

DEPARTMENT	FUNCTIONS
<b>Wastewater - Paradise Point Port Buena Vista</b>  603 - 5302/5307	Accounts for revenue and expenditures associated with the operation of two small wastewater plants assigned to the County by the Courts after abandonment by the private owners. User fees are charged to cover normal operating expenses for each system.

\*\*\*\*\*

		BUDGET SUMMARY			
		FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
<b>REVENUES</b>					
603 - 0000	User Fees - Paradise Pt.	\$18,200	\$20,405	\$18,000	\$20,400
	User Fees - Pt.Buena V.	\$23,813	\$24,450	\$23,800	\$24,450
	Interest/Misc. Revenue	\$58	\$5		
	Cash Carryforward			\$78,240	\$4,090
	<b>Totals</b>	\$42,071	\$44,860	\$120,040	\$48,940
<b>EXPENDITURES</b>					
<b>Paradise Point</b>	Operating Expenses	\$50,215	\$26,698	\$55,190	\$19,890
603 - 5302	Capital Outlay				
	Reserve - Contingencies				
<b>Port Buena Vista</b>	Operating Expenses	\$14,940	\$49,915	\$64,850	\$29,050
603 - 5307	Capital Outlay				
	Reserve - Contingencies				
	<b>Totals</b>	\$65,155	\$76,613	\$120,040	\$48,940

**Comments:** Paradise Point currently has 28 active accounts and Port Buena Vista about 59 active accounts. Hookups vary as customers come and go or are disconnected due to non-payment of bills. Loans/grants have been provided from the General Fund to help pay expenses. Revenues are inadequate to cover any depreciation or significant capital improvements.

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## FUNCTIONS/BUDGETS - SPECIAL REVENUE FUNDS - WATER UTILITIES

DEPARTMENT -----	FUNCTIONS -----
<b>Water Utilities</b> <b>Paradise View</b> <b>Port Buena Vista</b>  606 - 5305/5307	Accounts for revenue and expenditures associated with the operation of two small water plants assigned to the County by the Courts after abandonment by the private owners. User fees are charged to cover normal operating expenses for each system.

\*\*\*\*\*

### BUDGET SUMMARY

	REVENUES -----	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
<b>Water - Paradise View Port Buena Vista</b>	User Fees - Paradise V.	\$5,690	\$6,420	\$6,000	\$7,500
	User Fees - Pt.Buena V.	\$24,003	\$25,129	\$24,000	\$25,000
	Interest/Misc. Revenue	\$528	\$563	\$600	\$400
	Transfer from General Fd				
	Cash Carryforward			\$21,950	
606 - 0000	<b>Totals</b>	<b>\$30,221</b>	<b>\$32,112</b>	<b>\$52,550</b>	<b>\$32,900</b>
		=====	=====	=====	=====
	EXPENDITURES -----				
<b>Paradise View</b>	Operating Expenses	\$5,612	\$5,948	\$7,800	\$7,400
606 - 5305	Capital Outlay				
	Reserve - Contingencies				
<b>Port Buena Vista</b>	Operating Expenses	\$20,063	\$14,463	\$44,750	\$22,250
606 - 5307	Capital Outlay				
	Reserve - Contingencies				\$3,250
	<b>Totals</b>	<b>\$25,675</b>	<b>\$20,411</b>	<b>\$52,550</b>	<b>\$32,900</b>
		=====	=====	=====	=====

**Comments:** Paradise View currently has about 15 active accounts and Port Buena Vista about 59 accounts. Hookups vary as customers come and go or are disconnected due to non-payment of bills. Loans/Grants have been provided from the General Fund to cover expenses. Revenues are inadequate to cover depreciation or any significant capital improvements. revenues.

\*\*\*\*\*

# FUNCTIONS/BUDGET - OTHER SPECIAL REV. FUNDS - ILE LAKE ACCESS LOTS TRUST

## DEPARTMENT

## FUNCTIONS

ILE  
Lake Access  
Lots Trust

607 - 6112

Accounts for revenue and expenditures associated with land (lots) and Trust Funds turned over to the County from the State of Florida in FY 2000-01 for the purpose of providing access and/or recreational facilities on several lakes within certain Interlachen Lakes Estates (ILE) developments.

\*\*\*\*\*

## BUDGET SUMMARY

	REVENUES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
607 - 0000	Interest	\$205	\$202	\$125	\$125
	Miscellaneous Revenue				
	Cash Carryforward			\$74,212	\$60,000
	<b>Totals</b>	\$205	\$202	\$74,337	\$60,125
		=====	=====	=====	=====
	EXPENDITURES				
607 - 6112	Operating Expenses			\$2,500	\$2,500
	Capital Outlay		\$7,632	\$71,837	\$57,625
	Reserve-Contingency				
	<b>Totals</b>	\$0	\$7,632	\$74,337	\$60,125
		=====	=====	=====	=====

**Comments:** 57 lots on several lakes are involved. Some of the lakes have dried up over recent years due to overall drought conditions and many lots are no longer considered "lake access". The future of these lots are uncertain at this time.

\*\*\*\*\*

## FUNCTIONS/BUDGET - DEBT SERVICE FUND - MSBU SINKING FUND

**MSBU**  
**Sinking Fund**  
212 - 7107

To account for debt service requirements associated with funds borrowed to pave roads in MSBU's. The first loan associated with \$2,765,000 of Revenue Bonds issued December 1, 1994, was retired on February 1, 2004. An additional loan for \$1,381,795 approved September 14, 2004 is being repaid by affected property owners who are being charged a non-ad valorem Special Assessment for periods of 10 to 15 years. Additional loan(s) may be required to cover currently approved projects in the works.

\*\*\*\*\*

### BUDGET SUMMARY

	REVENUES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
<b>MSBU</b>					
<b>Sinking Fund</b>					
212 - 0000	Special Assessment	\$177,210	\$184,648	\$177,000	\$187,000
	Interest/Misc. Revenue	\$933	\$432	\$650	\$25
	Cash Carryforward			\$181,159	\$169,642
	<b>Total Revenue</b>	<b>\$178,143</b>	<b>\$185,080</b>	<b>\$358,809</b>	<b>\$356,667</b>
		=====	=====	=====	=====
	<b>EXPENDITURES</b>				
212 - 7107	Operating Expenses	\$5,664	\$5,573	\$6,200	\$4,000
	Debt Service	\$353,632	\$352,448	\$352,609	\$352,667
	Reserves for Contingency				
	<b>Total Expenditures</b>	<b>\$359,296</b>	<b>\$358,021</b>	<b>\$358,809</b>	<b>\$356,667</b>
		=====	=====	=====	=====

**Comments:** Miscellaneous Revenue is basically interest earned on related funds in the bank. Projects are budgeted in the MSBU Fund (175).

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## FUNCTIONS/BUDGETS - CAPITAL OUTLAY FUNDS - BETTER PLACE PLAN PROJECTS

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### DEPARTMENT

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### FUNCTIONS

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#### Better Place Plan Projects

301 - 2110

To account for Revenues and Expenditures associated with the Local Infrastructure Surtax, approved by County voters on September 10, 2002. This tax, a one-cent surtax on all purchases subject to the State Sales tax, will be used to fund projects selected by the BOCC to be included in the Better Place Plan. The Surtax went into effect January 1, 2003, and will last for 15 years.

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### BUDGET SUMMARY

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	REVENUES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
	-----	-----	-----	-----	-----
301 - 0000	Taxes	\$4,379,474	\$3,942,051	\$4,250,000	\$4,126,538
	Interest/Misc. Revenue	\$426	\$5,813	\$2,500	\$5,000
	Debt Proceeds				
	Cash Carryforward				
	<b>Totals</b>	<b>\$4,379,900</b>	<b>\$3,947,864</b>	<b>\$4,252,500</b>	<b>\$4,131,538</b>
		=====	=====	=====	=====
	<b>EXPENDITURES</b>				
	-----				
301 - 2110	Capital Outlay	\$741,566		\$2,176,293	\$2,048,128
	Debt Service	\$1,572,255	\$1,576,874	\$1,576,207	\$1,583,410
	Transfers Out		\$500,000	\$500,000	\$500,000
	Reserve - Contingencies				
	<b>Totals</b>	<b>\$2,313,821</b>	<b>\$2,076,874</b>	<b>\$4,252,500</b>	<b>\$4,131,538</b>
		=====	=====	=====	=====

\*\*\*\*\*

**Comments:** In FY 2003-04, the Board approved paving approximately 50 miles of County roads over the next ten years at estimated costs ranging from \$25 million to \$28 million. The majority of these funds would be borrowed and paid back over a ten year period. Only a portion of the related debt proceeds/expenditures are reflected in the budget, with the remainder to be borrowed as the needs arise.

\*\*\*\*\*

## FUNCTIONS/BUDGETS - CAPITAL OUTLAY FUNDS - ROAD PROJECTS

### DEPARTMENT

### FUNCTIONS

#### Road Projects

307 - 4101

To account for engineering and contracted costs associated with projects relating to the paving or resurfacing of County roads, major bridge repairs, or road related drainage system improvements. This fund has no dedicated revenues, but is supported by transfers from General and Transportation Funds surpluses, and to a great extent, funds from the Florida Department of Transportation.

\*\*\*\*\*

### BUDGET SUMMARY

	REVENUES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
	Taxes		\$749,805	\$950,000	\$1,085,279
	Intergovernment Revenue	\$3,660,498	\$1,794,082	\$2,383,704	\$1,007,592
	Interest/Misc. Revenue		\$81		\$1,500
307 - 0000	Transfer from Gen. Fund				
	Cash Carryforward				
	<b>Totals</b>	<b>\$3,660,498</b>	<b>\$2,543,968</b>	<b>\$3,333,704</b>	<b>\$2,094,371</b>
		=====	=====	=====	=====
	<b>EXPENDITURES</b>				
	Operating Expenses	\$154	\$23		
307 - 4101	Capital Outlay	\$720,301	\$398,767	\$3,333,704	\$2,094,371
	Reserve - Contingencies				
	<b>Totals</b>	<b>\$720,455</b>	<b>\$398,790</b>	<b>\$3,333,704</b>	<b>\$2,094,371</b>
		=====	=====	=====	=====

\*\*\*\*\*

**Comments:** In recent years, there have been only limited funds available for transfer into this fund. The majority of the budgeted revenues and expenditures are related to State of Florida Department of Transportation and other grants. The Local Infrastructure Surtax (Better Place Plan Projects Fund - Fund 301) is likely to be a more significant source of funds for Road Projects during its 15-year lifespan, although the 2nd Local Option Gas Tax (5 cents), enacted for FY 2009-10, is now providing a steady revenue stream for this fund.

\*\*\*\*\*

## FUNCTIONS/BUDGETS - CAPITAL OUTLAY FUNDS - CAPITAL PROJECTS

DEPARTMENT	FUNCTIONS
<b>Capital Projects</b>	To account for the revenue and expenditures associated with the construction of new facilities of all types (Except roads - Fund 307) throughout the County.
Various	Usually funded through Grants and /or funds transferred from other Funds (Primarily the General Fund).

