

A scenic sunset over the ocean with tall grasses in the foreground. The sun is low on the horizon, casting a golden glow across the sky and reflecting on the water. The sky is filled with soft, white clouds, and the water is a deep blue. The foreground is dominated by tall, thin grasses and some green plants, silhouetted against the bright sky.

**Manatee County, Florida**  
**FY2020 Adopted Budget**  
**and FY2021 Planned**







District 3  
Chairman,  
Stephen R. Jonsson

# Manatee County Commissioners



At Large  
Vice Chairman,  
Betsy Benac



District 4  
Misty Servia



At Large  
Carol Whitmore



District 5  
Vanessa Baugh

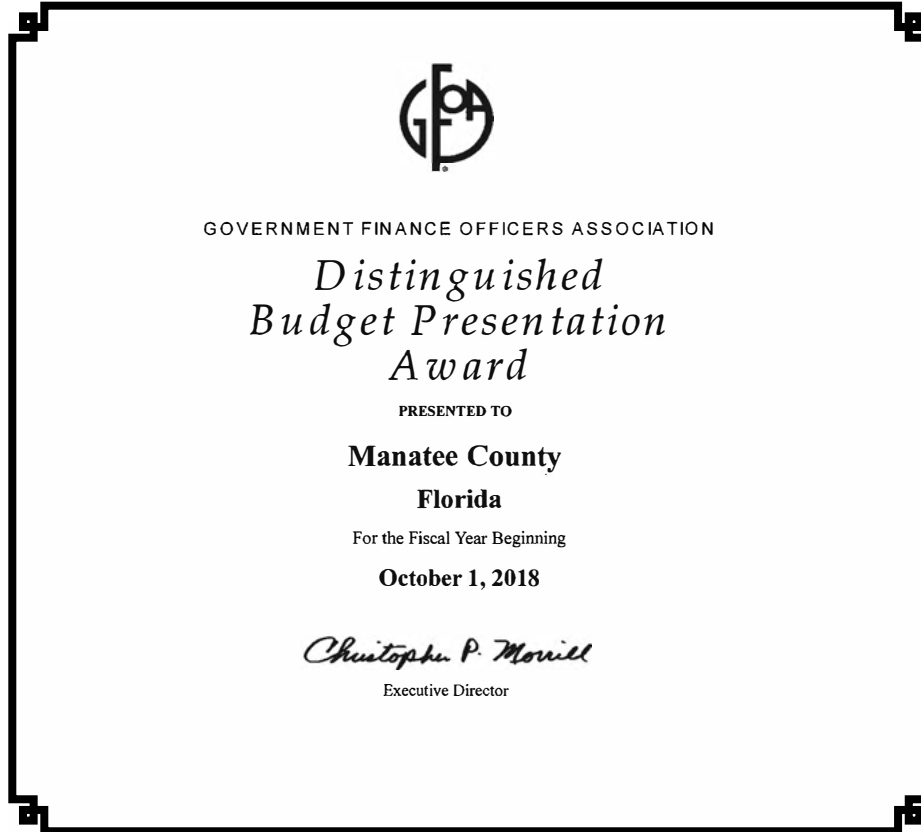


District 2  
Reggie Bellamy



District 1  
Priscilla Trace

# Awards



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

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

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A wooden boardwalk with railings winds through a dense, lush green forest. The forest is filled with various types of plants, including large fan palms and Spanish moss hanging from the trees. The boardwalk is made of light-colored wood and has a simple railing. The overall scene is a vibrant, natural landscape.

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A photograph of a dirt path winding through a dense forest. The path is light-colored and leads into the distance. The trees are tall and have thick canopies. Spanish moss hangs from the branches, creating a misty atmosphere. The ground is covered with dry leaves and some green grass. A teal banner with the word 'Introduction' is overlaid on the upper part of the image.

# Introduction



## Overview

Provided herewith is the budget document for the FY20 adopted budget. The adopted budget for FY20 is balanced in the net amount of \$757,046,906. This includes a countywide property tax rate of 6.4326 mills.

The net budget amount represents new appropriations for expenditures in FY20 and does not include budgeted transfers between funds and internal service operations, (to include these items would result in “double counting” expenditures). The net budget amount also does not include non-expendable trust funds, reserves for cash balance, unexpended prior year obligations and unexpended prior year capital project appropriations. A summary including net and gross budget amounts is provided on page 88.

## Overview of Budget Development

The Financial Management Department received budget requests from county departments and most of the constitutional officers prior to May 1st. Budget requests were reviewed, analyzed, and discussed with each department director or officer submitting the request. Each budget was then reviewed by the County Administrator and the Financial Management Department Director. The County Administrator and the Financial Management Department Director finalized the adopted budget with property tax proceeds based on estimated taxable values, which were submitted to the Board of County Commissioners on May 28th.

During the months of May and June, public work sessions were conducted with the Commission, staff, and interested citizens. On July 15th the Proposed Budget was updated to reflect tax proceeds from the certified taxable values and submitted to the Board. On September 9th and September 17th, two public hearings were held to allow input from the public and make amendments to the proposed budget. At the conclusion of the second public hearing on September 17, 2019, the budget was adopted by the Board of County Commissioners.

The budget message outlines the County Administrator’s approach to the budget and provides an overview of the budget development process and a summary of the major issues addressed in the adopted budget.

## Guide to Understanding the Budget Document

This budget document is intended to provide concise and understandable information about the Manatee County budget for FY20 and about the programs, services and other items funded in the budget. The table of contents in the front of the document lists subjects covered in the document and the page on which each subject can be found.

The county’s budget year, or fiscal year, covers the period from October 1st of the year in which it is adopted through September 30th of the following year. According to Generally Accepted Accounting Principles (GAAP), the fiscal year is designated using the year in which it ends. The budget adopted by the Board of County Commissioners in September 2019 is designated as FY20 throughout this document.

Budget amounts shown in this document are aggregated at the major category level rather than at the line item level. Each departmental section within this document is preceded by a department appropriation summary that totals the program detail for that department. The expenditure section shows FY18 audited actuals, FY19 adopted, FY20 adopted and FY21 planned budget totals. Revenue amounts for FY20 adopted are estimates based on Department of Revenue estimates or internal analysis.

Pages 71 - 88 present charts and graphs providing overview and summary information about the county's planned tax rate, revenues, and expenditures for FY20.

Pages 137-236 present information about county programs and expenditures. This section is organized by county department. A departmental summary page is included which provides summary information on operating budgets, positions and funding sources for each department.

The assignment of revenues to non-enterprise programs, shown as "Sources of Funds" on the departmental summary pages, sometimes require that estimates be used to allocate revenues shared by more than one department or agency. In governmental funds, these revenues are aggregated and not actually dedicated to specific expenditures; thus, the need to use estimates for this purpose.

Department summaries show appropriations for operating programs. Generally, reserves are not specific to departments, and therefore are not included in department summaries. For some departments, which are budgeted exclusively in one fund, there may be specific reserves but even in these cases, reserves are not included in the department summaries but are shown on a separate schedule to provide consistency throughout this document.

The Manatee County budget is developed via a biennial, zero-based program budgeting process. County departments are broken down into programs and each program is divided into increments (i.e. decision units) representing ascending levels of service. The first increment is referred to as the "base" decision unit, which represents the most critical portion of the program's activities or highest priority functions. Each additional ascending unit represents a descending priority level. Each decision unit represents a discrete level of service and includes the positions and operating funding that goes along with that level of service.

Initially in the process, all decision units are unfunded. Revenues and other sources of funding are evaluated, projections are made, and the amount of funds available is determined. As decision units are reviewed, recommendations are made to begin funding the highest priority units, starting with the base level. The process continues until all funds available are used. In the property tax supported areas of the budget, there are not sufficient funds available to provide funding for all decision units representing the "continuation" level of service; therefore, funding and service reductions have been necessary. In all cases, efforts have been made to avoid reducing any program to a level at which the program cannot function effectively.

In the first year of a new biennial process, the scope of budget and financial information presented to the county commission and the public during budget work sessions includes a review of all decision units. In the second year of the biennial budget, changes to programs may result in newly created or different decision units from those presented in the first year of the process. The changes are introduced as appropriate when revising the allocations for the second year of the budget.

In our budget process, departments are required to establish a "base unit" as a minimum level at which a program could continue operations. To this base level, "continuation units" for incremental additions to service levels are added to reach the current service or "continuation level". To augment

services or add new service levels, “desired units” of service would be requested. These desired units would be justified according to the extent to which they satisfy one or more of the following criteria:

1. New equipment or budgetary changes which will result in greater productivity or alleviate the need for additional staff (for example, office automation equipment is often given a higher priority if these criteria are met).
2. Items which are required to provide for operation of new facilities which have recently been brought on-line or will be brought on-line during the coming fiscal year.
3. Expenditures mandated by state or federal law.

The Board of County Commissioners is presented a balanced budget in late May or early June showing each program and the decision units which are funded and unfunded. During work sessions, each program and decision unit is reviewed, and two or more commissioners can agree to “flag” a decision unit for further consideration. At a “reconciliation” workshop, normally held in late July or early August, these flagged items are brought back to the Board for a decision as to their status for funding. This document includes only the funded decision units. Because detailed decision unit information is such a voluminous document, it is not included here, but may be found on the county’s website at [www.mymanatee.org/budget](http://www.mymanatee.org/budget).

Individual program budgets in each department are accompanied by a narrative describing the purpose and goals of the program. The columns show the program’s appropriations for actual expenditures in FY18, the current adopted fiscal year (FY19), the next adopted fiscal year (FY20) and the planned fiscal year (FY21) in order to provide a recent history for comparisons. The number of budgeted regular employees responsible for operations and needed to staff the individual program is shown below the expenditure amounts.

Pages 237-246 of the document show county expenditures which generally are not associated with county department programs or agencies, such as independent districts under the purview of the Board of County Commissioners, including the Economic Development Council, and other non-county agencies (i.e. Health Department and non-profit agencies). Expenditures for these programs are grouped by fund based on functional similarity and shown in summary form.

Additional topics are located as follows:

- Capital Projects, pages 247-260
- Transfers, pages 261-264
- Reserves, pages 265-272
- Debt Service, pages 273-292
- Fund Summaries, pages 293-356

# FY20 Budget Calendar

## Recap

### **January - 2019**

Reviewed Departmental budgets for FY20. Advised County Administrator if major changes were necessary.

### **February - March - 2019**

Adjusted FY20 & FY21 budget as necessary and rebalanced funds.

### **March - April - 2019**

Capital Improvement Plan (CIP) updated for FY20-FY24.

### **May 28, 2019 (1:30 pm)**

The County Administrator presented the FY20 Recommended Budget and FY21 Planned Budget to the Board of County Commissioners.

### **May 30, 2019 (9:00 am)**

A summary of the Fund Analyses contained in the Recommended Budget was reviewed with the Commissioners.