\*\*\*\*\*

### BUDGET SUMMARY

	REVENUES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
308 - 0000	Intergovernmental Revenue	\$283,066	\$67,583	\$1,729,535	\$1,099,780
	Interest/Misc. Revenue	\$9,560	\$13,726		
	Transfer from Other Funds	\$125,000		\$200,000	
	Cash Carryforward				
	<b>Total Revenue</b>	<b>\$417,626</b>	<b>\$81,309</b>	<b>\$1,929,535</b>	<b>\$1,099,780</b>
		=====	=====	=====	=====
	<b>EXPENDITURES</b>				
308 - 3411	Cap Out- Jail Expansion			\$200,000	
308 - 3991	Cap Out- Emerg Svcs	\$139,516	\$14,833	\$1,579,535	\$1,099,780
308 - 3995	Cap Out- Emerg Ops Center	\$5,805			
308 - 6104	Cap Out- S.Putnam Complex				
308 - 6107	Cap Out-W.Put-Wisham Pk	\$143,550	\$52,750	\$150,000	
308 - 9999	Trf to Other Funds				
	Reserves				
	<b>Total Expenditures</b>	<b>\$288,871</b>	<b>\$67,583</b>	<b>\$1,929,535</b>	<b>\$1,099,780</b>
		=====	=====	=====	=====

**Comments:** Until FY 2007-08, Capital Outlays were primarily for recreational (6100 series) and library (6200 series) facilities at the designated locations in the County, except for the "Youth Sports Complex" which is in the Palatka area. Most of the funds available in FY's 2010-11 and 2011-12 are related to retrofits of certain schools as emergency shelter facilities. Capital Outlay budgets are established for new projects as they are approved and/or grants or other funding is received. Some projects are completed in one fiscal year, while others can be spread out over several years. Projects are normally deleted from the "history" columns once the associated grants are closed out.

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## **WASTE MANAGEMENT FUND**

The WASTE MANAGEMENT FUND is an Enterprise Fund used to account for revenues and expenditures associated with the operation of the County landfill, County-wide refuse collection, and recycling activities. After the General Fund, it represents the second largest County Fund budget.

The primary Revenue sources for the Waste Management Fund are County-wide Special Assessments for residential refuse disposal (landfill) and recycling, a Special Assessment for refuse collection charged to residents in the unincorporated areas of the County, and tipping fees at the landfills for haulers handling commercial refuse. For FY 2011-12 commercial tipping fees are \$44/ ton. Special Assessments are \$55 for Landfills (Disposal), \$130 for Collection, and \$34 for Recycling for an overall maximum household fee of \$219.

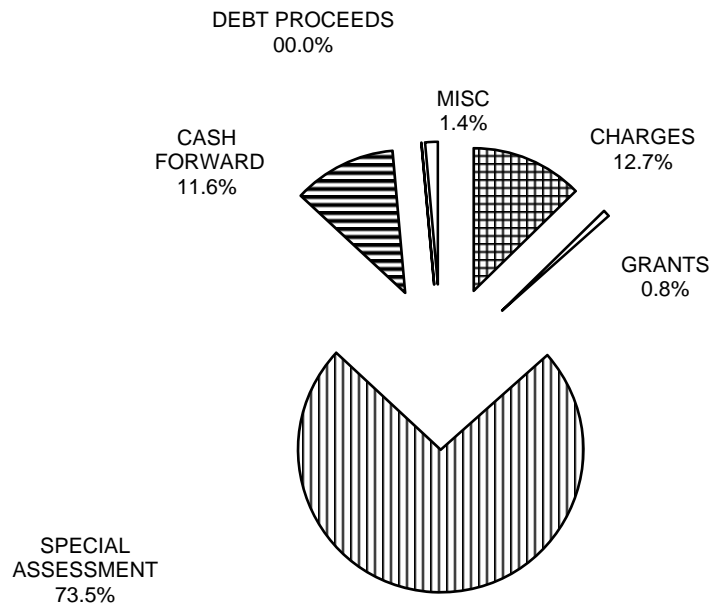
Two components of the Solid Waste Special Assessment increased in FY 2009-10. Both the Collection and Recycling Assessments increased due to a new contract with Waste Pro as a result of increased fuel and operating costs to the contractor. The Landfill Assessment remained the same as last year. Future increases are tied to CPI increases over the extended contract (which ends on September 30, 2015). With improved efficiency in operating procedures and increased compaction rates, the disposal portion should not need to increase again in the foreseeable future, barring any significant changes in Department of Environmental Protection regulations.

The major Expenditure use for FY 2011-12 is for the cost of Collection Operations due to the contract increases mentioned above. Landfill Operations costs are second with Recycling costs third. Capital Outlay will increase significantly when it comes time to close the Class 1 landfill cells currently in use. Funding for all these closures is in escrow, based on estimates that are updated annually.

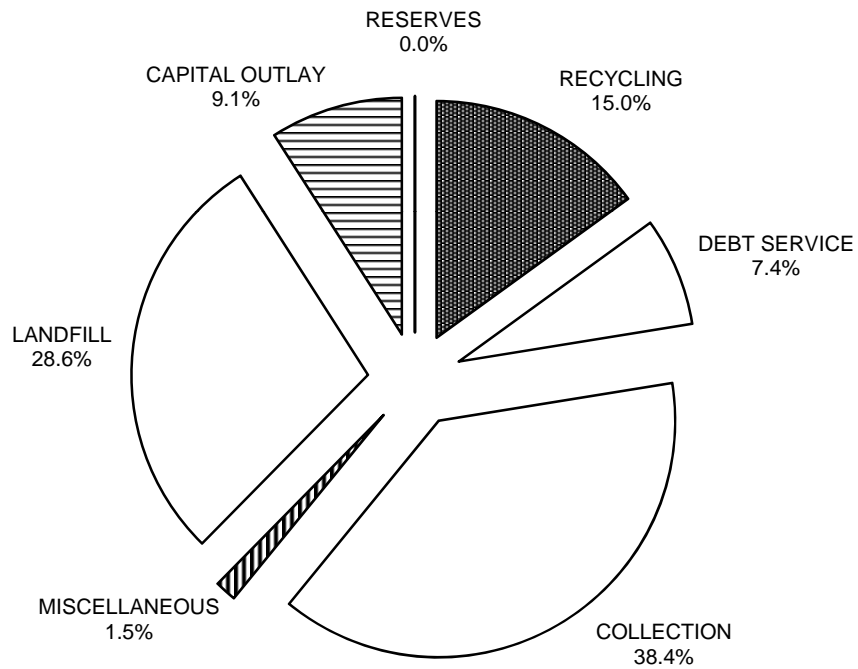
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The pie charts on the following page reflect the sources of Revenue and the Expenditure uses within the Waste Management Fund for FY 2011-12.

### WASTE MANAGEMENT FUND REVENUES BY SOURCE



### WASTE MANAGEMENT FUND EXPENDITURES BY USES



# **WASTE MANAGEMENT FUND - REVENUE BUDGET**

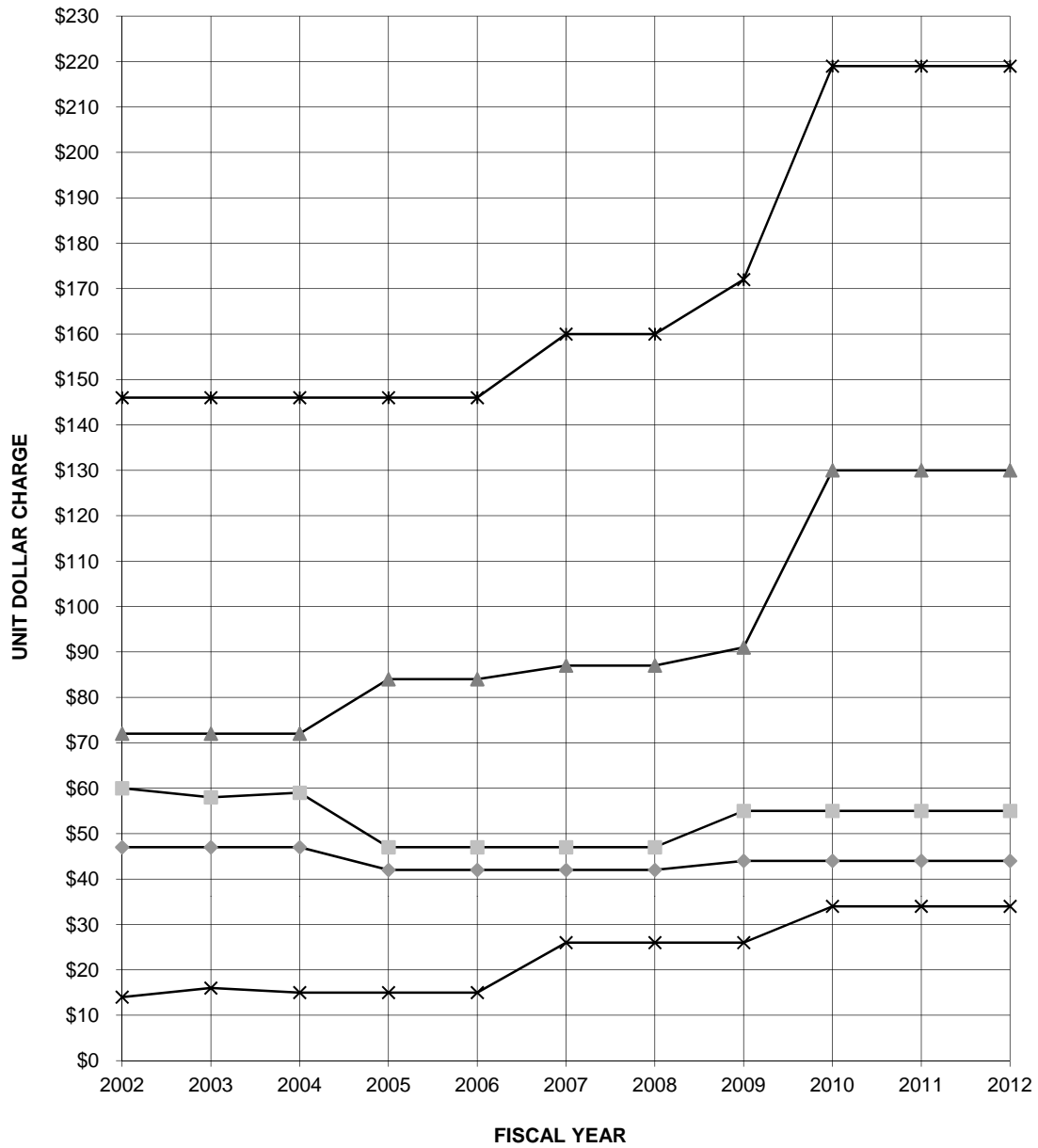
## **BUDGET SUMMARY**

<b>FUND</b>	<b>REVENUE:</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
	FEMA - Disaster Relief	\$8,463			
	Consolidated Solid Waste Grant	\$277,316	\$78,787	\$75,000	\$70,000
<b>WASTE</b>	Commercial Tipping Fees	\$1,079,735	\$1,042,316	\$1,087,200	\$1,087,200
<b>MANAGEMENT</b>	Other Charges for Services	\$53,419	\$104,165	\$75,000	\$75,000
	Special Assessment- Landfill	\$1,833,682	\$1,914,627	\$1,829,457	\$1,824,457
	Special Assessment- Collection	\$2,524,194	\$3,775,318	\$3,794,097	\$3,794,097
401 - 0000	Special Assessment- Recycling	\$829,684	\$1,102,379	\$1,115,483	\$1,115,483
	Interest/Misc. Revenue	\$249,218	\$224,200	\$112,500	\$130,700
	Debt Proceeds		\$4,000,000		
	<b>Sub - Totals</b>	\$6,855,711	\$12,241,792	\$8,088,737	\$8,096,937
	Add: Cash Carryfwd.- Projects			\$1,200,000	\$550,000
	Add: Cash Carryforward			\$392,393	\$518,758
	<b>Total Revenue</b>	\$6,855,711	\$12,241,792	\$9,681,130	\$9,165,695

**Comments:** Special Assessments normally increase each year due to the increase in households in the County subject to the Assessments. The large increase in the Recycling Assessment in FY 2009-10 was due to a contract change to pick recycle materials up weekly instead of every other week. The Debt Proceeds in FY2009-10 were needed to help pay for construction of a new landfill cell.

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## WASTE MANAGEMENT TIPPING FEES/SPECIAL ASSESSMENTS



# **FUNCTIONS, BUDGET and STAFFING - ENTERPRISE FUNDS - WASTE MANAGEMENT**

## **DEPARTMENT**

## **FUNCTIONS**

### **Landfills**

401 - 4210

Accounts for the operation of a central landfill and two transfer stations. Related budgeted costs are in accordance with strict rules established by the State of Florida Department of Environmental Protection (DEP).

### **BUDGET SUMMARY**

	<b>EXPENDITURES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
401 - 4210	Personal Services	\$771,337	\$788,785	\$865,340	\$758,059
	Operating Expenses	\$1,098,604	\$1,087,067	\$1,379,335	\$1,462,685
	Capital Outlay	\$3,426	\$7,710	\$127,164	\$280,000
	Debt Service	\$15,314	\$124,908	\$680,777	\$680,775
	Transfer to Clerk of Cts.	\$40,745	\$40,745	\$41,560	\$41,560
	Transfer to Risk Mgmt	\$10,182	\$10,182	\$10,182	\$10,182
	Transfer to General Fund	\$52,500	\$52,500	\$52,500	
	Reserve - Contingencies				
	<b>Totals</b>	<b>\$1,992,108</b>	<b>\$2,111,897</b>	<b>\$3,156,858</b>	<b>\$3,233,261</b>

### **STAFFING**

Sanit. Director/Engineer	1	1	1	1
Asst. Sanitation Director	1	1	0	0
Landfill/Solid Wste Supvr	1	1	1	1
Lead Landfill Operator	1	1	1	0
Landfill Operators	6	6	6	6
Equipment Operator I - IV	3	3	3	3
Weighmaster	2	2	2	2
Landfill Attendant	2	2	2	2
Pesticide Tech	1	1	1	1
Staff Assistants	1	1	1	1
Asst. to Sanitation Dir.	1	1	1	1
<b>Totals</b>	<b>20</b>	<b>20</b>	<b>19</b>	<b>18</b>

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## FUNCTIONS/BUDGET - ENTERPRISE FUNDS - WASTE MANAGEMENT (Continued)

### DEPARTMENT

#### Long-term Care

401 - 4214

### FUNCTIONS

To account for the long-term care costs of maintaining closed landfills in accordance with the State of Florida Department of Environmental Protection (DEP).

### BUDGET SUMMARY

	EXPENDITURES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
401 - 4214	Personal Services	\$4,498	\$3,892	\$7,383	\$6,639
	Operating Expenses	\$221,917	\$276,340	\$312,000	\$336,500
	Capital Outlay	\$3,775		\$150,000	\$150,000
	<b>Totals</b>	<b>\$230,190</b>	<b>\$280,232</b>	<b>\$469,383</b>	<b>\$493,139</b>

**Comments:** The County has three "officially closed" Landfills: Interlachen, Huntington, and the original Central Landfill cell. The Personal Services expenditures represents 8% of two landfill employees work hours. These employees are included under the staffing of the Landfill department (4210). As more landfill cells/segments close in the future, annual long-term care costs will increase.

### DEPARTMENT

#### Solid Waste Collection

401 - 4215

### FUNCTIONS

To account for the contractual costs of mandatory door-to-door refuse collection in the unincorporated areas of the County, with separate pickups for household garbage and yard trash.

### BUDGET SUMMARY

	EXPENDITURES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
401 - 4215	Operating Expenses	\$2,655,285	\$3,435,062	\$3,824,801	\$3,521,535
	<b>Totals</b>	<b>\$2,655,285</b>	<b>\$3,435,062</b>	<b>\$3,824,801</b>	<b>\$3,521,535</b>

**Comments:** These expenditures are basically for contract services for once a week refuse collection and every-other-week yard trash pickup for the unincorporated areas of the County and municipalities which do not have their own pickup service. Roughly 2% of this budget is for commission fees paid to the County Tax Collector for collecting the Special Assessment relating to this service.

**FUNCTIONS/BUDGET - ENTERPRISE FUNDS - WASTE MANAGEMENT (Continued)**

**DEPARTMENT**

**Waste Tire**

401 - 4218

**FUNCTIONS**

To account for the expenditure of County funds to support the special handling necessary for collection and disposal of waste tires in accordance with applicable regulations.

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**BUDGET SUMMARY**

	<b>EXPENDITURES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
401 - 4218	Operating Expenses	\$93,426	\$80,901	\$95,725	\$86,675
	<b>Totals</b>	<b>\$93,426</b>	<b>\$80,901</b>	<b>\$95,725</b>	<b>\$86,675</b>

**Comments:** Operating Expenditures are primarily for a contract vendor to haul away and properly dispose of used tires, which are not allowed to be disposed of in the landfill.

\*\*\*\*\*

**DEPARTMENT**

**Solid Waste  
Capital Projects**

401 - 4223

**FUNCTIONS**

Accounts for engineering and contract costs for the proper closure of present landfills and the opening of new landfill cells in compliance with DEP rules.

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**BUDGET SUMMARY**

	<b>EXPENDITURES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
401 - 4223	Operating Expenses	\$535,936	\$464,052	\$100,000	
	Capital Outlay			\$600,000	\$400,000
	<b>Totals</b>	<b>\$535,936</b>	<b>\$464,052</b>	<b>\$700,000</b>	<b>\$400,000</b>

**Comments:** Due to the timing involved relative to opening/closing landfills, the above expenditures can be highly variable from year to year. The FY 2008-09 Budget included engineering costs of a new Class I cell, with the FY 2009-10 Budget including the majority of the construction costs for this cell.

\*\*\*\*\*

**FUNCTIONS/BUDGET - ENTERPRISE FUNDS - WASTE MANAGEMENT (Continued)**

**DEPARTMENT**

**FUNCTIONS**

**Recycling**

401 - 4219

Accounts for the expenditure of County funds and Grant funds received from the State to support the County's recycling and recycling education programs, including County-wide curbside collection of recyclables every week.

\*\*\*\*\*

**BUDGET SUMMARY**

	<b>EXPENDITURES</b>	<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
	Personal Services	\$40,575	\$40,607	\$44,046	\$40,621
	Operating Expenses	\$1,089,550	\$1,338,874	\$1,333,817	\$1,333,964
	Capital Outlay		\$140	\$9,000	\$9,000
401 - 4219	<b>Totals</b>	<b>\$1,130,125</b>	<b>\$1,379,621</b>	<b>\$1,386,863</b>	<b>\$1,383,585</b>

**Comments:** The majority of Operating Expenses relate to contracted curbside pickup for recyclable materials.

**STAFFING**

Staff Assistant II	1	1	1	1
<b>Totals</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

\*\*\*\*\*

**FUNCTIONS/BUDGET - ENTERPRISE FUNDS - WASTE MANAGEMENT (Concluded)**

<u>DEPARTMENT</u>	<u>FUNCTIONS</u>				
Hazardous Waste	Accounts for the expenditure of County funds to support the special handling necessary for the proper collection and disposal of household hazardous waste (HHW) materials.				
401 - 4220					
*****					
		<u>BUDGET SUMMARY</u>			
	<u>EXPENDITURES</u>	<u>FY 08-09 ACTUAL</u>	<u>FY 09-10 ACTUAL</u>	<u>FY 10-11 BUDGET</u>	<u>FY 11-12 BUDGET</u>
401 - 4220	Operating Expenses	\$14,811	\$14,872	\$17,500	\$17,500
	Totals	\$14,811	\$14,872	\$17,500	\$17,500

**Comments:** The main Operating Expenses relates to a contracted service for handling and removing hazardous waste materials after collection by the County.

<u>DEPARTMENT</u>	<u>FUNCTIONS</u>
Litter Prevention	Accounts for the expenditure of County funds to support litter prevention programs. The County has contracted with "Keep Putnam Beautiful" to administer these programs.
401 - 4221	
*****	
<u>BUDGET SUMMARY</u>	

**Comments:** Expenses relate to the County's contract with "Keep Putnam Beautiful."

## FUNCTIONS/BUDGET - ENTERPRISE FUNDS - PORT AUTHORITY

### DEPARTMENT

### FUNCTIONS

Port Authority

404 - 7203

404 - 7205

Accounts for revenues and expenditures associated with the operation of the County Bargeport, warehouse, and industrial complex. Revenues are primarily rents or user fees.

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### BUDGET SUMMARY

	REVENUES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
404 - 0000	Charges for Services	\$9,968	\$24,651	\$10,000	\$9,000
	Rents - Warehouses	\$90,270	\$179,464	\$115,000	\$101,275
	Interest/Misc. Revenue	\$2,461		\$2,275	
	Capital from Governmental		\$2,202,353		
	<b>Sub-Totals</b>	\$102,699	\$2,406,468	\$127,275	\$110,275
	Add: Cash Carryforward			\$25,000	\$23,221
	<b>Total Revenue</b>	\$102,699	\$2,406,468	\$152,275	\$133,496
	<b>EXPENDITURES</b>				
404 - 7203	Operating Expenses	\$101,355	\$267,235	\$131,497	\$114,718
	Capital Outlay		\$8,966		
	Transfer to Risk Mgmt	\$1,380	\$1,380	\$1,380	\$1,380
	Reserves for Contingency			\$10,398	\$10,398
404 - 7205	Oper. Exp. - Water Utility	\$8,220	\$4,678	\$9,000	\$7,000
	<b>Total Expenditures</b>	\$110,955	\$282,259	\$152,275	\$133,496

**Comments:** The increase in Operating Expenses each year relates to increases in repair and maintenance costs. The Port Authority is the controlling agency for the County's Business Park, although the funding is handled through the Economic Development Fund (Fund 133).