### **June 4, 2019 (9:00 am)**

A summary of the Decision Units contained in the Recommended Budget was reviewed with the Commissioners.

### **June 5, 2019 (1:30 pm)**

A summary of the Constitutional Officers budget contained in the Recommended Budget was reviewed with the Commissioners.

### **June 19, 2019 (1:30 pm)**

The Capital Improvement Plan for Fiscal Years 2020 - 2024 was presented to the Board of County Commissioners.

### **July 1, 2019**

The Property Appraiser certified the taxable value on or before July 1.

### **July 15, 2019**

The Budget Office provided a Proposed FY20 Budget to the Board Records Office as the receiving office for the Board of County Commissioners.

### **July 30, 2019 (9:00 am)**

Budget Reconciliation - The Board reviewed additional information in response to "flagged" items, resolved remaining budget issues and set a tentative maximum millage rate to be provided to the Property Appraiser.

### **August - 2019**

The Property Appraiser mailed a Truth in Millage (TRIM) statement to each property owner advising them of the proposed property tax amount, and notifying them of the date, time and place of the first required public hearing on the budget.

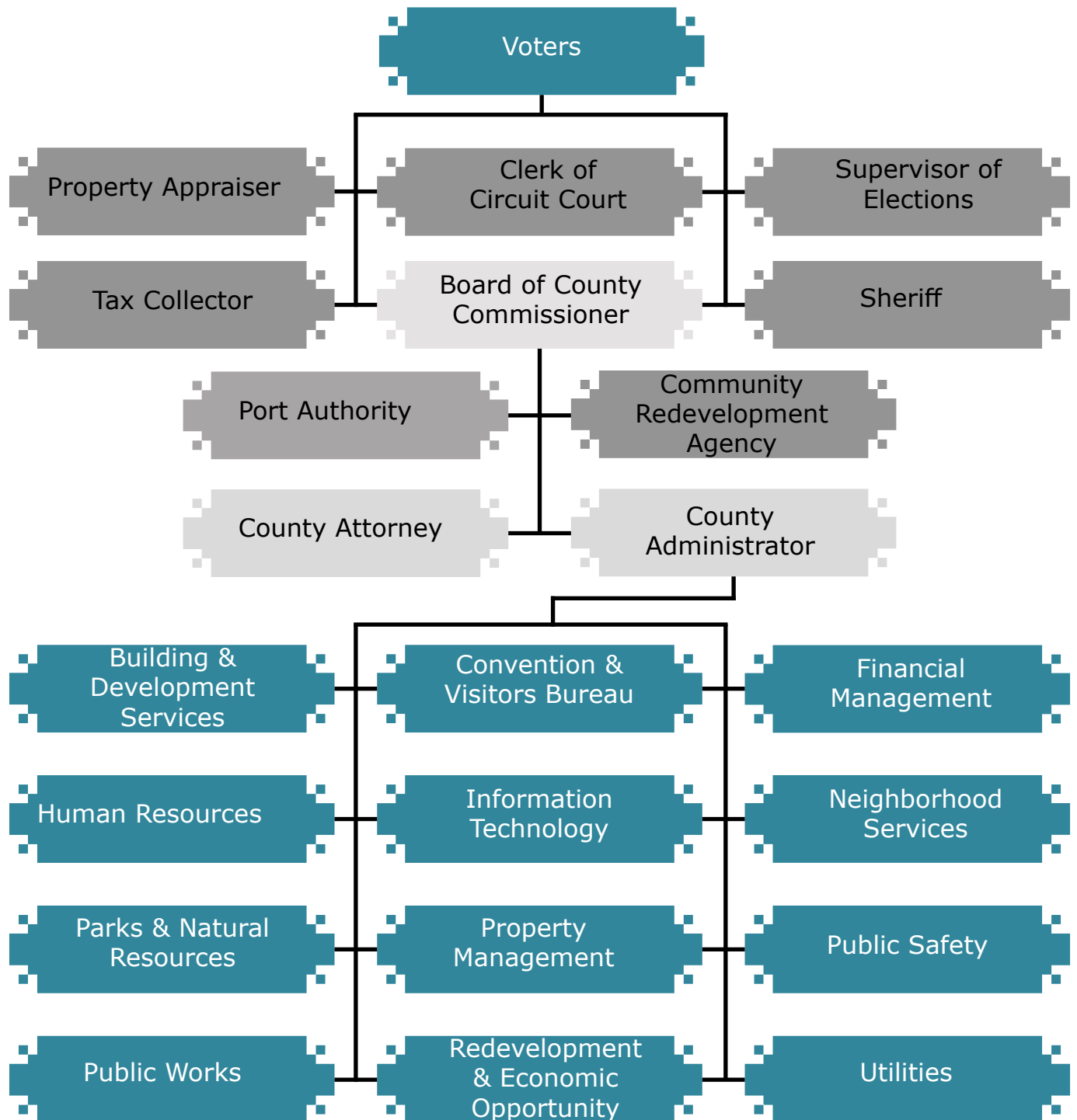


## September - 2019

On September 9, 2019, the first public hearing was held as announced on the TRIM notice. The second public hearing was announced by placing in the local newspaper, a summary of the budget and a notice of the date, time and place of the second required public hearing. At the second public hearing, September 17, 2019, the millage rate and the final FY20 Budget was adopted.

This document is intended to provide a variety of financial and program information to the typical citizen. Persons interested in more detailed budget or financial information are encouraged to view the line item budget detail at [www.mymanatee.org/budget](http://www.mymanatee.org/budget).

# Organizational Chart



## Geography and Demographics

Located midway along the west coast of Florida, the county's boundaries encompass 742.93 square miles. The county is bordered on the north by Hillsborough County, on the south by Sarasota County, on the east by Hardee and DeSoto Counties, and on the west by the Gulf of Mexico. There are six incorporated municipalities within Manatee County; Palmetto, Bradenton, Bradenton Beach, Holmes Beach, Anna Maria, and Longboat Key. Bradenton is the largest city in Manatee County with a population of 57,644 and serves as the county seat.

The county's population has grown 22.3 percent from 322,833 in July 2010 to 394,855 in July 2018, based on estimates from the United States Census Bureau. While the county is known to be one of the best retirement areas in the nation, the median age has dropped from 49 in 1970 to 48 in 2017. Median household income is now at \$53,408, based on information from the 2017 census.

## County Economy

Manatee County has a diversified economic base with the three largest industry sectors being services, retail and manufacturing. The county also has a strong tourism and agricultural base. Some of the larger industrial firms include a citrus juice producer, emergency equipment manufacturer, electro-medical and control instruments manufacturer and professional dental products and technologies manufacturer. According to the latest information, the three largest employers in the public sector are Manatee County School Board, Manatee County Government and Manatee County Sheriff's Department. Major private sector employers include Tropicana Products, Inc., Beall's, Inc., Manatee Memorial Hospital, and Blake Medical Center.

Port Manatee is located in the northwestern corner of Manatee County. It fronts Tampa Bay and borders the Manatee-Hillsborough county line. An access channel from the Port connects with the federal channel in Tampa Bay only ten miles from the Gulf of Mexico. Port Manatee is one of the largest of Florida's 15 deep-water seaports. As the major shipping gateway to our community, the Port Authority manages the importing and exporting of many agriculture and industrial products.

Manatee County has long been an important agricultural center of Florida. Major tomato production facilities, citrus farms, dairies, nurseries, cattle ranches, vegetable farms, and poultry farms are all examples of the thriving agri-business that exists here. Tourism is another major component of the economy. The Gulf Coasts white sand beaches are the leading tourist attractions in the area. There are numerous other attractions such as the South Florida Museum, Bishop Planetarium and the Pittsburgh Pirates spring training facility. The county is also in close proximity to the Tampa Bay Buccaneers football team, the Tampa Bay Lightning hockey team and the Tampa Bay Rays baseball team. With excellent golf courses, boating and fishing opportunities, and other recreational facilities contribute to the enjoyment of our residents and many visitors.

## *Board of County Commissioners*

Manatee County is a political subdivision of the State of Florida guided by an elected seven-member Board of County Commissioners. Through partisan elections, two are elected to represent the entire county as a district and five are elected to represent single-member districts. The Board performs the legislative function by developing policy of the management for Manatee County. The County Administrator, a professional appointed by the Board, and their staff are responsible for the implementation of these policies.

The Board is responsible for functions and services delivered throughout the county including municipalities and for municipal services to residents and businesses in the unincorporated area.

## *Role of County Administrator*

The Board appoints the County Administrator. They are responsible for carrying out all decisions, policies, ordinances and motions of the Board.

The departments under the County Administrator are responsible for providing services such as social services, public assistance to residents, countywide health care for medically indigent, animal services, emergency medical services and regional parks and preserves. Departments are also responsible for providing municipal-type services to residents of the unincorporated areas of Manatee County such as road construction and road maintenance, solid waste disposal, parks and recreation, water and wastewater treatment, planning, zoning, building inspections and code enforcement services.

## *Other Boards Commissioners Serve On*

The Board also serves as the Tourist Development Council and the Port Authority for Port Manatee. Individual Board members serve on various boards, authorities, and commissions, such as the Tampa Bay Regional Planning Council, Metropolitan Planning Organization, Council of Governments, and Peace River Water District.

## *Other Elected Officials*

The citizens also elect the State's Attorney and Public Defender. Their budgets are included in this document to the extent of funding by the Board of County Commissioners.

## *Other Government Agencies*

Based on the extent of budgetary authority, authority to tax, the ability to obligate funds to finance any deficits or the ability to fund any significant operational subsidies, several other governmental entities also have their budgets reviewed and approved by the Board of County Commissioners; the Planning Commission, the Housing Authority, Port Authority and the Myakka City Fire Control District. The budgets of these offices and the Constitutional Officers are included in this document to the extent they are funded by the Board of County Commissioners.

## *Constitutional Officers*

In addition to the members of the Board, citizens also elect five constitutional officers: Tax Collector, Property Appraiser, Clerk of the Circuit Court, Sheriff and Supervisor of Elections. The Board funds all or in some cases, a portion of the operating budgets of these constitutional officers. The constitutional officers maintain separate accounting systems and expanded budget detail information.







A long wooden pier with a covered walkway, benches, and trash cans, set against a clear blue sky and water. The pier is made of light-colored wood and has a concrete walkway. The covered walkway has a shingled roof. There are several green benches and trash cans along the pier. A white lamp post with a large white lamp is visible in the foreground. The background shows a body of water, trees, and some buildings.