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**FUNCTIONS/BUDGETS - ENTERPRISE FUNDS - E. PUTNAM  
WATER/WASTEWATER UTILITY**

DEPARTMENT		FUNCTIONS			
E. Putnam Regional Water/Wastewater Utility 405		Accounts for revenue and expenditures associated with the operation of a limited area regional water/wastewater system owned and operated by the County. User fees have been established to provide the necessary revenues to cover normal operating costs of the system.			
*****					
BUDGET SUMMARY					
		FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
REVENUES					
E. Putnam Water/ Wastewater Utility	Intergov Rev - Grants	\$ 7,027,458	\$ 1,124,495		
	Charges for Services	\$48,835	\$687,763	\$804,050	\$810,000
	Interest/Misc. Revenue	\$2,493	\$1,740	\$3,500	\$1,900
	Trf/Cap fm Government	\$2,120,992	\$858,025	\$696,952	\$652,952
405 - 0000	Cash Carryforward				
Totals		\$9,199,778	\$2,672,023	\$1,504,502	\$1,464,852
EXPENDITURES					
Water	Personal Services	\$99,291	\$200,643	\$233,682	\$180,478
405 - 5303	Operating Expenses	\$115,432	\$969,162	\$201,000	\$217,652
	Capital Outlay		\$2,757		
	Debt Service		\$798,041	\$728,705	\$731,799
	Reserve for Contingencies			\$2,250	
Wat/Sewer Cap Proj	Debt Service		\$265	\$273,865	\$270,923
405 - 5304					
Wastewater	Operating Expenses	\$15,940	\$11,023	\$21,450	\$22,200
405 - 5308	Capital Outlay				
	Reserve for Contingencies			\$750	
Put Correct System	Operating Expenses		\$31,847	\$42,800	\$41,800
405 - 5309					
Totals		\$230,663	\$2,013,738	\$1,504,502	\$1,464,852
STAFFING					
	Utility Service Rep.			1	1
	Distribution Sys. Super			1	1
	Lead Util. Service Worker			1	1
	Utility Service Workers			2	2
	Water Treatment Operator			1	0
Totals				6	5
*****					

# **FUNCTUIONS, BUDGET and STAFFING- INTERNAL SERVICE FUNDS- FLEET MAINTENANCE**

## **DEPARTMENT**

## **FUNCTIONS**

### **Fleet Maintenance**

501 - 8501

An Internal Service Fund, this fund accounts for expenditures relating to maintenance services for County-owned vehicles and equipment. Costs are billed to Departments according to completed work orders on their vehicles or equipment.

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## **BUDGET SUMMARY**

		<b>FY 08-09 ACTUAL</b>	<b>FY 09-10 ACTUAL</b>	<b>FY 10-11 BUDGET</b>	<b>FY 11-12 BUDGET</b>
	<b>REVENUES</b>				
501 - 0000	Interest/Misc. Revenue	\$7,308	\$1,561	\$15,650	\$3,650
	Internal Services- County	\$871,339	\$871,566	\$700,895	\$715,895
	Cash Carryforward			\$31,665	\$3,402
	<b>Total Revenue</b>	<b>\$878,647</b>	<b>\$873,127</b>	<b>\$748,210</b>	<b>\$722,947</b>
	<b>EXPENDITURES</b>				
501 - 8501	Personal Services	\$336,456	\$335,423	\$338,551	\$341,275
	Operating Expenses	\$625,724	\$679,886	\$378,310	\$378,310
	Capital Outlay			\$27,987	
	Trf to Risk Management	\$3,362	\$3,362	\$3,362	\$3,362
	Reserves for Contingency				
	<b>Total Expenditures</b>	<b>\$965,542</b>	<b>\$1,018,671</b>	<b>\$748,210</b>	<b>\$722,947</b>

**Comments:** Funded through internal service charges to user County Departments. Upon request, may perform some Non-County maintenance for additional revenue. Although the Labor Rate has been increased twice to the current \$50/hr, the total costs of doing maintenance in-house has been reduced from the costs associated with contractor maintenance performed prior to FY 1997-98.

## **STAFFING**

Fleet Maintenance Manager	1	1	1	1
Staff Assistant II	1	1	1	1
Parts/Maintenance Coord	1	1	1	1
Senior Mechanic/CDL	2	2	2	1
Mechanic/CDL	2	2	2	3
Emergency Vehicle Tech	1	1	1	0
<b>Totals</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>7</b>

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## FUNCTIONS and BUDGET - INTERNAL SERVICE FUNDS - INSURANCE RESERVE

### DEPARTMENT

Insurance Reserve

506 - 2560

### FUNCTIONS

Used to account for the costs relating to employee health/life insurance benefits and the allocation of those costs to County agencies and the employees themselves.

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### BUDGET SUMMARY

	<u>REVENUES</u>	<u>FY 08-09 ACTUAL</u>	<u>FY 09-10 ACTUAL</u>	<u>FY 10-11 BUDGET</u>	<u>FY 11-12 BUDGET</u>
	Interest/Misc. Revenue	\$2,034	\$6,258	\$4,000	\$4,100
	Transfer from General Fd.	\$57,144	\$55,780	\$25,000	\$52,608
	Internal Services- County	\$2,286,865	\$1,986,214	\$1,732,636	\$1,628,047
	Retiree Contributions	\$226,261	\$247,080	\$225,000	\$242,000
	COBRA Contributions	\$21,937	\$18,516	\$22,500	\$18,000
506 - 0000	Employee Contributions	\$1,498,698	\$1,553,631	\$1,618,610	\$1,695,150
	Property Appraiser Contr.	\$170,610	\$130,680	\$151,674	\$130,680
	Tax Collector Contribution	\$216,590	\$201,465	\$214,935	\$188,760
	Clerk of Courts Contrib.	\$480,975	\$479,130	\$417,660	\$464,700
	Sheriff Contribution	\$1,585,659	\$1,344,915	\$1,436,650	\$1,357,620
	Sup of Election Contrib.	\$39,325	\$36,300	\$33,535	\$36,300
	<b>Sub-Totals</b>	\$6,586,098	\$6,059,969	\$5,882,200	\$5,817,965
	Add: Cash Carryforward			\$288,326	\$564,113
	<b>Total Revenue</b>	\$6,586,098	\$6,059,969	\$6,170,526	\$6,382,078
		=====	=====	=====	=====
	<u>EXPENDITURES</u>				
506 - 2560	Health Ins. Premiums	\$5,328,997	\$5,318,309	\$5,868,121	\$5,519,528
	Other Operating Expen.	\$139,665	\$147,251	\$102,405	\$362,550
	Reserves for Contingency			\$200,000	\$200,000
506 - 9999	Residual Equity Transfer				\$300,000
	<b>Total Expenditures</b>	\$5,468,662	\$5,465,560	\$6,170,526	\$6,382,078
		=====	=====	=====	=====

**Comments** Funded through internal service charges to County Departments and Constitutional Officers at a fixed rate for each employee. Due to increased health claim costs, the County's contributions have increased from \$5,400 in FY 2005-06 to \$7,260 in FY 2008-09. In FY 2005-06, employee contributions were established at 15% of the total cost of the plan the employee selects to use. In 2008-09, this was changed to 25% for single coverage and 30% for family coverage. For FY 2009-10, this was changed again to a flat 30% for all employees, but is actually a little less in 2010-11. Eligible retirees continue to pay 100% of their selected plan.

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# FUNCTIONS, BUDGET and STAFFING - INTERNAL SERVICE FUNDS -RISK MANAGEMENT

## DEPARTMENT

Risk Management

507 - 2561

## FUNCTIONS

Accounts for costs and the allocation of costs relating to all types of insurance carried by the County, except for health/life insurance benefits for County employees (Fund 506).

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## BUDGET SUMMARY

	REVENUES	FY 08-09 ACTUAL	FY 09-10 ACTUAL	FY 10-11 BUDGET	FY 11-12 BUDGET
507 - 0000	Interest/Misc. Revenue	\$3,958	\$10,765	\$5,000	\$3,500
	Transfer from General Fd.	\$101,344	\$101,344	\$101,344	\$101,344
	Transfer from Transp. Fd.	\$29,827	\$29,827	\$29,827	\$29,827
	Transfer from Fire Tax Fd.	\$33,547	\$33,547	\$33,547	\$33,547
	Transfer from Pt. Authority	\$1,380	\$1,380	\$1,380	\$1,380
	Transfer from Waste Mgmt	\$10,182	\$10,182	\$10,182	\$10,182
	Transfer from Fleet Maint.	\$3,362	\$3,362	\$3,362	\$3,362
	Internal Services- County	\$1,158,559	\$1,158,559	\$1,158,559	\$1,158,559
	<b>Sub-Totals</b>	\$1,342,159	\$1,348,966	\$1,343,201	\$1,341,701
	Add: Cash Carryforward			\$77,649	\$44,712
	<b>Total Revenue</b>	\$1,342,159	\$1,348,966	\$1,420,850	\$1,386,413
	<b>EXPENDITURES</b>				
507 - 2561	Personal Services	\$53,942	\$52,649	\$56,140	\$52,527
	Operating Expenses	\$1,115,075	\$1,112,337	\$1,051,679	\$1,018,886
	Reserves for Contingency			\$163,031	\$165,000
	Reserves - Worker Comp			\$150,000	\$150,000
	<b>Total Expenditures</b>	\$1,169,017	\$1,164,986	\$1,420,850	\$1,386,413

## Comments:

Funded through internal service costs allocated to County Departments on appropriate rational bases. The majority of the County's insurance expenses are self funded. The County does limit its liability with excess liability insurance coverage. The fluctuations in Operating Expenses generally follows fluctuations in Workers' Compensation claims and claims settlements in addition to general annual increases in all insurance areas.

## STAFFING

Risk Coordinator	1	1	1	1
<b>Totals</b>	1	1	1	1

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## **CAPITAL EXPENDITURES**

Capital expenditures are requested and authorized within the Operating Budget (labeled as "Capital Outlay") for each Department. This report section, however, for information purposes, will provide detailed listings of the 5-year Capital Improvement Plan and the expenditures approved by the Board for the 2011-12 Fiscal Year.

Capital expenditure requests are divided by County budget policy into (3) main areas: A five-year **Capital Improvement Program (CIP)**, an annual (one year only) **Operating Capital Budget**, and **Approved Road Projects** for the Budget year. In general, any construction project, any item of equipment (or group of like items) which cost more than **\$25,000** and **all vehicles** are considered as part of the CIP. Because of their larger dollar threshold, these expenditures are requested to be projected for the next five years to allow some consideration for financial planning. Items **under \$25,000** are considered as part of the annual **Operating Capital Budget**. **Approved Road Projects** consist of previously approved road projects which have not been completed and, therefore, need to be carried over into the new Budget year, and newly approved projects which have generally been ranked in terms of need for repair. The latter classification, which is made by the Public Works Department, attempts to "save" roads (through resurfacing) before they become an even greater repair expense in the future after consideration of their overall use. Budget summaries of each of the three main areas are provided on the following pages in this Section.

All capital expenditure requests, except road projects, are first reviewed by the Budget Review Committee, which is composed of the County Administrator, the Budget Officer, and two County Commissioners, along with the appropriate Department Head or Constitutional Officer. New road projects, in contrast, are generally reviewed by the Transportation Committee and recommended to the full Board of County Commissioners. **All requests are approved only after considering the availability of total funds for capital expenditures.** The Budget Review Committee's recommendations along with the listing of all Department Capital requests are presented to the Board of County Commissioners, giving the Board the option of switching priorities or providing additional funding (i.e., increasing taxes, selling bonds, etc.) in order to fund items which cannot be accommodated within the projected funding. The 5-year CIP is approved for planning purposes with the caveat that all requests beyond the new budget year will be re-examined each year and adjusted to meet changing circumstances and available funds.

At the primary elections on September 10, 2002, the County voters approved a referendum for a one-cent sales tax (**Local Infrastructure Surtax**) to be imposed to support Putnam County's **BETTER PLACE PLAN**, which by itself or in concert with grants, will be used to build new infrastructure and improve existing infrastructure. The Surtax that was collected began on January 1, 2003, and will be in place for 15 years. The Surtax is expected to generate approximately \$4,126,538 for FY 2011-12, with annual increases paralleling the State Sales Tax Revenues in the General Fund. The largest use has been for paving 50+ miles of County roads during the first six years of tax collections, borrowing additional funds as needed, to be repaid from the Surtax proceeds in later years. The specific roads were identified for paving and the 50+ miles have been completed. Other uses include an annual allocation for resurfacing roads (Approximately \$1 million), for road drainage improvements, and tentative supplemental/matching funds for such projects as a multi-use Recreation Facility, bridge repairs, and widening of certain County roads as they are being resurfaced.

**APPROVED 9/27/11**

**PUTNAM COUNTY**

**FIVE YEAR**

**C.I.P.**

**FY 2011-12**

**THROUGH**

**FY 2015-16**

## CATEGORY - DRAINAGE

Item/Project Name	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	TOTAL	FUNDING SOURCE
<b>DRAINAGE ANNUAL TOTALS:</b>	<b>\$275,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$2,475,000</b>	<b>AS LISTED BELOW</b>
<b>(1)</b> Master Stormwater System Improvements		\$500,000	\$500,000	\$0	\$0	\$1,000,000	DEP Grants
<b>(2)</b> Road Drainage Improvements	\$275,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,475,000	Better Place Plan Surtax

## CATEGORY - ROADS/BRIDGES

Item/Project Name	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	TOTAL	FUNDING SOURCE
<b>ROADS ANNUAL TOTALS:</b>	<b>\$1,871,590</b>	<b>\$8,456,638</b>	<b>\$3,200,000</b>	<b>\$3,200,000</b>	<b>\$3,200,000</b>	<b>\$19,928,228</b>	<b>AS LISTED BELOW</b>
<b>(1)</b> Business Park Core Road		\$2,150,000				\$2,150,000	Rural Infrastructure Grants/BPP
<b>(2)</b> Resurfacing/ Paving-(Projects to be Determined)		\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000	Second Local Option Gas Tax
<b>(3)</b> Road Paving Projects	\$1,671,590	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$9,671,590	Better Place Plan/Trans.
<b>(4)</b> Bridge Repairs	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	Second Local Option Gas Tax
<b>(5)</b> Sidewalks Projects	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	Transportation Fund
<b>(6)</b> Connector Rd. - From US 17 south of Crawford Rd. to the South Putnam Distribution Special Planning Area		\$2,259,240				\$2,259,240	Grant or Developer Funded
<b>(7)</b> US 17 and Connector Road Intersection Improvements and Turn Lanes		\$847,398				\$847,398	Grant or Developer Funded

## CATEGORY - FACILITIES (UTILITIES)

Item/Project Name	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	TOTAL	FUNDING SOURCE
<b>FACILITIES (UTILITY) ANNUAL TOTALS:</b>	<b>\$12,020,290</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,020,290</b>	<b>AS LISTED BELOW</b>
<b>(1)</b> Putnam Regional Waste Water System	\$9,000,000					\$9,000,000	SRF Funds/ DEP Grant/RD Grant/loan
<b>(2)</b> Paradise View Water - Replace Water Tank	\$55,000					\$55,000	SRF Funds DEP Grant
<b>(3)</b> Paradise Point Waste Water System Repairs	\$538,418					\$538,418	CDBG Disaster Recovery Grant
<b>(4)</b> Port Buena Vista Waste Water System Repairs	\$346,872					\$346,872	CDBG Disaster Recovery Grant
<b>(5)</b> Drayton Island Ferry Barge and Push Boat Proj.	\$100,000					\$100,000	Federal FBD Funds and BPP for match
<b>(6)</b> Fort Gates Ferry Improvement Project	\$1,020,000					\$1,020,000	Federal FBD Funds and BPP for match
<b>(7)</b> Drayton Island Ferry Terminals	\$960,000					\$960,000	Federal FBD Funds and BPP for match

## CATEGORY - FACILITIES (LANDFILLS)

Item/Project Name	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	TOTAL	FUNDING SOURCE
<b>LANDFILLS ANNUAL TOTALS</b>	<b>\$650,000</b>	<b>\$2,500,000</b>	<b>\$250,000</b>	<b>\$5,550,000</b>	<b>\$250,000</b>	<b>\$9,200,000</b>	<b>AS LISTED BELOW</b>
(1). Central L/F Phase II, Cell 1 Partial Closure	\$200,000	\$700,000				\$900,000	Sanitation Fund (Enterprise)
(2). Interlachen C/C Expansion	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	Sanitation Fund (Enterprise)
(3). Huntington C/C Expansion (Eng. & Const.)		\$600,000				\$600,000	Sanitation Fund (Enterprise)
(4). Pole Barn Improvements	\$50,000		\$50,000		\$50,000	\$150,000	Sanitation Fund (Enterprise)
(5). Huntington L/F Closure Improvements	\$100,000	\$100,000	\$50,000	\$50,000	\$50,000	\$350,000	Sanitation Fund (Enterprise)
(6). Leachate Collection System-Eng./Improvements			\$50,000	\$400,000	\$50,000	\$500,000	Sanitation Fund (Enterprise)
(7). Central Phase I Closure Improvements	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000	Sanitation Fund (Enterprise)
(8). Central L/F Phase III, eng., permitting & construction		\$300,000		\$5,000,000		\$5,300,000	Sanitation Fund (Enterprise)
(9). Central L/F Phase II, Cell 2 Partial Closure	\$200,000	\$700,000				\$900,000	Sanitation Fund (Enterprise)

## CATEGORY - FACILITIES (OTHER)

Item/Project Name	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	TOTAL	FUNDING SOURCE
<b>FACILITIES (OTHER) ANNUAL TOTALS-</b>	<b>\$4,387,000</b>	<b>\$17,475,000</b>	<b>\$2,025,000</b>	<b>\$1,350,000</b>	<b>\$1,350,000</b>	<b>\$26,587,000</b>	<b>AS LISTED BELOW</b>
(1) Library Expansion - Headquarters			\$600,000			\$600,000	Cultural Affairs Grant/General Fund/Better Place Plan
(2) Jail Expan. (Sheriff)	\$3,000,000	\$15,000,000	\$0	\$0	\$0	\$18,000,000	General Fund/ Bonds
(3) Emergency Management Disaster Logistics Warehouse	\$403,000	\$0	\$0	\$0	\$0	\$403,000	State/Federal Disaster Grant
(4) Various Buildings A/C Replacements (GS)	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000	General Fund
(5) ADA Transition items (GS)	\$25,000	\$25,000	\$0	\$0	\$0	\$50,000	General Fund
(6) Various Buildings Floor Coverings (GS)	\$25,000	\$25,000	\$0	\$0	\$0	\$50,000	General Fund
(7) Shelter Retrofit (ES)	\$0	\$0	\$0	\$25,000	\$25,000	\$50,000	Emergency Management Grant
(8) Facility (Main Station Bay Enclosure) (ES)	\$169,000	\$0	\$0	\$0	\$0	\$169,000	FEMA Grant
(9) Station Retrofit	\$200,000 TBD	\$200,000 TBD	\$200,000 TBD	\$200,000 TBD	\$200,000 TBD	\$1,000,000	Fire Tax Unit
(10) New Fire Stations/Remod.	\$0	\$1,000,000 TBA	\$1,000,000 TBA	\$1,000,000 TBA	\$1,000,000 TBA	\$4,000,000	Fire Tax Unit
(11) Water Proj. (Irrigation Well Hydrants)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	Fire Tax Unit EM Grant
(12) Narrow Band Communications Project	\$40,000	\$100,000	\$100,000			\$240,000	Fire Tax Unit
(13) Parks & Rec - Multi-use Facility - Central Complex		\$1,000,000				\$1,000,000	General Fund Better Place Plan/Grants
(14) Tanglewylde Development	\$200,000					\$200,000	FRDAP Grant Land/Water



## CATEGORY - VEHICLES & EQUIPMENT

Item/Project Name	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	TOTAL	FUNDING SOURCE
<b>VEHICLES &amp; EQUIPMENT ANNUAL TOTALS:</b>		<b>\$4,023,681</b>	<b>\$3,444,182</b>	<b>\$1,889,584</b>	<b>\$2,079,182</b>	<b>\$13,837,606</b>	<b>AS LISTED BELOW</b>
<b>SANITATION</b>							
(1) D-6 Dozer	\$50,000					\$50,000	Sanitation
(Lease-Purchase)	#4252						Fund
(2) Front End Loader		\$275,000			\$275,000	\$550,000	Sanitation
		#4255			#4264		Fund
(3) Pickup Truck		\$25,000				\$25,000	Sanitation
Replacement		#4246					Fund
(4) Trash Compactor	\$154,000		\$600,000			\$754,000	Sanitation
(Lease-Purchase)	#4261		Repl. #4261				Fund
(5) Scraper Pan	\$72,000		\$450,000			\$522,000	Sanitation
(Lease-Purchase)	#L0035		Repl. L0035				Fund
(6) Roll-off Trucks	\$125,000	\$125,000	\$125,000	\$125,000		\$500,000	Sanitation
	#4244	#4243	#4258	#4259			Fund
(7) Tanker Truck		\$100,000				\$100,000	Sanitation
		#4217					Fund
(8) Pickup Truck		\$25,000	\$25,000			\$50,000	Sanitation
Replacements		#4223	#4256				Fund
(9) Pickup Truck		\$27,000				\$27,000	General
Replacement (MC)		#5136					Fund
(10) Batwing		\$75,000				\$75,000	Sanitation
Mower & Tractor		#4237/4215					Fund
(11) Pickup Truck		\$27,000				\$27,000	Sanitation
Quad Cab		#4245					Fund
(12) Pickup Truck		\$25,000				\$25,000	Sanitation
w/Tommy Lift		#4260					Fund
(13) Pickup Truck		\$25,000				\$25,000	Sanitation
Replacement		#4227					Fund
(14) Pickup Truck					\$35,000	\$35,000	Sanitation
Extended Cab							Fund
<b>PLANNING &amp; DEV.</b>							
(15) Replace Veh.		\$40,804	\$40,804	\$40,804	\$40,804	\$163,216	General
P & D, Inspect.		#7330/7317	#7331/7333	#7334/7337	#7329/7335		Fund
(16) New Veh. For				\$20,402		\$20,402	General
Planning & Admin.				#7341			Fund

## CATEGORY - VEHICLES & EQUIPMENT

Item/Project Name	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	TOTAL	FUNDING SOURCE
<b>EMS</b>							
(17) Replacement Ambulances	\$250,000	\$250,000	\$250,000	\$250,000	\$275,000	\$1,275,000	State EMS Grant
(18) Rechassis Ambulances	\$180,000					\$180,000	General Fund
(19) Specialized & Medical Equipment		\$71,000				\$71,000	General Fund
(20) Supervisor Vehicles			\$75,000 #9194	\$75,000	\$75,000	\$225,000	General Fund
(21) Replace Stretchers		\$111,000				\$111,000	General Fund
(22) Station Alerting Devices (Med TACH)		\$45,000 2 Stations	\$45,000	\$45,000	\$45,000	\$180,000	General Fund
<b>FIRE TAX UNIT</b>							
(23) Fire Apparatus 4 x 2	\$750,000 Replace (3)	\$750,000 Replace (3)	\$750,000 Replace (3)	\$750,000 Replace (3)	\$750,000 Replace (3)	\$3,750,000	Fire Tax Unit
(24) 4WD Utility Vehicle		\$79,900 (2) TBA				\$79,900	Fire Tax Unit
(25) Retrofit Brush Vehicles	\$200,000 TBA					\$200,000	Fire Tax Unit(VFD's)
(26) Replacement Water Tankers		\$750,000				\$750,000	Fire Tax Unit
(27) Radio Comm. (Narrow Band FCC Mandate)	\$75,000	\$100,000				\$175,000	Fire Tax Unit
(28) Mobile Command Unit	\$200,000					\$200,000	Fire Tax Unit
<b>911 ADDRESSING</b>							
(29) Phase II Wireless			\$500,000			\$500,000	Fund 130 911 System
<b>EMERGENCY SERVICES</b>							
(30) 4WD Utility Vehicle	\$35,000 Replace (1)					\$35,000	EM Grant
<b>PW/TRANSPORTATION</b>							
(31) Road Graders	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$875,000	Transportation Fund
(32) 12 Yard Dump Truck		\$110,000 TBD	\$110,000 TBD	\$110,000 TBD	\$110,000 TBD	\$440,000	Transportation Fund
(33) 2 1/2 Ton Crew Cab		\$90,000 TBD	\$90,000 TBD	\$90,000 TBD	\$90,000 TBD	\$360,000	Transportation Fund