# Budget in Brief

# Board of County Commissioners



District 3  
Chairman,  
Stephen R. Jonsson



At Large  
Vice Chairman,  
Betsy Benac



District 4  
Misty Servia



At Large  
Carol Whitmore



District 5  
Vanessa Baugh

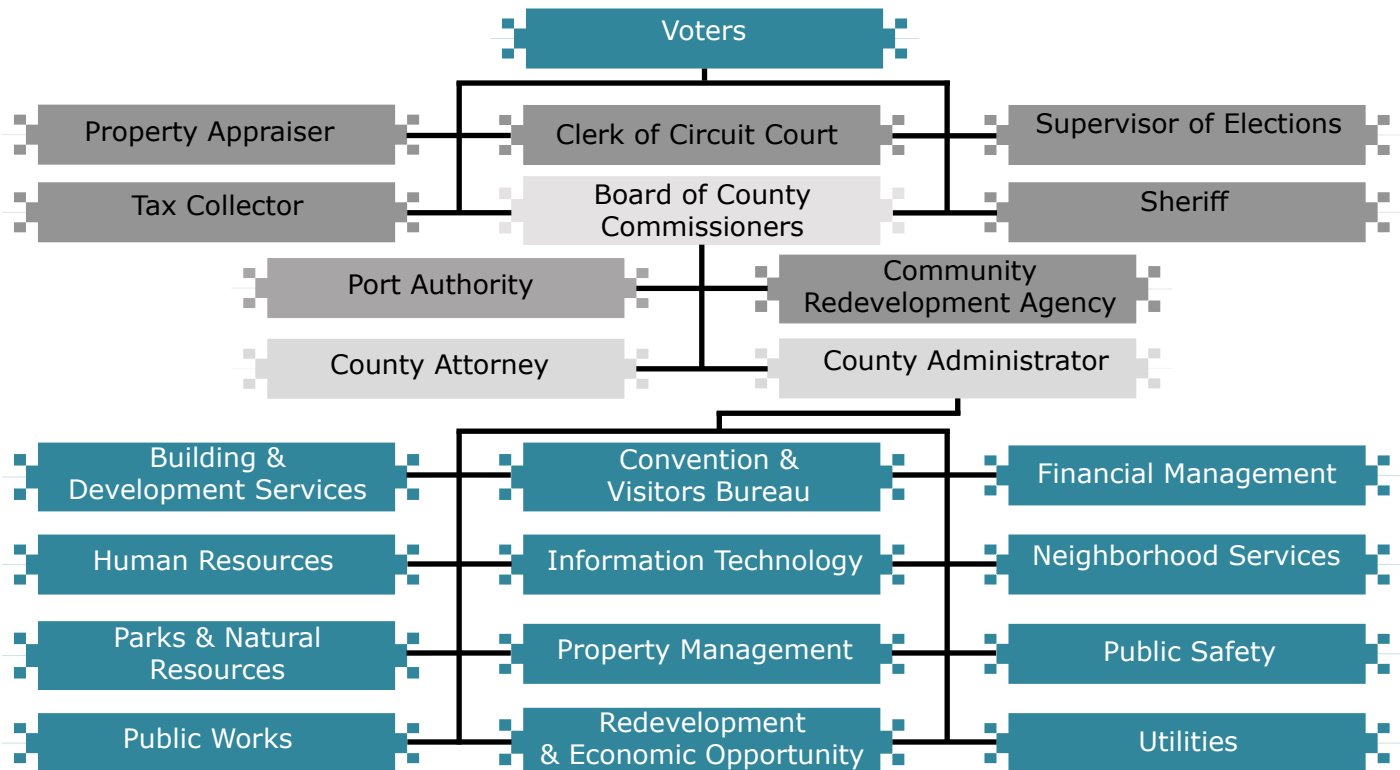


District 2  
Reggie Bellamy



District 1  
Priscilla Trace

# Countywide Organizational Chart





# Introduction

Our Adopted FY20 budget emphasizes several areas of priority for our county: public safety, maintenance of infrastructure assets and sustaining our workforce to maintain service levels. The population growth of Manatee County continues to surpass expectations with population reaching an estimated 404,000 in FY20 which is an increase of 84,000 residents since FY08. The emphasis of the Adopted FY20 budget is maintaining the quality of our assets and services while facing this rise in population of the residents we service. Our budget has been designed with a results-based approach to maximize the direct correlation of investment and result.

Highlights of public safety within our Adopted FY20 Budget are as follows:

- Emphasis is placed on public safety as the County funded 20 new Sheriff's Offices deputies and support personnel for the Manatee County Sheriff's Office. With the opening of three new schools, Manatee County has continued our commitment to safety by partnering with the Manatee County School Board to provide three new School Resource Officers. Lastly, within our own Public Safety Department, six additional paramedics have been added to complete our results-driven transition from 24-hour shifts to 12-hour shifts which will increase response times during peak hours.
- As part of our responsibility to public safety and due to heightened level of cases related to our opioid epidemic, Manatee County has made additional investments to address the impact to the Court System as well as continued commitment to our successful Drug Court Program.
- As awareness to the increasing concerns to Florida with Category 5 Hurricanes and other natural disasters, the Budget establishes a \$6.5 million Disaster Recovery Reserve to be used to rebuild our community in partnership with FEMA and our state.

Continued commitment on maintaining the infrastructure of Manatee County is an emphasis of the budget. In FY20, the Infrastructure Sales Tax continues to contribute consistent revenues for the third full year of implementation. Established by voter referendum to be effective in January 2017, Manatee County established a list of over 202 projects with estimated costs of \$300 million. In the third of implementation, 103 out of our 15-year goal of an updated list of 203 projects are being implemented. Infrastructure Sales Tax projects are divided into three categories: Transportation, Public Safety and Law Enforcement, and Parks and Community Facilities. Highlights of the investment in our infrastructure which is inclusive of Infrastructure Sales Tax is as follows:

- Investment in Library System of \$4.4 million which includes the beginning stages of establishment of the new East County Library.
- Investment to the Parks systems includes a \$24.4 million investment in our beaches and waterways, a \$4.5 million investment in the Kingfish Boat Ramp, an additional investment in the Lincoln Park Pool for \$2.8 million, and GT Bray Pickleball investment of \$2.9 million. Total investment in our Parks system for FY20 totals \$40.4 million.
- Transportation investments total \$95.7 million which includes the \$50.2 investment in the next stage of the 44th Avenue Project with the remaining investment allocated between sidewalks, intersections, and road improvements.

The Gross Total Budget for FY20 Adopted Budget is \$1,540,205,413 which is an increase of 2.7% from the FY19 Budget increase. Total Millage rates remain unchanged at 6.4326 for the countywide millage. The Unincorporated rate remains the same at 0.6109 mills and the Palm

Aire MSTU millage rate also remains unchanged at 0.2546 mills.

As moving forward in the FY20 budget year, Manatee County will remain focused on maintaining service levels for our growing population as well as reinforcing the long-term infrastructure health of Manatee County.

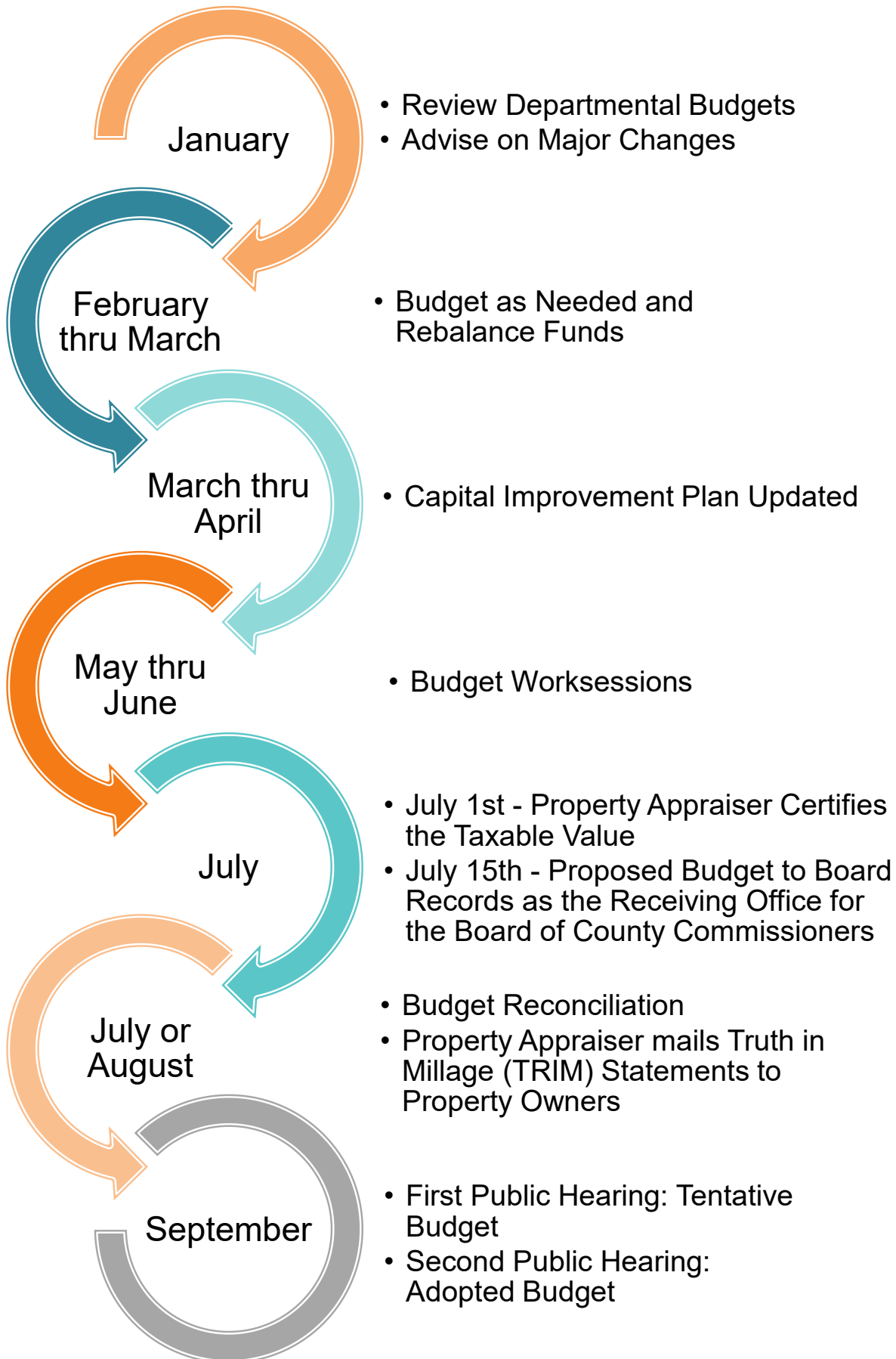
## *Budget Development*

The Manatee County budget is developed via a biennial, zero-based, program budgeting process. County departments are broken down into programs and each program is divided into increments (decision units) representing ascending levels of service. The first increment is referred to as the “base” decision unit, which represents the most critical portion of the program’s activities or highest priority functions. Each additional ascending unit represents a descending priority level. Each decision unit represents a discrete level of service and includes the positions and operating funding that goes along with that level of service.