## CATEGORY - VEHICLES & EQUIPMENT

Item/Project Name	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	TOTAL	FUNDING SOURCE
<b>PW/TRANSPORTATION (Continued)</b>							
(34) Loader/ Excavator Lease	\$38,599	\$38,599	\$42,000	\$42,000	\$42,000	\$203,198	Transportation Fund
(35) Gradall		\$265,000				\$265,000	Transportation Fund
		New					
(36) Dozer		\$235,000				\$235,000	Transportation Fund
		TBA					
(37) Pickups		\$35,000	\$35,000	\$35,000	\$35,000	\$140,000	Transportation Fund
Engineering		#2361	TBD	TBD	TBD		
		Repl.	Repl.	Repl.	Repl.		
(38) Boom Mowers	\$54,160	\$54,160	\$54,160	\$54,160	\$54,160	\$270,800	Transportation Fund
Lease							
(39) Pickups		\$35,000	\$35,000	\$35,000	\$35,000	\$140,000	Transportation Fund
Road & Bridge		#1122	TBD	TBD	TBD		
(40) Skid Steers	\$36,966	\$36,966	\$36,966	\$36,966	\$36,966	\$184,830	Transportation Fund
(Lease-Purchase)	New						
(41) Wood Chipper	\$5,252	\$5,252	\$5,252	\$5,252	\$5,252	\$26,260	Transportation Fund
(Lease-Purchase)	New						
<b>GENERAL SERVICES</b>							
(42) Cty Buildings		\$17,000				\$17,000	General Fund
Repl. Pick-up Truck		#0292					

## **IMPACT ON OPERATING BUDGET OF APPROVED CAPITAL OUTLAY**

In most years, limited Capital Outlay funds have had a **negative impact** on the Operating Budget. The County's reduced ability to keep up with vehicle and equipment replacement requirements continues to result in higher maintenance costs, most significantly in the area of emergency vehicles. Although the replacement rate for some equipment remains relatively slow, there has been some improvement in recent years compared to previous years. Except for current **Better Place Plan (BPP)** revenues (which will only be available for another 6 years), there are **no recurring revenues** dedicated to capital outlay. Generally, the funding source is usually limited to **excess** "carry-forward" or unrestricted fund balance monies from the previous year. For all practical purposes therefore, **ALL** capital expenditures except those funded by BPP dollars should be considered "non-routine". Various grants have helped, but they are also "non-routine".

The **Five Year CIP** includes some projects which will eventually require additional **Operating Expenses**. The biggest projects are the jail expansion and the Regional Wastewater project, \$18 million and \$9 million respectively, which, when accomplished, will result in considerable Personal Services increases, as additional corrections personnel will be required. Additional funds to support a larger inmate population will also be required. The first year capital cost is estimated at approximately \$3,000,000 with an additional \$15 million in FY 2012-13. These two projects are planned for the FY 2011-12. The major projects in the FY 2011-12 Capital Improvement Plan are road paving and resurfacing projects, most of which will be paid from the Better Place Plan and various state/federal grants. Refer to Pages D-4 and D-5 for more detailed information.

**Out-year proposed projects** that will require additional personnel to operate include the Library Expansion and new/expanded Fire Stations. The Library costs will have to come from the General Fund, which usually has limited (IF ANY) "spare" funds for new uses. The operating expenses and the funding thereof for the Fire Stations will depend mostly on the availability of revenue generated from the Fire MSTU tax.

The **major** road projects approved for FY 2011-12 are being funded by state/federal grants, second local option gas tax funds and some funding from Better Place Plan dollars. In past years, the Board has committed as much as possible in the way of excess General Fund and Transportation budgets (when available) to roads so that the worst problems may be addressed, but it is still inadequate. In spite of the significant increase in road projects funds through the BPP, the need for better **long-term** funding for road construction and repairs continues to be a concern. The paving of some dirt roads under the BPP will reduce maintenance costs on **those** roads for a period of 10 to 20 years, at which time the County will need additional funds to resurface them. Since the Board usually replaces these roads in the maintenance system with other unpaved roads, there is no overall reduction in maintenance personnel/operating costs. MSBU road paving projects are basically paid for by Special Assessments levied on the property owners, with the General Fund/BPP picking up any project cost overruns. However, the roads, once paved, become the responsibility of the County Public Works Department to maintain. These maintenance/resurfacing costs, though many years down the road, will eventually overburden the current revenue sources dedicated to road maintenance.

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## **DEBT CONSIDERATIONS**

Through the years Putnam County has sought to keep the issuance of debt to a very conservative level. From 1972 to 1985 only one bond issue was completed. In FY 1984-85, \$6 million in **20 year Capital Improvement Revenue Bonds** were issued to construct a new County jail, and obtain necessary rights of way for future road needs. These bonds were refunded in 1989 and again in 1995, to take advantage of lower interest rates. Half Cent Sales Tax revenues were pledged for debt service. These bonds were fully redeemed as of September 30, 2005.

In FY 1986-87, debt proceeds of \$2,250,000 were received from a 10 year variable interest **Gas Tax Note** to be used for road paving projects. **Gas Tax Refunding Revenue Bonds**, Series 1989, in the amount of \$4,325,000 were issued to refund the 1987 Note and obtain additional proceeds for road projects, again taking advantage of lower interest rates. These bonds were fully redeemed in FY 2003-04.

In FY 1988-89, **Solid Waste Assessment Revenue Bonds** were issued in the amount of \$10.82 million (Refunded in 1993). The outstanding bonds were redeemed in FY 02. An additional **loan** of \$3,080,000 was received from the Florida Local Government Finance Commission (FLGFC) in FY 98, with proceeds used to finance the costs of opening a new landfill segment. This loan was fully paid off in FY 2003-04.

In FY 1994-95, a **loan** of \$2,795,000 was received from pooled funds of the Florida Local Government Finance Authority to pave roads in five Municipal Service Benefit Units (MSBU's). This loan was fully paid off in FY 2003-04.

In FY 2001-02, the County borrowed \$1,500,000 from a local bank to settle a lawsuit and another \$1,000,000 from the FLGFC for major renovations to a County building. General revenues are pledged for both these loans.

In FY 2003-04, \$1,381,795 was borrowed from a local bank to finance the paving of roads in several MSBU's. Special Assessments levied on the benefited property owners will pay back the loan over a 10-year period. The County also borrowed \$1,900,000 in FY 2004-05 for additional MSBU paving projects. In FY 2006-07 the County borrowed \$10,000,000 for **Better Place Plan** road improvements with an additional \$3,500,000 in FY 2007-08. In FY 2008-09 the County borrowed an additional \$14.7 million on notes from federal and local banking sources as follows: \$10.7 million to finance the East Putnam Regional Water/Wastewater project and \$4 million to finance the construction of Cell 3 at the County's Landfill. An additional \$900,000.00 was borrowed in FY 2009-10 for the financing of the East Putnam Regional Water/Wastewater System.

Other financing needs are handled primarily through **lease purchases**, which have been used to acquire and/or replace rolling stock and computer equipment of the County. Lease purchases are normally for 4 to 5 years depending upon the type of equipment and interest rates. Comparison of proposed lease purchases to cash purchases are done each fiscal year to ensure which method is best to acquire the necessary equipments within annual funding constraints.

**The State of Florida places no limit on debt that a County may incur**, nor has the Country established any debt limits, either through ordinance or policy. However, as a matter of practicality, debt service payments must still fit within the overall revenue budget of the applicable Fund. Given the current tight revenue budgets for most Funds, constraints effectively exist with debt becoming more feasible only after existing outstanding debt matures or a new source of bondable revenues (Such as the Surtax noted above) is established.

**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY**

**DEBT SERVICE REQUIREMENTS**

	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15 &amp; BEYOND</b>	<b>TOTAL</b>
<b>GENERAL LONG TERM:</b>					
Citrus Bank - Loan	\$42,205				\$42,205
OTTED Loan - Sykes	\$38,195	\$9,374			\$47,570
Bank of America-Comm Impr.	\$120,192	\$120,234	\$120,286	\$692,693	\$1,053,405
Bank of America - MSBU #1	\$164,980	\$164,980	\$162,461		\$492,420
Bank of America - MSBU #2	\$187,687	\$187,747	\$187,818	\$704,955	\$1,268,206
Bank of America - Line of Credit	\$1,160,633	\$1,156,859	\$1,162,223	\$4,055,581	\$7,535,296
Bank of America - Line of Credit	\$422,777	\$419,792	\$421,568	\$1,692,698	\$2,956,835
<b>TOTAL GEN. LONG TERM</b>	<b>\$2,136,669</b>	<b>\$2,058,986</b>	<b>\$2,054,355</b>	<b>\$7,145,926</b>	<b>\$13,395,936</b>
<b>LEASE PURCHASES:</b>					
Caterpillar Financial Svcs Corp.	\$76,383	\$75,698	\$92,660		\$244,741
BSFS Phone System	\$160,828	\$160,828	\$53,609		\$375,266
<b>TOTAL LEASE PURCHASE</b>	<b>\$237,211</b>	<b>\$236,526</b>	<b>\$146,270</b>	<b>\$0</b>	<b>\$620,007</b>
<b>ENTERPRISE FUNDS:</b>					
SRF-Water/Wastewater Proj.	\$658,298	\$658,298	\$658,298	\$9,205,841	\$11,180,735
USDA-Water/Wastewater Proj.	\$341,923	\$341,850	\$341,648	\$11,637,513	\$12,662,933
Solid Waste Project-Notes/Loans	\$581,797	\$581,797	\$581,797	\$1,890,583	\$3,635,975
Solid Waste Lease-Purchase	\$146,459	\$47,482	\$47,483		\$241,424
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$1,728,477</b>	<b>\$1,629,427</b>	<b>\$1,629,226</b>	<b>\$22,733,937</b>	<b>\$27,721,067</b>
<b>TOTAL ALL DEBT SVC.</b>	<b>\$4,102,356</b>	<b>\$3,924,939</b>	<b>\$3,829,851</b>	<b>\$29,879,864</b>	<b>\$41,737,009</b>
Change in Debt Service Per Year		-4.32%	-2.42%	680.18%	39.68%

**NOTE:** Above figures represent Principal and Interest payments due each year.

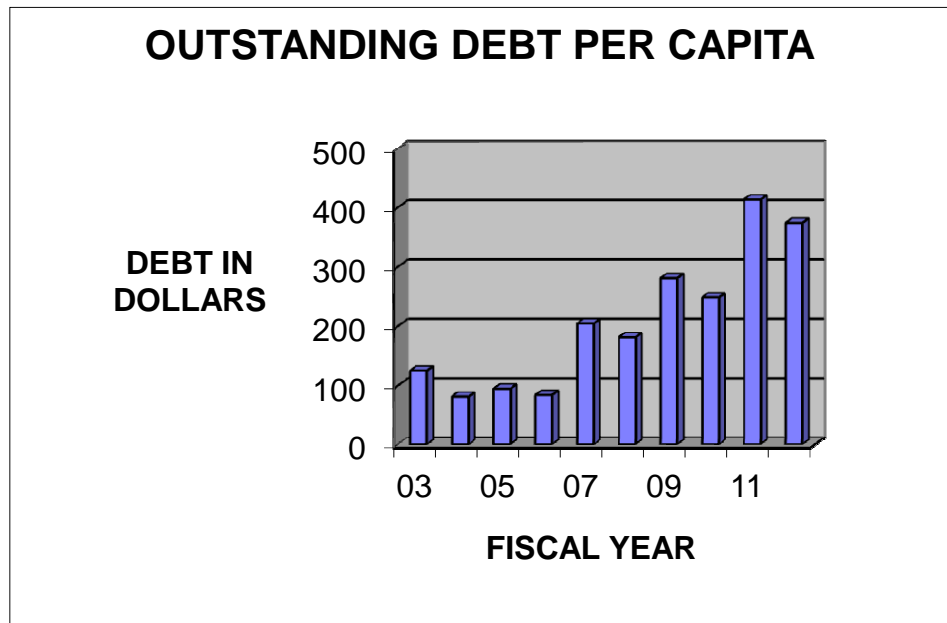
**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY**

**OUTSTANDING DEBT SUMMARY**

	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
	-----	-----	-----	-----
<b>GENERAL LONG TERM:</b>				
Citrus Bank - Loan				
OTTED Loan - Sykes	\$9,305			
Bank of America-Comm Impr.	\$800,607	\$710,639	\$617,017	\$519,595
Bank of America-MSBU #1	\$315,284	\$159,262		
Bank of America-MSBU #2	\$962,171	\$810,252	\$652,164	\$487,658
Bank of America - Line of Credit	\$5,670,000	\$4,735,000	\$3,755,000	\$2,740,000
Bank of America - Line of Credit	\$2,265,000	\$1,925,000	\$1,570,000	\$1,200,000
	-----	-----	-----	-----
<b>TOTAL GEN. LONG TERM</b>	\$10,022,367	\$8,340,153	\$6,594,181	\$4,947,253
	-----	-----	-----	-----
<b>LEASE PURCHASES:</b>				
Caterpillar Financial Svcs Corp.	\$155,901	\$88,169		
BSFS Phone System	\$204,835	\$52,888		
	-----	-----	-----	-----
<b>TOT. LEASE PURCHASE</b>	\$360,737	\$141,057	\$0	\$0
	-----	-----	-----	-----
<b>ENTERPRISE FUNDS:</b>				
SRF-Water/Wastewater Proj.	\$8,461,566	\$8,033,158	\$7,592,881	\$7,140,407
USDA-Water/Wastewater Proj.	\$6,184,000	\$6,110,000	\$6,033,000	\$5,951,000
Solid Waste Project-Notes/Loans	\$2,760,093	\$2,275,331	\$1,772,079	\$1,249,631
Solid Waste Lease-Purchase	\$44,325	\$45,877		
	-----	-----	-----	-----
<b>TOT. ENTERPRISE FUNDS</b>	\$17,449,984	\$16,464,367	\$15,397,960	\$14,341,038
	-----	-----	-----	-----
<b>BALANCE-ALL DEBT</b>	\$27,833,088	\$24,945,577	\$21,992,141	\$19,288,291
	=====	=====	=====	=====
Percent Change in				
Total Debt Per Year		-10.37%	-11.84%	-12.29%

**NOTE:** Above figures represent Principal amounts owed at the end of the fiscal year indicated.

## BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY



Per capita debt has generally been declining since FY 1999. However, due to major road paving projects during the last few years, the County leveraged its annual Better Place Plan revenue (sales tax surcharge) and financed a portion of the paving projects. The increase in FY 2008-09 is the result of a Line of Credit Loan in the amount of \$3.5 million, which will be paid back from Better Place Plan surtax revenues; additionally, a loan from the State Revolving Fund in the amount of \$10 million was obtained as additional funding for the Regional Water/Wastewater project as well as \$6.3 million from the USDA.

### **BOND RATINGS & INTEREST RATES**

The County currently has no outstanding bond issues. The 1995 Capital Improvement Refunding Revenue Bonds carried a Standard & Poor rating of AAA and a Fitch rating of Aaa.



**BOARD OF COUNTY COMMISSIONERS, PUTNAM COUNTY**

**PROPERTY TAX MILLAGE RATES -  
ALL OVERLAPPING GOVERNMENTS - PUTNAM COUNTY, FLORIDA**

	<b>FY 03</b>	<b>FY 04</b>	<b>FY 05</b>	<b>FY 06</b>	<b>FY 07</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>
<b><u>BOCC</u></b>										
General Fund	8.800	9.200	9.200	9.200	9.200	8.5765	8.5765	8.5765	8.5765	8.5765
<b>TOTAL BOCC</b>	8.800	9.200	9.200	9.200	9.200	8.577	8.5765	8.5765	8.5765	8.5765
	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====
<b><u>SCHOOL BOARD</u></b>										
General Fund	6.6440	6.4660	6.3100	5.9340	5.7740	5.4940	5.9550	6.0640	6.1110	5.9570
Bond Debt/Capital Outlay	2.7600	2.8000	2.8000	2.6000	2.5000	2.0000	1.7500	1.7490	1.7500	1.5000
<b>TOTAL SCHOOL BOARD</b>	9.4040	9.2660	9.1100	8.5340	8.2740	7.4940	7.7050	7.8130	7.8610	7.4570
	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====
<b>TOTAL COUNTY - WIDE</b>	18.2040	18.4660	18.3100	17.7340	17.4740	16.0705	16.2815	16.3895	16.4375	16.0335
	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====
<b><u>SPECIAL DISTRICTS</u></b>										
Fire Taxing District (MSTU)	0.500	0.500	0.800	0.800	0.800	0.800	0.7425	0.7425	0.7425	0.7425
West Putnam MSTU	0.000	0.000	0.000	0.000	0.000	0.000	0.0000	0.0000	0.0000	0.0000
St John's River Water Mgmt	0.462	0.462	0.462	0.462	0.462	0.462	0.4158	0.4158	0.4158	0.3313
Suwanee River Water Mgmt	0.491	0.491	0.491	0.491	0.491	0.491	0.4399	0.4399	0.4399	0.4143
	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====
<b><u>MUNICIPALITIES</u></b>										
Crescent City	8.250	8.250	9.000	9.000	8.900	8.880	8.1723	8.1723	8.1723	8.1723
Interlachen	8.000	8.000	8.000	7.950	8.500	8.500	8.5000	8.4658	8.8287	8.8287
Palatka	7.300	7.800	8.000	8.000	8.650	8.650	8.5000	8.6500	8.6500	8.6500
Pomona Park	6.289	7.289	7.305	7.471	6.404	5.654	4.7737	5.0867	6.2874	6.2874
Welaka	7.000	6.700	6.700	6.700	6.700	6.300	5.5050	5.5050	5.5050	5.5050
	=====	=====	=====	=====	=====	=====	=====	=====	=====	=====

**NOTE: Above millage rates per \$1000 of net assessed property value.** For example, if net assessed property value is \$30,000, then the tax for BOCC for FY 2011-12 would be:  $30,000/1,000 = 30 \times 8.5765 = \$257.30$

## **GLOSSARY OF TERMS**

The Glossary is provided to assist the reader in better understanding the general terms used throughout this Budget document. The abbreviations in parentheses immediately following some of the terms are used primarily in connection with the charts and graphs within this document.

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**AD VALOREM TAX** - Tax based on assessed taxable property values.

**APPROPRIATION** - Legislative authorization for expenditures for specific purposes within a specific time frame.

**ASSESSED VALUE** - The value placed on real and other property as a basis for levying taxes.

**ASSET** - Economic resources of an operating entity that are recognized and measured in conformance with designated accounting standards. Most assets have immediate or future cash value which could be used to cover the entities' liabilities or debts.

**BALANCED BUDGET** - A budget in which all the resources (Revenues, Transfers in, and appropriated fund balances) equals all anticipated expenditures (Including Transfers out) and Reserves for contingency.

**BALANCES FORWARD (BAL.FWD. CASH FORWARD, CASH CARRYFORWARD)** - Balances of cash remaining at the end of the previous fiscal year which are budgeted for use in the new fiscal year. These balances include reserve funds for contingencies and capital outlay or construction (i.e., road projects, recreation sites, etc.).

**BASIS OF ACCOUNTING - ACCRUAL** - **Revenues** are recognized when earned and measurable. **Expenses** are recognized when incurred and measurable.

**BASIS OF ACCOUNTING - MODIFIED ACCRUAL** - **Revenues** are recognized when measurable and available. **Expenditures** are recognized when incurred.

**BOCC - Board of County Commissioners**, or 5 elected officials responsible for County policies and operations, and related funding.

**BPP - Better Place Plan** - A plan for the use of a one-cent Local Government Infrastructure Surtax which took effect January 1, 2003 and will run for 15 years. May only be used for Capital Projects such as building purchase/construction/expansion/renovation and other infrastructure.

**BUDGET** - An annual financial plan showing projected revenues and expenditures over a specified time period (usually a fiscal year) by function or category.

**CAPITAL IMPROVEMENTS** - Expenditures which are long-term assets (or have a useful life beyond one year) such as roads, buildings, equipment, vehicles, and landfills.

**CAPITAL IMPROVEMENT PLAN (CIP)** - A five-year projection of needed capital improvements including consideration of funding sources for the projects. The first year of the plan is also represented in the current fiscal year capital outlay budget.

## **GLOSSARY OF TERMS**

**CAPITAL OUTLAY** - Outlays for the acquisition of or addition to fixed assets (land, buildings, equipment, etc.).

**CAPITAL PROJECTS FUNDS** - Accounts for financial resources associated with the acquisition or construction of major capital facilities (recreation sites, landfill, roads, etc.).

**CASH BALANCES FORWARD (CASH CARRY FORWARD)** – That portion of Fund Balance which is appropriated for expenditure in the new fiscal year.

**CHARGES / INTEREST (CHGS/INT)** - Charges include licenses, permits, fines and forfeitures, and inspection fees. Interest is earned on short term, idle cash, bond proceeds (until expended), and debt service reserve funds.

**COLA** – Cost of Living Allowance

**CONSTITUTIONAL OFFICERS** - County officials who are subject to voter election: Clerk of Courts, County Commissioners, Property Appraiser, Sheriff, Supervisor of Elections, and Tax Collector.

**CONTINGENCIES** - Account in which funds are set aside for unforeseen expenditures which may become necessary during the year and which have not been otherwise specifically provided for in the annual operating budget.