Initially in the process, all decision units are unfunded. Revenues and other sources of funding are evaluated, projections are made, and the amount of funds available is determined. As decision units are reviewed, recommendations are made to begin funding the highest priority units, starting with the base level. The process continues until all available funds are used.

In the first year of a new biennial process, the scope of budget and financial information presented to the County Commissioners and the public during budget work sessions includes a review of all decision units. In the second year of the biennial budget, changes to programs may result in newly created or different decision units from those presented in the first year of the process. The changes are introduced as appropriate when revising the allocations for the second year of the budget.

The Board of County Commissioners is presented a balanced budget in late May or early June showing each program and the decision units which are funded and unfunded. During work sessions, each program and decision unit is reviewed, and three or more commissioners can agree to “flag” a decision unit for further consideration. At a “reconciliation” workshop, normally held in late July or early August, these flagged items are brought back to the Board for a decision as to their status for funding.





# Revenues

## Balanced Budget

The Budget for Manatee County is a balanced budget meaning that the revenues must match the expenditures.

### Revenues

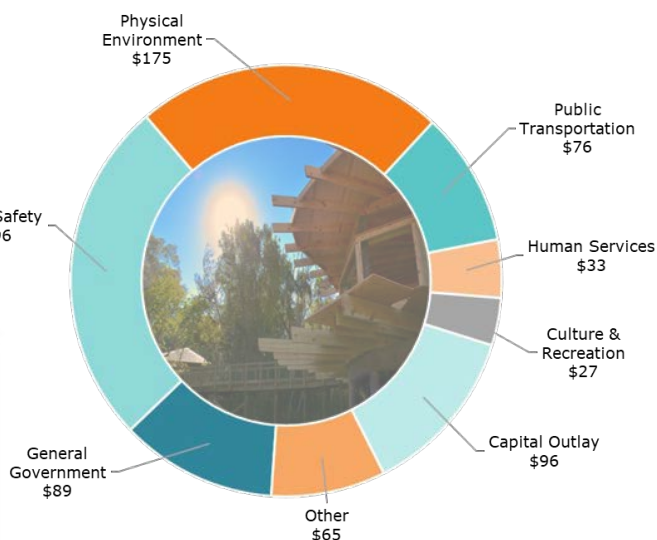
Property Taxes	\$	253,494,952
Other Taxes		66,897,981
Charges for Service		243,371,264
Licenses/Permits/Fines/Interest/Misc		134,714,430
Inter Governmental		58,568,279
<b>Total</b>	<b>\$</b>	<b>757,046,906</b>



# Expenditures

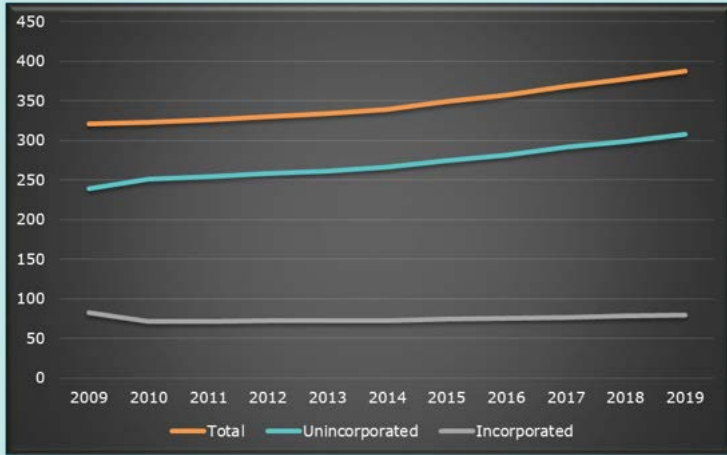
### Expenditures

General Government	\$	88,828,555
Public Safety		196,656,892
Physical Environment		174,893,136
Public Transportation		75,733,551
Human Services		32,974,994
Culture & Recreation		26,836,433
Capital Outlay		96,196,521
Other		64,926,824
<b>Total</b>	<b>\$</b>	<b>757,046,906</b>



# Trends & Financial Factors

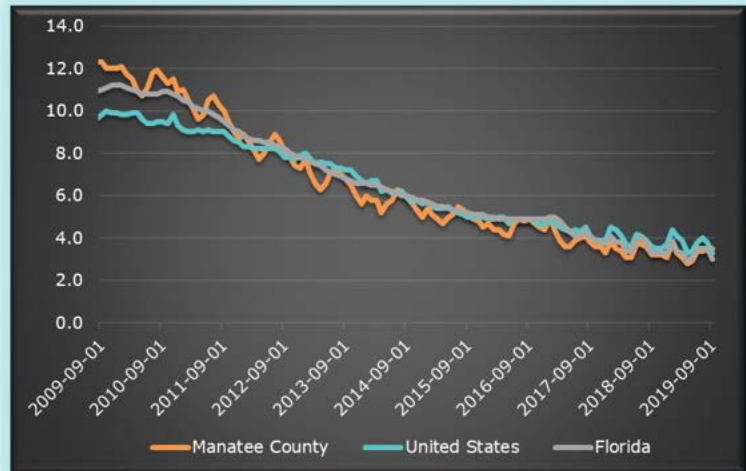
## Population (Thousands)



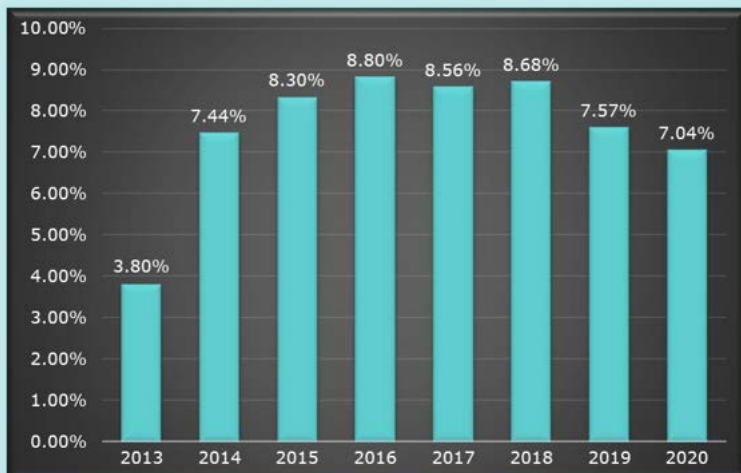
Population estimates from the Florida Bureau of Economic and Business Research shows the population of Manatee County was 387,414 in 2019, where 79% represents the unincorporated area and 21% represents the incorporated area. Total county population estimates grew by 10.90% from 2015. According to 2019 estimates, the total population has seen a 20% increase since the 2010 Census. Source: University of Florida BEBR, Florida Estimates of Population 2019.

## Unemployment Statistics

Unemployment rates are a traditional indicator of economic health. In 2008, a troubled economy caused unemployment to rise nationwide. Florida's unemployment rate has been declining since 2011. Manatee County's unemployment rate continues to be lower than both statewide and national levels. The current unemployment rate for the County stands at 3.5%. Source: US. Bureau of Labor Statistics, retrieved from FRED, Federal Reserve Bank of St. Louis.



## Annual Percentage Change in Taxable Value



Property tax revenues are an indication of Financial health. After the Great Recession in 2007, property values decreased causing the revenues from property taxes to decrease. Property tax revenues have been increasing since 2013. Manatee County's property values have continued to increase allowing for a property tax revenue increase of 7.04% for FY20. Source: Certification of Final Taxable Value.

## Where Does Your Tax Dollar Go?

One (1) mill equals \$1.00 of tax for each \$1,000 of taxable value. Of that \$1.00, \$0.44 goes towards Manatee County Operations and \$0.02 goes towards Children’s Services. The remaining \$0.54 goes to other agencies and the School Board.

\*This represents millages that are levied countywide. This does not include millages that are levied by cities, fire districts, or for the unincorporated MSTU (municipal services taxing unit). Also, assessments for fire protection, street lighting, water, sewer, and road improvements are not included with this information.



## Tax Bill

Manatee County’s residents pay taxes based on the millage rates levied by each entity. The millage rates assessed by Manatee County are reflected below. For this example, a single-family home valued at \$150,000 (after exemptions), who live in a municipality would pay \$964.89 to Manatee County and additional taxes to the municipality. For those who live in the unincorporated area they would pay an additional \$91.64 for a total of \$1,056.53. Those who live within the Palm-Aire MSTU area would pay an additional \$38.19 or \$1,094. 72 total to Manatee County.

### Millage

The Millage is the amount of tax levied for each \$1,000 of taxable value.

	Millage
Countywide Operating	6.4326
<b>Municipality Subtotal</b>	<b>6.4326</b>
Unincorporated MSTU	0.6109
<b>Unincorporated Subtotal</b>	<b>7.0435</b>
Palm-Aire MSTU	0.2546
<b>Palm-Aire MSTU Subtotal</b>	<b>7.2981</b>

	Taxes
Countywide Operating	\$ 964.89
<b>Municipality Subtotal</b>	<b>\$ 964.89</b>
Unincorporated MSTU	\$ 91.64
<b>Unincorporated Subtotal</b>	<b>\$ 1,056.53</b>
Palm-Aire MSTU	\$ 38.19
<b>Palm-Aire MSTU Subtotal</b>	<b>\$ 1,094.72</b>



# Capital Improvement Plan

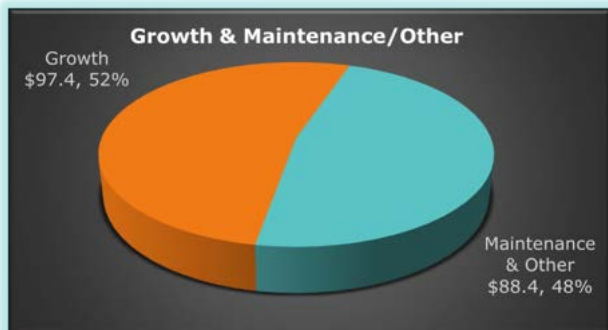
As defined by the Manatee County Capital Improvement Plan, capital improvements include physical assets that are constructed or purchased to provide, improve, or replace a public facility, and which are large scale and high in cost. The cost of a capital improvement is generally non-recurring and may require multi-year financing.

The CIP serves as a “blueprint” for the future of the community’s growth and development. It highlights the importance of capital maintenance and replacement, so those needs are addressed in a timely and coordinated manner.

Category	FY20	FY20 # of Projects
<b>Transportation</b>		
Sidewalks	\$ 1,755,780	18
Intersection Improvements	9,445,304	10
Major Road Improvements	15,111,250	7
<b>Transportation Expenditure Total</b>	<b>\$ 26,312,334</b>	<b>35</b>
<b>Public Safety &amp; Law Enforcement</b>		
Law Enforcement Facilities & Equipment	\$ 6,892,250	1
Crim Justice & Pub Safety Facility Improv	1,194,800	2
911 & Public Safety Technology Upgrades	938,200	2
Animal Services & Sheltering	-	0
<b>Public Safety &amp; Law Enforcement Total</b>	<b>\$ 9,025,250</b>	<b>5</b>
<b>Parks &amp; Community Facilities</b>		
District Parks & Aquatic Facilities	\$ 5,342,000	4
Athletic Fields	160,000	1
Recreation Buildings & Playgrounds	-	0
Environmental Preserves	364,500	3
Libraries & Community Facilities	2,647,400	2
<b>Parks &amp; Community Facilities Total</b>	<b>\$ 8,513,900</b>	<b>10</b>
<b>Grand Total</b>	<b>\$ 43,851,484</b>	<b>50</b>

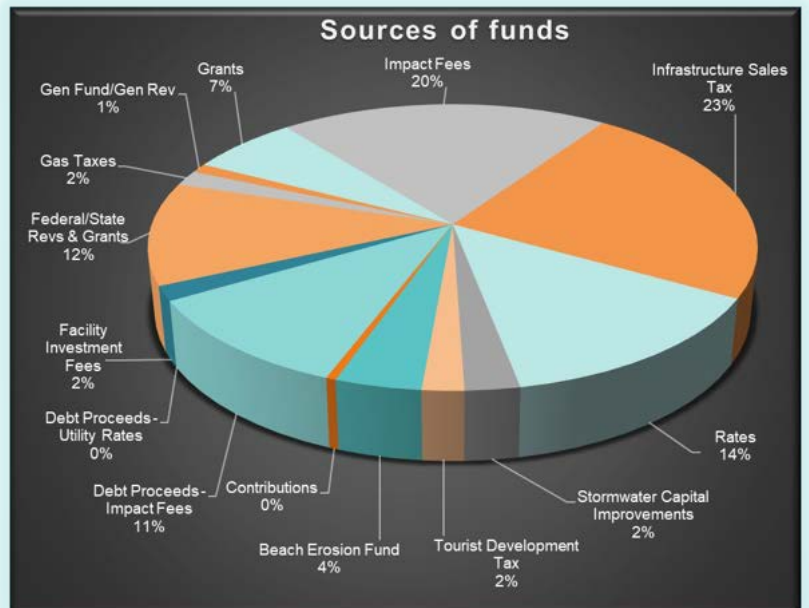
## Requirements

To be considered a capital improvement project, it must be a non recurring expenditure of \$250,000 or more



Uses of Funds	FY20	%
<b>GOVERNMENTAL</b>		
Libraries	\$4,424,400	2.38%
Parks & Natural Resources	40,466,169	21.78%
Public Safety	10,902,000	5.87%
Technology	900,000	0.48%
Transportation	95,762,922	51.55%
<b>Total Governmental</b>	<b>\$152,455,491</b>	<b>82.06%</b>
<b>ENTERPRISE</b>		
Potable Water	\$9,869,455	5.31%
Solid Waste	1,672,000	0.90%
Stormwater	4,667,070	2.51%
Wastewater	17,137,557	9.22%
<b>Total Enterprise</b>	<b>\$33,346,082</b>	<b>17.94%</b>
<b>Total Use of Funds</b>	<b>\$185,801,573</b>	<b>100.00%</b>

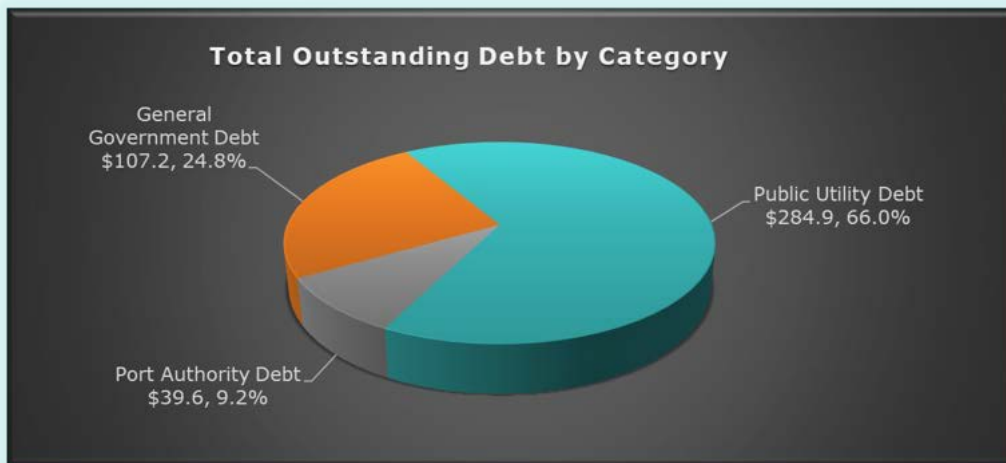
Projects are financed with a combination of utility rate revenues, local gas taxes, impact fees, federal and/or state grants, user fees and general revenues. It is the policy of the Board of County Commissioners that growth pays for itself to the greatest extent possible. Implementation of the Capital Improvement Plan serves to enhance the quality of life for both present and future generations of Manatee County.



# Debt Service

Manatee County continues to demonstrate outstanding creditworthiness with credit ratings performed by Moody's and Fitch. In September 2019, The County's Non-ad valorem revenue bonds, and Port's revenue bonds have ratings of AA+ from Fitch's, Inc., and from Moody's it is Aa1 and Aa2, respectively. The Public Utilities revenue bonds have ratings of AAA and Aa1 from Fitch's, Inc. and Moody's, respectively. The County's General Obligation refunding bonds have ratings of AAA from Fitch's, Inc and Aaa from Moody's. The General Obligation Bonds reached its full maturity in 2018, and no longer has outstanding voted debt as of FY20.

In the 2020 Adopted Budget, Manatee County has \$628,117,647 in debt outstanding, of which \$431,653,544 is in principal and \$196,464,103 in interest.



**Non Ad Valorem Bond Ratings (CB&A)**  
 Fitch, Inc. - AA+  
 Moody's - Aa1

**Public Utilities Bonds Rating**  
 Fitch, Inc. - AAA  
 Moody's - Aa1

## Summary of Debt Service for FY20

	Principal	Interest	Total
General Government Debt	\$ 52,191,043	\$ 2,596,726	\$ 54,787,769
Public Utility Debt	8,855,000	13,873,221	22,728,221
Port Authority Debt	1,762,747	1,377,530	3,140,277
<b>Total</b>	<b>\$ 62,808,790</b>	<b>\$ 17,847,477</b>	<b>\$ 80,656,267</b>

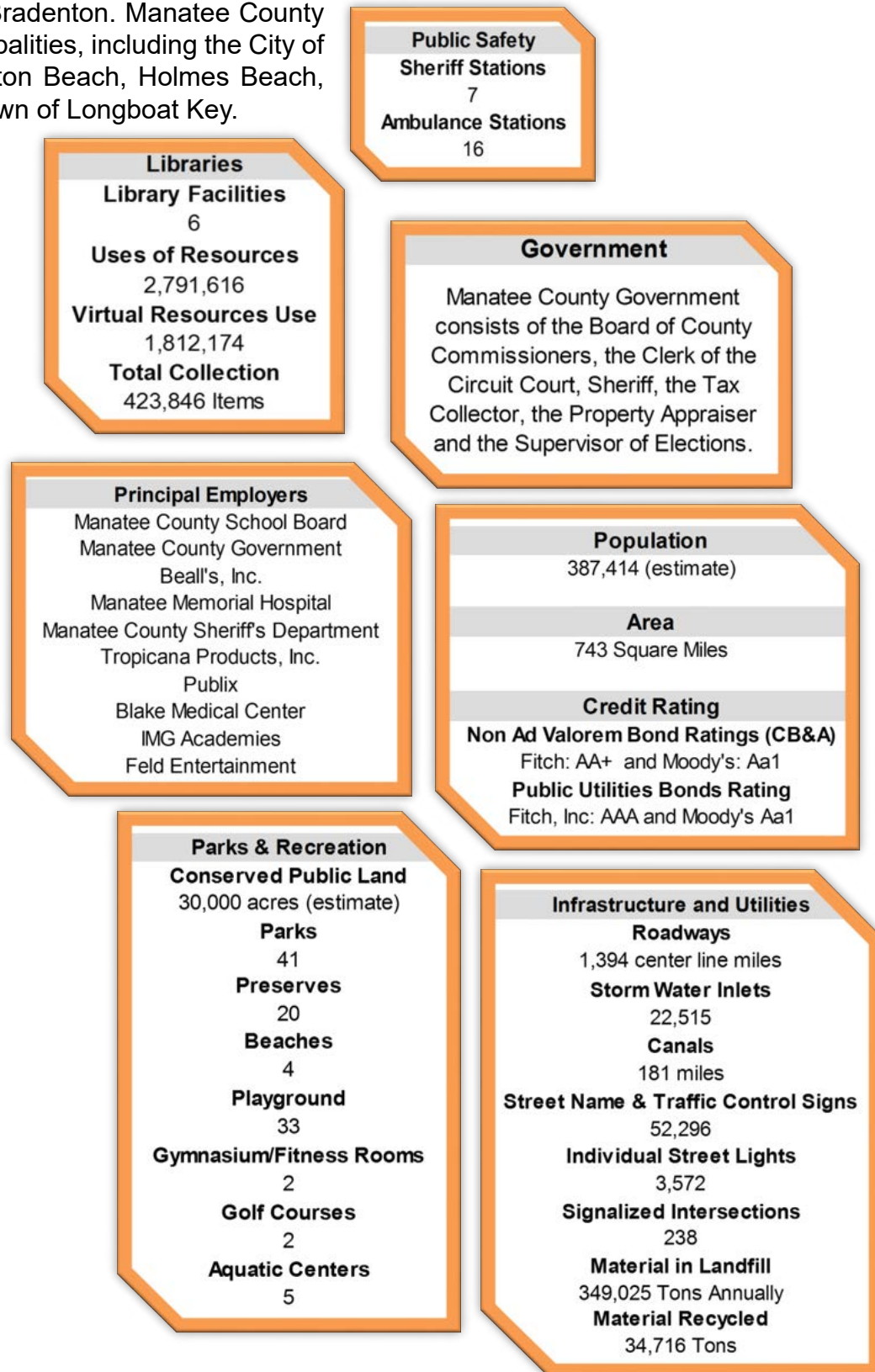
## Summary of Outstanding Debt FY20

	Principal	Interest	Total
General Government Debt	\$ 107,163,077	\$ 11,917,276	\$ 119,080,353
Public Utility Debt	284,920,000	166,275,546	451,195,546
Port Authority Debt	39,570,467	18,271,281	57,841,748
<b>Total</b>	<b>\$ 431,653,544</b>	<b>\$ 196,464,103</b>	<b>\$ 628,117,647</b>

# Manatee County at a Glance

Manatee County is located on Florida's breathtaking Gulf Coast. It is bordered by Tampa Bay and St. Petersburg to the north, Hardee and DeSoto counties to the east and Sarasota to the south. The beautiful beaches of Anna Maria Island fade into the Gulf of Mexico to the west.