**DEBT PROCEEDS (Revenue)** - Proceeds from borrowing (i.e., bond or lease proceeds).

**DEBT SERVICE (DEBT SVC.)** - Annual principal and interest payments on bonds, loans, or lease purchases.

**DEBT SERVICE FUNDS** - Accounts for accumulation of resources and for payment of general long-term debt principal, interest, and any related costs (i.e., on Revenue Bonds).

**DEPARTMENT** - A major administrative division of the County which indicates overall managerial responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may have more than one fund.

**DEPRECIATION** – A decrease in the value of fixed assets.

**ENCUMBRANCES** - Commitments related to unperformed contracts for goods or services.

**ENTERPRISE FUND** – Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.

**ENVIRONMENT (ENVIRON)** - Includes Physical (i.e., garbage/solid waste disposal, drainage, conservation and resource management) and Economic services (i.e., Veteran Services, Housing Development, etc.).

## **GLOSSARY OF TERMS**

**FIXED ASSETS** - Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture, vehicles, and other equipment.

**FISCAL YEAR (FY)** - For Florida Counties, as mandated by the State, the time period beginning on October 1 of a calendar year and ending on September 30 of the following calendar year.

**FISCALLY CONSTRAINED COUNTY** – Defined by Florida Statute as a county in which a one mill property tax rate will raise no more than \$4 million in revenue annually.

**FLGFA** – Florida Local Government Finance Authority. A pooled bond loan agency.

**FLGFC** – Florida Local Government Finance Commission. A pooled commercial paper loan agency.

**FRS** – Florida Retirement System

**FULL-TIME EQUIVALENT POSITION (F.T.E)** - A part-time position converted to the decimal equivalent of a full-time position usually based upon 2080 hours. For example, a person working 1040 hours for the year would be considered 1/2 of a full-time position or 0.5 F.T.E.

**FUND** – A Fiscal and accounting entity made up of a self-balancing set of accounts

**FUND BALANCE** - Unspent moneys which remain within a fund; all or a part of which may then be available for appropriation in the following fiscal year. These monies generally result from actual revenues in excess of budget and / or actual expenditures less than budget.

**GENERAL FUND** - Used to account for all financial resources not specifically required to be accounted for in another fund. Typically is the largest County fund.

**GENERAL GOVERNMENT (GEN.GOV.)** - Includes expenses relating to the general operation of government (i.e., BOCC, Clerk of Courts, Property Appraiser, Court System, County Attorney, etc.).

**GFOA** – Government Finance Officers Association of the United States and Canada

**GIS** – Geographic Information System

**HUMAN SERVICES (HUMAN SVC.)** - Includes Health Department, Mosquito Control, Animal Control, Mental Health, other Welfare, etc.

**INTERGOVERNMENTAL (INTERGOV)** - Shared revenues from the State (i.e., Sales Tax, Revenue Sharing, Grants, etc.).

**INTERNAL SERVICE FUND (INTERNAL, INT SERVICES)** – Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis (i.e., Fleet (vehicle) Maintenance, Insurance).

## **GLOSSARY OF TERMS**

**LIABILITY** - An expenditure obligation or debt.

**MANDATES** - Generally legislative policy from the State or Federal Government that dictates particular services provided by the County and the manner in which they are to be provided.

**MILLAGE (RATE)** - The number of Ad Valorem Tax dollars assessed per \$1,000 of taxable value.

**MSBU (MUNICIPAL SERVICES BENEFIT UNIT)** - A designated area of the County upon which a Special Assessment is levied to provide a specific benefit to all the property owners within.

**MSTU (MUNICIPAL SERVICES TAXING UNIT)** - A designated area of the County upon which Ad Valorem Taxes are levied for a specific purpose (i.e., fire protection or Fire Tax Unit).

**OPERATING EXPENSES (OPERATING EXP)** - Generally all expenditures which do not meet personal services, capital outlay, or debt service classification criteria. These expenditures include, but are not limited to, professional contract services, supplies, and utilities.

**OTHER (EXPENDITURES)** - Miscellaneous expenses and transfers to other funds

**OTHER (REVENUES)** - Miscellaneous income such as rents, prior year refunds, Solid Waste Special Assessments, and Insurance proceeds

**OTTED** – Office of Tourism, Trade, and Economic Development, State of Florida

**PERSONAL PROPERTY** - Machinery and equipment of businesses which could be moved to another location.

**PERSONAL SERVICES (PERSONAL SERV)** - The classification of all salaries, wages, and fringe benefits expenditures. Fringe benefits include FICA, State retirement contributions, and life and health insurance.

**PROPRIETARY FUNDS** – Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

**PUBLIC SAFETY (PUB.SAFETY)** - Includes law enforcement (Sheriff), Fire protection, Jail, Ambulance Services, Building and Zoning inspections.

**REAL PROPERTY** - Land and buildings affixed to the land.

**RESERVE(S)** - A portion of a fund that is restricted for a specific purpose (i.e., Contingencies, Capital Outlay, Landfill Renewal or Replacement, Landfill Escrow - Future Closing, etc.).

**SINKING FUND** - Another name for a Debt Service Fund used to pay off a County Debt

## **GLOSSARY OF TERMS**

**SPECIAL ASSESSMENTS** - Assessments imposed on a portion of the property within the County because such property derives some special benefit from the expenditure of related funds (i.e., for refuse or garbage collection, grading of roads not normally maintained by the County, etc.).

**SPECIAL REVENUE FUNDS (SPEC.REVENUE)** - Accounts for the proceeds of revenue designated for specific sources (i.e., transportation, fire protection, all Grant funds, etc.).

**SQG** – Small Quantity Generator of hazardous material

**SURTAX** – Short term for the Local Government Infrastructure Surtax, a surtax of one-half or one cent levied on top of all purchases for which State Sales Tax is charged. The Surtax is limited to the first \$5,000 of purchase, or a maximum of \$50.

**TAXABLE VALUE** - The value assigned to real and personal property.

**TAXES** - Includes Ad Valorem taxes, Optional Gas Tax, Franchise Fees, etc.

**TRANSFERS** - Internal transactions between funds which allows the resources of one fund to be appropriated by another fund. Transfers technically are not really revenue or expenditures, but are required to be included as part of the budget, and, as such, artificially inflate the budget.

**TRANSPORTATION (TRANSPORT., TRANSP)** - Road maintenance and construction, etc.

**TRUST FUNDS (AGENCY FUNDS)** - Accounts for assets held by the County in a trustee capacity or as an agent for other entities (most often the Courts).

**ZBOA** – Zoning Board of Adjustment

# PUTNAM COUNTY PROFILE

## TOTAL POPULATION:

	COUNTY	% increase
	-----	-----
1990 Census	65,070	---
2000 Census	70,423	8.23%
2010 Census	74,364	5.60%
2020 Projection	76,777	3.24%

## 2009 ESTIMATES

### Incorporated Municipalities:

Crescent City	1,577
Interlachen	1,403
Palatka	10,558
Pomona Park	912
Welaka	701

**Unincorporated** 59,213

Total County 74,364

## POPULATION DENSITY

(persons per sq. mi.) 102.2

## AGE GROUP & SEX:

Age	Population	%
0 - 19	18,800	25.3%
20 - 29	8,031	10.8%
30 - 39	7,623	10.3%
40 - 49	9,426	12.7%
50 - 59	11,158	15.0%
60 +	19,326	26.0%
	74,364	100.0%

**MALE** 36,884

**FEMALE** 37,480

## EDUCATION

### PUBLIC SCHOOLS:

	Number
Elementary	9
Middle Schools	5
High Schools	3
Exceptional Students	1

Total Enrollment 10,852

## FLORIDA 2010 PRICE LEVEL INDEX:

Putnam County	95.39
	=====
FLORIDA	100.00
	=====

## PUTNAM COUNTY LABOR FORCE (Aug. 2011):

33,474

## UNEMPLOYMENT RATE (Aug. 2011):

Putnam County	11.8%
Florida	10.7%
United States	9.1%

## % NONFARM EMPLOYMENT BY INDUSTRY:

	COUNTY
Manufacturing/Construction	17.1%
Education & Health Services	13.0%
Trade/Transportation	20.1%
Government	24.2%
Leisure & Hospitality	7.4%
Professional & Business Svcs.	7.4%
All Other	10.8%

## PER CAPITA HOUSEHOLD INCOME: 2009 (IN DOLLARS)

Putnam County	26,923
Florida	38,965

## HOUSEHOLDS (2010):

Estimate	Avg. Size
29,409	2.48

## % OF TOTAL TAXABLE VALUE - Including TANGIBLE PERSONAL PROPERTY

	COUNTY
Vacant Residential	9.19%
Single Family	30.59%
Mobile Homes	12.00%
Multifamily/Condos	1.69%
Commercial/Industrial	35.70%
Agricultural	1.61%
All Other	9.22%

**SOURCE:** Putnam County School District, Putnam County Chamber of Commerce, Property Appraiser, and University of Florida Bureau of Economic and Business Research

## **PUTNAM COUNTY - GENERAL INFORMATION**

**PUTNAM COUNTY**, encompassing some 827 square miles, is located in north-central Florida between the Atlantic Ocean and the Gulf of Mexico. The County was founded in January 1849 and the County Seat established at Palatka in January 1853. Palatka, on the St. Johns river, was a major water transportation and commerce center until a fire in 1884 destroyed the majority of the downtown / riverfront area. Today, the river is primarily used for recreational boating and fishing, as are the numerous large and small lakes located throughout the County.

Putnam County is a rural county, with a 2010 Census population of 74,364. The County is growing relatively slowly, but is expected to accelerate its growth pattern supported by increased economic development and some spill-over from the surrounding counties which are experiencing faster growth. As testimony to its rural nature, approximately 79% of the population continues to live outside of the five incorporated areas. Fire protection (except for the City of Palatka) is provided by Volunteer Fire Departments. Of the 1,643 miles of roads in the County, nearly 68% remain unpaved.

The County is governed by an elected board of five (5) Commissioners, with other elected officials - Clerk of Courts, Sheriff, Tax Collector, Property Appraiser and Supervisor of Elections - having their own specific areas of responsibility. All are elected to four - year terms of office. The Tax Collector is a "fee officer," completely funding his operations from fees collected in the performance of his duties. The Clerk's office is funded partially by fees, and partially by budgeted support from the Board of County Commissioners for services provided to them or on their behalf. The remaining officials, who may collect minimal fees for certain services, normally receive complete funding from the Board through the County's annual operating budget. Excess fees and/or budget funds remaining at the end of the fiscal year revert to the Board for the Board's use in the following year. One exception to this is for court-related activities of the Clerk of Courts. Under Revision 7 to Article V of the Florida Constitution, effective July 1, 2004, excess fees generated by these activities revert to the State which is also responsible for funding any deficiencies.

The largest taxpayer in the County is Georgia-Pacific Corporation, a paper products manufacturer, contributing approximately 6.8% of total ad valorem taxes. The top ten taxpayers, including Georgia-Pacific, contribute approximately 22% of County ad valorem taxes. Ten years ago, this number was closer to 39%.

The Putnam County School District, with approximately 1,800 employees, is the single largest employer in the County. The School District, along with other governmental organizations, has maintained a significant portion of the employment market over the last ten or more years. Georgia-Pacific Corporation is the second largest employer with over 1,000 employees. The top ten employers, commercial/industrial and government, employed approximately 20% of the County's labor force in 2009, down from approximately 21% ten years ago.