The County seat and the largest municipality in Manatee County is Bradenton. Manatee County has five other municipalities, including the City of Anna Maria, Bradenton Beach, Holmes Beach, Palmetto, and the Town of Longboat Key.









# Budget Message



# **County Administrator's Recommended Budget Message for Fiscal Year 2020-21**

## Introduction

Chairman Jonsson, Commissioners Baugh, Servia, Benac, Trace, Bellamy and Whitmore,

I'd like to begin today with acknowledgments. As this session unfolds you'll understand why this is important for both the Commission and the public to understand the intense scrutiny this process goes through and the skill and expertise of the persons involved to make sure that a recommended budget serves the community in the best possible fashion.

First, to the Financial Management Department, Jan Brewer, Director and her staff. Sheila Ballesteros, Candice Cruz, Jamie Pelletier, Sean Meshberger, Claudia Campos, Debbie Carpenter, Hunter Foxwell, Debbie Marchbank and Haley Harrison.

Next, the twelve Department Directors and their financial staff, Deputy County Administrator's John Osborne and Karen Stewart and the Public Information Office of Nick Azzara and Melissa Matisko.

This afternoon you will hear the recommended new two-year budget from the Administration. While the Administrator delivers the overall budget message in May, the preparation of this budget actually begins at the department level much earlier in the fiscal year. Each Department Director and their program staff evaluate their ability to provide services under the charge of their department.

The Financial Management Department is the overseer of the past, present and future budget. During the months of November and December the department fiscal staff work to provide preliminary budget numbers assigned to the program tasks. Departments review the needs to meet the demand of service for their base and continuation services. Then they prepare a business case and narrative for each of their new desired decision units. Not all of these desired units make it to the top of the list for the Departments but by February the most crucial items are then turned over by the Departments to Financial Management (FMD).

FMD spends the next several months scrutinizing each aspect of the department requests. This year a pre-budget work session was held with the Board on February 28th to discuss the funds previously set aside for the failed Amendment 1. This work session allowed Commissioners the opportunity to bring up items of interest for the upcoming budget. A copy of the worksession



memo and list of items with Commissioner comments is included with today's budget message. You'll see many of these recommendations have been included where appropriate in this year's budget process.

The overarching theme of today's budget message is the tremendous growth in the population of this area. When we meet to review the Department decision units on June 4th, you'll see more details outlining the various impacts of growth to the important services provided to our citizens.

Because of that growth the School District has continued to expand to meet the demand of growing families and 3 new schools open in less than 75 days, all equipped with additional teachers and support staff, traffic and impacts to county services. The Sheriff's Office has continued to expand over the years gradually adding deputies to meet the growth and this year is no different.

## I. Budget overview

The gross budget for next year is a recommended \$1.5 billion which includes reserves, internal services and transfers. The net budget of \$736.8 million proposes no change to the property tax rate. It is buoyed by an estimated 6.5 percent growth in the tax base.

Florida’s Save our Homes homestead caps will prevent property taxes from increasing any more than 1.9 percent for Manatee County homesteaders.

This year’s recommended budget is based on the following financial picture for the year:

Property tax revenue estimates continue to rise as a result of strong employment rates, a diverse local economy and home sales that outpace many other areas of the country. However, there are signs that the economy is expanding at a slower pace than last year when property tax revenues rose 8.2 percent. This year we have used Property Appraiser estimates of a 6.5 percent increase in property tax revenues. This growth is another sign of a healthy local economy, but it is not as substantial as the growth that we had anticipated when the budgeting process began earlier this year.

The second major contributor to this year’s budget is an area where we had previously anticipated a reduction. However, in the fall of 2016, voters were asked to consider an additional homestead exemption that would have resulted in substantial reductions to the Board’s annual finances. Amendment 1 was rejected by voters, leaving Florida’s local governments in a better position to meet the demands of communities throughout the state. Over the past two years, rather than commit annual revenue growth to recurring expenses, the Board prudently invested those funds in one-time expenses. Now, the Board has the opportunity to use some of the funds set aside for Amendment 1 to address the annual expenses of a growing community. This will help bridge the difference between the property tax revenues that were lower than expected.

Property Tax Fund	FY19 Additional Exemption Set Aside
General Fund	\$ 5,356,650
Transportation	\$ 256,000
Library	\$ 249,000
Parks	\$ 301,850
Children's Services	\$ 335,500
	\$ 6,499,000
Unincorporated	\$ 458,000
<b>Total Impact</b>	<b>\$ 6,957,000</b>

Also helping to offset lower-than-anticipated property tax revenues is \$5.9 million in new interest from the prior year due to strong and stable rates in the market. Total estimated interest of \$10.6 million is included in this recommended budget which is an estimate of the anticipated average balance within the funds.

As we enter the summer of budgeting workshops there may be a desire to reduce some of these gains. Before you do that, I encourage you to keep in mind that Manatee County is growing at a pace of between 8,000 and 10,000 people each year, this is higher than previous estimates of 5,000 a year. There are heightened demands for service in nearly every area we traditionally fund. This year's new funding requests come from internal departments, our Constitutional Officers, the State Attorney's Office, the Public Defender, Court Administration and a long list of Commissioner and constituent requests for new roads, sidewalks, public safety patrols, and more. So, before considering a substantial reduction to any area of your revenues and savings, please remember this budget funds \$19.2 million out of a total \$37.2 million in budget requests. In other words, we are recommending only half of the budget requests that we have received.

Regardless of the budget decisions made throughout this process, your commitment to the principles of Accountability, Civility and Ethics (ACE) are steadfast. We've prepared this budget to be an open, transparent process with plenty of options for public input and Commission discussion. As your staff we are committed to providing professional and respectful services to our community and in exchange, ask for the same from everyone involved.

Now, let's have a look at some of the highlights from this year's recommended budget:



## I. 2020-21 Budget is Results Focused

In 2016 -- before the recent turnover in the County Administrator's Office -- I had the privilege to help bring about one of the more significant and meaningful changes to our annual budget process of the past 30 years. At that time I was the director of the Neighborhood Services department, responsible for \$20 million in public grants being distributed to local non-profit agencies. With the Board's approval, we began a pilot program with 12 of our non-profit partners. We challenged those programs not to simply provide their traditional programs and services to our taxpayers. We asked them to join us in a transition to a Results First-based mindset that rewards evidence-based outcomes.

Change did not come easily but, over time, it did come.

Parenting Matters, a local nonprofit dedicated to improving parent-child relationships, was one of our successful Results First pilot programs. They embraced Results First by capturing and reporting on the actual human gain of their programs. Parenting Matters now tracks the results of their activities, rather than the activities themselves, an adjustment that has improved accountability and transparency while keeping the organization focused on behavioral changes that keep children safe and thriving.

Those early successes provided momentum to expand our Results First philosophy to our workforce. Again, change didn't come easily and some longstanding practices were turned out in favor of new Results First-based outcomes. In 2017 our Human Resources team worked with EMS to solve a complicated issue of paramedic workload, shift duties and overtime. They went directly to paramedics and carefully listened to their concerns, taking the time to understand why turnover was such a persistent issue. HR and EMS were able to reduce turnovers considerably by just taking the time to understand and address our employees' concerns.

We are now in the third year of our Results First Internship Program and I think most Commissioners will remember recent projects our Results First Interns have provided, including the new video Annual Report, the first ever Citizens Guide to the Annual Budget and the new exhibit at Rye Preserve Nature Center devoted to the history of migrant workers in our area.

In the upcoming budget you'll be presented with Opportunities, Challenges and a desired Result for Decision Units and Programs within Department requests. This method will allow you to measure the success of your decisions this year by investing in the desired result. By the time you see the budget for 2021 you'll know if the results you invested in during 2020 paid off. For example:

Should you decide to invest in adding the new requested positions of Licensing Manager, Senior Permitting Technician and 2 Senior Plans Examiner Inspections Officers for the Building and Development Services Department, you should expect BADS to meet the new requirements of House Bill 7103 that requires only five days turnaround for permitting and inspections.

And, if you decide to approve requested upgrades for a new HVAC system, bleacher seating replacement, rental equipment and security cameras for the Convention Center and Powell Crosley Estate, you will expect to see results such as improved safety, capacity and reservations of the facilities.

Results First is the major theme I'm presenting as part of the County Administrator's Recommended Budget 2020-21. Six major funding areas within this budget include a continued commitment to law enforcement and public safety; infrastructure improvements (CIP and IST); employee compensation and workforce well being; enhanced communications; meeting the public's level of service demands for 2020; innovation and technology investments.

## II. Recommended budget investment areas

### 1. Continued commitment to Law Enforcement and Public Safety

In keeping with the County Commission's longstanding commitment to public safety, this recommended budget features continued strong investments in law enforcement, public safety and the local courts system. Specifically, I am recommending:

- a. \$2.7 million for 20 new Sheriff's Office deputies and support personnel and their equipment. That includes funding for 10 new Sheriff's Deputies, 4 additional Correction Officers, a Chemist, a Crime Scene Technician and a Deputy to provide security for the State Attorney's Office. Finally, with the opening of three new schools over the next three months, we will continue our commitment to sharing costs with Manatee School District and Rowlett Middle Academy by funding 50 percent of the salaries for three new School Resource Officers.
- b. As part of our responsibility to public safety and due to a heightened level of cases related to our opioid epidemic, you'll see investments to address the impacts to the Court System. This budget also continues its commitment to our successful Drug Court program.
- c. Within our own Public Safety Department, six additional paramedics will complete our results-driven transition from 24-hour shifts to 12-hour shifts. This action improves response times during peak hours and it has proven to reduce employee turnover.

- d. An updated and expanded Post Disaster Redevelopment Plan will guide the community recovery process not only in unincorporated areas, but in our cities if we're ever impacted by a major storm like Hurricane Michael.
- e. If a Category 5 Hurricane like Michael ever makes landfall here, the Board's 20 percent reserves will be consumed quickly. For that reason, this budget also invests \$6.5 million to create a Disaster Recovery Reserve that would be used to help rebuild our community in partnership with FEMA in the wake of a natural disaster or other community emergencies.

## 2. Infrastructure improvements (CIP and IST)

The coming fiscal year marks the third full year of Infrastructure Sales Tax (IST) funding. Already popular public amenities have been refurbished and reopened such as the Laurie Crawford Dog Park, skate parks at G.T. Bray and Blackstone Parks. Year Three of the IST will bring about visible progress on projects that were in development or design during the first two years of the tax. As part of the recommended Five-Year Capital Improvement Program, we have proposed the following:

An investment of \$12.2 million for the Public Library System to enhance the Braden River (\$1.1 million) and Rocky Bluff (\$1.3 million) libraries and to build the new East County Library (\$9.8 million).

The Parks System will receive a \$68.7 million investment over the next five years, including highlights such as construction of the Lincoln Park Pool, G.T. Bray pickleball courts, a Parrish Community Park and tourism tax investments to complete the Coquina Beach Stormwater and Parking project. The Parks budget includes \$33.8 million for beaches and waterways, funded through grants and Tourist Development Tax.

Our most substantial investments come in the area of transportation. Many more details will be presented in the CIP presentation on June 19, but highlights during the first year of the CIP include \$14.2 million for intersection improvements at Erie Road and S.R. 62 in Parrish (\$2.4 million) and the intersection at S.R. 64 and Greyhawk Boulevard/Pope Road (\$2.7 million). Another \$2.5 million is programmed for Lorraine Road intersections at 44th Avenue East and at Rangeland Parkway.

The 2020-21 portion of the CIP recommends \$158.8 million in road projects alone including:

- \$50.2 million to complete a major section of 44th Avenue from 45th Street East to 44th Ave Plaza East;
- \$10.5 million for 60th Avenue improvements near the Ellenton Premium Outlets, adding vehicle lanes, sidewalks and bike lanes;



- \$14.5 million for Canal Road improvements.

Sidewalks will receive \$2.1 million in FY20 and \$4.3 million in FY 21, or \$6.4 million for 37 sidewalk improvements over the next two years.

Utility System investments over the next five years total \$224.3 million. Over the next 15 years, this budget recommends \$648 million for Manatee County projects.

### 3. Employee compensation and well being

Gallagher & Co., a global, independent healthcare consulting firm, has stated that Manatee County's Employee Health Benefits package is "best in class" for public service employers. We're proud not only of the work that we do and the service we provide to the community, but also that we focus on the wellbeing of our employees.

Over the past five years, the County Commission has endorsed our movement to the Pay for Performance method of rewarding employees who achieve the most during the year. Last year as part of your annual budget the Board approved an allocation for the PayScale salary analysis tool. The online tool allows us to compare our employee salaries against like-sized public sector employers in the region. We spent much of 2019 collecting our salary information and job descriptions and analyzing them against the market. The analysis shows that although Manatee County's salaries and benefits are now competitive in our area, a significant number of our employees are earning below the market level. As part of my recommended budget, I am proposing to invest directly in that group of employees by bringing their salaries up to the market level, providing a much-needed salary adjustment for some of our toughest field jobs.

In addition to these measures, I am recommending a 3 percent increase to address employee compensation issues. As always, Constitutional officers may apply their 3 percent to their respective offices.

In a region where unemployment is below 3 percent, a strong benefits package will always be a selling point for someone looking for work. But by improving our overall salary structure, we will be in a far better position to be an employer of choice.

### 4. Enhanced communication to the public

In the early months of my tenure as County Administrator, we have worked hard to improve our communication with the public and the Board. We've taken simple but effective steps like using the County Administrator's blog to share good news stories, and the Manatee Minute that I use to relay brief updates on important Board discussions via social media. Directors have worked with the Administration team to improve the delivery of work session materials to you in advance

of a meeting and to provide concise summaries of those meetings to ensure all parties are clear about the Board's direction.

We have grappled recently with whether to televise all County Commission workshops or to provide a more interactive environment for larger Board discussions. The County Administration Building is now 30 years old. It wasn't equipped to accommodate today's technology and for the space needs of today's meetings. In addition during 2020, the County Administration Building will be unable to accommodate staff related to the departments in this building. On April 23 we presented the Board with a set of options to address both.

This budget also recommends \$1 million for renovations and equipment on the 5th Floor -- the old 9-1-1 Center -- which is now being used as a training area and as office space for some Building and Development Services staff. We plan to use that funding to convert the 5th Floor training area and staff space into multiple conference rooms that will accommodate BCC work sessions, the Development Review Committee and daily staff meetings. It will need technology to support those meetings, including microphones, monitors and possibly video equipment in order to televise those discussions. This renovation project will extend the life of this building and the County's commitment to downtown. It will also free up the Manatee Room on the Fourth Floor and allow that area to be used for Building and Development Services Department staff additions that will be needed in response to House Bill 7103.

Most importantly, I am recommending the Citizens Action Center transition into a 3-1-1 center that will serve as an easy-to-remember, one-stop call center to resolve most citizen inquiries and requests. The 3-1-1 call center will be located in the Public Safety Center and can expand during emergencies and whenever there are significant events.

### 5. Meeting the public's level of service demands for 2020

In April the Herald Tribune reported on the area's exploding population trends. The story used U.S. Census estimates to report that Manatee County's population had reached nearly 395,000 in 2018. With steady growth of between 8,000 and 10,000 people a year, it is safe to say that Manatee County's population has eclipsed 400,000 people. Commissioners, we are one of the 100 fastest growing counties in the United States.

In recent years the Board has invested in employee compensation to keep pace with the market but we have not done enough to address the workload that results from 90,000 new people moving here since 2006.

Heavy workloads create delays and contribute to the stress in the workforce we've explained to the Board for many years. In addition to all of the service demands of the new population, we also have a new Infrastructure Sales Tax that has created substantial new pressure for staff to meet those demands. Over the next five years, 55 percent of the 206 Board-approved IST projects will be in motion.

This budget proposes to address employee workload, stress and morale issues through workforce enhancements to meet service demands. On June 4 when Department Directors ask you to invest in their operations, they'll also be explaining the enhanced results you will see in this commitment to address the rapid growth of our community.

## 6. Innovation and Technology

We have been able to maintain a reputation as a responsive and innovative County Government in recent years thanks to Board-approved investments in technology, innovation and cybersecurity. We recommend that those investments continue in Fiscal 2020-21. Because all County Departments and Constitutional Offices are impacted, this area is one of the largest increases of your ongoing expenses. Investments in cybersecurity, software/equipment upgrades and the IT professionals to oversee it amount to a \$2.9 million.

## III. Maintaining Manatee County's quality Bond Rating

This Recommended Budget not only shows that we are dedicated to meeting the challenges of a growing county, it also takes steps to continue fiscal and operational sustainability through a prudent budgeting approach. Manatee County continues to earn stellar credit ratings from international credit rating agencies, an achievement thanks to many years of sound financial management practices.

This recommended budget maintains the Board's 20 percent reserves across funds, as required by Board resolution. In addition, the Clerk of the Circuit Courts and I together recommend additional measures to bolster the County's fiscal stability by rebuilding the Board's Budget Stabilization Fund. With the recommended budget, your General Fund Stabilization Fund will reach \$18.3 million. As many will remember, for several years we relied heavily on the Stabilization Fund to minimize workforce and service reductions during the Great Recession. Economies are cyclical and the strong economic climate of today has lasted for several years. A slowdown is inevitable, and when it arrives your Stabilization Fund will help sustain critical services.



## Conclusion

That concludes my recommended budget for Fiscal 2020-21. On Thursday, we will deliver a summary of the Fund Analyses. On June 4 department directors will present their departmental budgets and decision units along with the results they expect to deliver next year.

On June 5 the Constitutional Officers will present their budgets to the Board. If we need to have another meeting on any of their budget requests, we have reserved June 10 to discuss.

On June 19 you'll see the five-year Capital Improvement Plan and all of the IST projects we discussed today. That evening we'll hold our first Public Hearing to receive public comments, but of course all of the budget workshops are open for public input.

The Property Appraiser will certify taxable values no later than July 1 and once those figures are finalized, our Budget Office will use those updated figures to adjust property tax revenues to their certified amounts. This new version, the Proposed Budget, will be submitted to the Clerk of Courts no later than July 15.

We will hold a Budget Reconciliation meeting on July 30 when you will review additional information in response to "flagged" items, resolve remaining budget issues and set a tentative maximum millage rate to be provided to the Property Appraiser no later than Aug. 4. Following this step, the Property Appraiser will mail Truth in Millage (TRIM) statements to each property owner advising them of the proposed property tax amount, and notifying them of the date, time and place of the first required public hearing on the budget.

Two budget hearings are scheduled for Sept. 10 and Sept. 17.

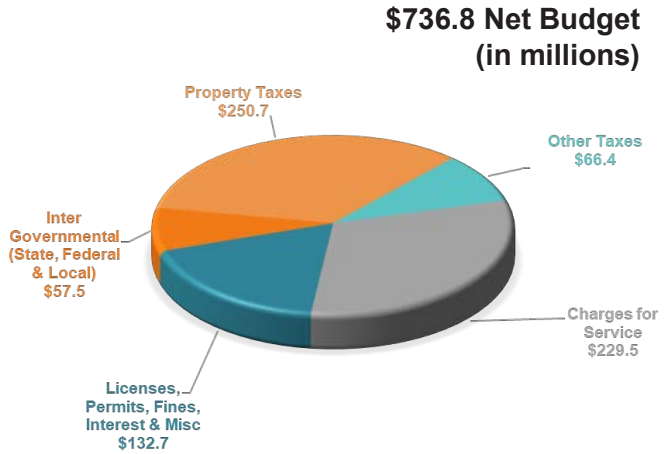
Thank you, Commissioners, for the opportunity to serve you and our community. It has been a privilege to present you with this two-year budget plan that invests in law enforcement and public safety, improved communications and quality amenities for the public. This recommended budget continues to invest in the well-being of employees, our most important asset. In the coming year and into the future we will continue to adapt to service demands through technological enhancements and innovation.

**ATTACHMENT A**

# ATTACHMENT A

## GROWTH IN REVENUE

In FY20, Property Taxes represent \$250.7 million, or 34.0% of the overall sources of revenue for the budget. Charges for Services represent \$229.5 million, or 31.1% of the revenues. Intergovernmental revenues and other taxes represent 7.8% and 9.0%, respectively at \$57.5 million and \$66.4 million. Licenses, Permits, Fines, and other Miscellaneous Revenue comprise the remaining 18.1% of revenues received at \$132.7. As in previous years, the property tax revenues are only a portion of the changes in all revenues, and do not correspond directly to all increases and decreases in the net budget total. Total sources increased by \$14.0 million over prior year FY19 and the largest growth items are discussed below:



### Tax Rates

The FY20 Recommended Budget and FY21 Planned Budget reflects a 6.5% and 6.0% growth of the property taxes respectively. While the overall total tax rates have not changed, the growth within the property taxes brings a \$15.1 million increase for FY20 and \$15.0 million increase for FY21. This budget maintains its existing overall tax millage rates and reflects no increases to millage rates.

	FY19 Adopted	FY20 Recommended	Difference
General Fund	5.2942	5.2942	0.0000
Transportation	0.2536	0.2536	0.0000
Library	0.2475	0.2475	0.0000
Children Services	0.3333	0.3333	0.0000
Parks	0.3040	0.3040	0.0000
Countywide Operating	6.4326	6.4326	0.0000
Unincorporated MSTU	0.6109	0.6109	0.0000
Subtotal	7.0435	7.0435	0.0000
Palm-Aire MSTU	0.2546	0.2546	0.0000

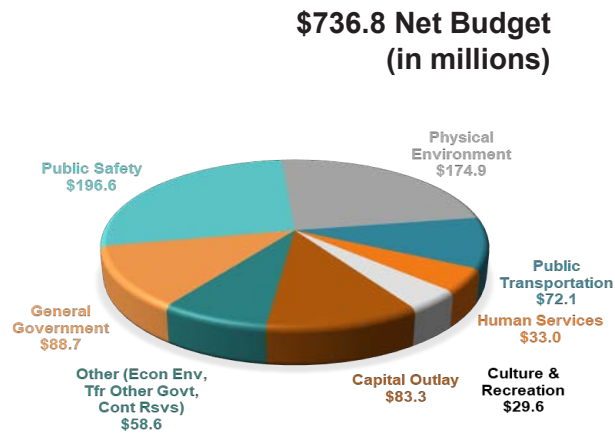


Other Revenues

Other Taxes increased by \$1.8 million which includes gas taxes and communication taxes. Increases include Charges for Services, \$2.2 million and an overall decrease of \$ 1.0 million in Intergovernmental Revenues. Estimated Interest Income has increased by \$5.9 million from the prior year due to strong and stable rates in the market. Total estimated interest of \$10.6 million has been included within the budget which is an estimate of the anticipated average balance within the funds. Miscellaneous income, Licenses, and Fines increased by \$ 0.4 million from the prior year. The remaining \$ 10.4 million decrease is due to the calculation of net budget. When calculating the net budget the beginning Carryover Balance is subtracted by the remaining cash balances. When comparing the two years, the overall remaining decrease between this net budget calculation resulted in the \$10.4 decrease.

**FUNDING PRIORITIES FOR FY20**

As the standard for the last several years for Manatee County, Public Safety is the highest priority in the budget. In the FY20 Recommended Budget, Public Safety represents \$196.6 million or 27.0% of the budget. Physical Environment represents \$174.9 million (23.7%) which includes the Utility System. General Government and Capital Outlay represent \$88.7 (12.0%) million and \$83.3 (11.3%) million respectively. The largest implementation of Capital Outlay is within Infrastructure Sales Tax projects, Beach Erosion projects, and Utilities capital projects. Transportation represents \$72.1 (9.7%) for ongoing operations and Transportation capital investments are included within Capital Outlay. Human Services and Culture & Recreation represent \$33.0 (4.4%) and \$ 29.6 (4.0%) respectively. Other items (such as Economic Environment, Other Governmental Transfers, and Contingency Reserves), is \$58.6 million or 7.9%.



Infrastructure Sales Tax

Manatee is in the third year of the voter approved half-cent Infrastructure Sales Tax. Established by voter referendum, Manatee County established a list of 202 projects with estimated costs of \$334.6 million. The current amended approved list has increased to 206 projects with an estimated cost of \$402.0. With the implementation of the FY20-24 Capital Improvement Plan

(CIP), Manatee County by FY20 will have started 24% of the funding for the projects on the approved list. The allocation of sales tax for each of the three major project categories was established through recommendations of the Citizen’s Financial Structure Advisory Board. Infrastructure Sales Tax projects are divided into three categories of needs: Transportation (70.7%), Public Safety & Law Enforcement (17.0%), and Parks & Community Facilities (12.3%).

The Board established the Infrastructure Sales Tax Citizens Oversight Committee that reviews the expenditures of the Sales Tax proceeds on an annual basis for compliance with rules established in the enacting Resolution. Estimated annual collection from the sales tax for FY20 is \$26.8 million and the FY20-24 CIP funding is as follows:

Infrastructure Sales Tax Funding by Categories and Subcategories								
Expenditure Category/Subcategory	Allocation Percentage of Sales Tax Revenues	Approved Project List as of 05.07.19	CIP Proposed changes in Project funding	New Amended Project list after CIP Changes	Appropriated To Date	Recommended Projects FY20-24	Total of Appropriated with Recommended Projects FY20-24	Percentage of Projects Appropriated within FY20
<b>Transportation</b>								
Sidewalks	5.3%	\$ 25,573,463	\$ (99,385)	\$ 25,474,078	\$ 5,737,588	\$ 9,783,215	\$ 15,520,803	27%
Intersection Improvements	9.9%	19,037,348	7,316,197	26,353,545	4,100,498	16,275,297	20,712,545	49%
Major Road Improvements	55.5%	227,170,000	24,378,147	251,548,147	11,374,850	162,496,897	215,249,147	12%
<b>Transportation Expenditure Total</b>	<b>70.7%</b>	<b>\$ 271,780,811</b>	<b>\$ 31,594,959</b>	<b>\$ 303,375,770</b>	<b>\$ 21,212,936</b>	<b>\$ 188,555,409</b>	<b>\$ 251,482,495</b>	
<b>Public Safety &amp; Law Enforcement</b>								
Law Enforcement Facilities & Equipment	7.3%	\$ 29,935,530	\$ (100,000)	\$ 29,835,530	\$ 1,147,172	\$ 13,672,250	\$ 14,819,422	27%
Crim Justice & Pub Safety Facility Improv	4.7%	17,726,980	(252,000)	17,474,980	6,196,980	11,278,000	17,474,980	39%
911 & Public Safety Technology Upgrades	2.9%	7,225,000	(1,324,300)	5,900,700	2,710,000	3,190,700	5,900,700	62%
Animal Services & Sheltering	2.1%	9,000,000	-	9,000,000	-	8,000,000	8,000,000	0%
<b>Public Safety &amp; Law Enforcement Total</b>	<b>17.0%</b>	<b>\$ 63,887,510</b>	<b>\$ (1,676,300)</b>	<b>\$ 62,211,210</b>	<b>\$ 10,054,152</b>	<b>\$ 36,140,950</b>	<b>\$ 46,195,102</b>	
<b>Parks &amp; Community Facilities</b>								
District Parks & Aquatic Facilities	3.5%	\$ 12,866,220	\$ 300,000	\$ 13,166,220	\$ 7,226,350	\$ 5,929,500	\$ 13,155,850	95%
Athletic Fields	2.1%	5,850,500	160,000	6,010,500	5,850,500	160,000	6,010,500	100%
Recreation Buildings & Playgrounds	2.0%	4,397,500	-	4,397,500	3,460,000	937,500	4,397,500	79%
Environmental Preserves & Boat Ramps	2.3%	4,257,400	(200,000)	4,057,400	3,105,899	951,501	4,057,400	86%
Libraries & Community Facilities	2.4%	8,800,000	-	8,800,000	-	8,800,000	8,800,000	30%
<b>Parks &amp; Community Facilities Total</b>	<b>12.3%</b>	<b>\$ 36,171,620</b>	<b>\$ 260,000</b>	<b>\$ 36,431,620</b>	<b>\$ 19,642,749</b>	<b>\$ 16,778,501</b>	<b>\$ 36,421,250</b>	
<b>Total Expenditures</b>	<b>100%</b>	<b>\$ 371,839,941</b>	<b>\$ 30,178,659</b>	<b>\$ 402,018,600</b>	<b>\$ 50,909,837</b>	<b>\$ 241,474,860</b>	<b>\$ 334,098,847</b>	
Additional funding included with IST projects from other sources.					5,745,000	15,406,300	21,151,300	
					56,654,837	256,881,160	355,250,147	

As noted in the above chart, the project list approved by the Board remains in three significant categories and have defined costs for each category: Transportation projects for \$303.4 million, Public Safety & Law Enforcement projects for \$62.2 million, and Parks & Community Facilities for \$36.4 million. Again, in total, the current Board approved Infrastructure Sales Tax (IST) Project List has planned projects for a total of \$402.0 million over the 15 year life of the voter approved Infrastructure Sales Tax.

By implementation of the FY20-24 CIP, \$ 334.1 million in IST projects will have been appropriated into the budget by FY24. The funding by FY24 will provide that 83% of all project costs will have been funded and the projects started.

The cash flow of accelerating the IST projects forward to the next five years from the remaining 12 years of Infrastructure Tax cash flow will require debt funding in order to complete the projects planned. Full review of the proposed debt options, whether use of a credit line or bonding, will be discussed and presented to the Board during the CIP work session.

In addition, there have been several changes to the approved IST Project List which was last updated on May 7, 2019 with Board of County Commissioners. The summary of changes in the Recommended Budget are as follows:

<b>Infrastructure Sales Tax Changes</b>					
	<b>Project Name</b>	<b>Accounting Project #</b>	<b>Change</b>	<b>Deletions</b>	<b>Additions</b>
<b>IST Number</b>	<b>Increase in Price</b>				
TRSW019	30th Street East - 49th Ct. East - 8th Avenue East	5400031	\$ 116,880	\$ -	\$ 116,880
TRSW041	61st St E - Bayshore Rd - 16th Ave E	6100360	347,486	-	347,486
TRSW039	5 Ave NW - 71st St NW - 75th St NW	5400038	22,993	-	22,993
TRSW043	67th St W - Manatee Ave W - 5th Ave NW	5400039	59,390	-	59,390
TRSW052	83rd St NW - existing sidewalk at 1400 block - 17th Ave NW	5400040	28,866	-	28,866
TRII015	Erie Road @ US 301 Parrish	6094060	1,391,006	-	1,391,006
TRII002	26 Ave E @ 27 St E	6096260	617,813	-	617,813
TRII012	9 St E @ 30 Ave E	6100560	1,551,000	-	1,551,000
TRII013	9 St W @ 30 Ave W	6100460	1,846,000	-	1,846,000
TRII001	15 St E @ US 301	6096460	30,633	-	30,633
TRII023	Whitfield Ave @ Prospect Rd	6068361	1,075,948	-	1,075,948
TRII011	66 St Ct E / 64 St Ct E @ SR 64	6015061	172,797	-	172,797
TRII016	Honore Ave @ Cooper Creek Blvd	6080560	631,000	-	631,000
TRRI021	Moccasin Wallow Rd - Ellenton-Gillette - Gateway/49 Ave E	6094460	4,827,055	-	4,827,055
TRRI022	Moccasin Wallow Rd - US 41 - Ellenton-Gillette	6093960	5,693,205	-	5,693,205
TRRI023	Upper Manatee River Rd - Ft Hamer Bridge - Rye Rd	6100660	12,950,000	-	12,950,000
	<b>Total Increase in Price</b>		<b>\$ 31,362,072</b>	<b>\$ -</b>	<b>\$ 31,362,072</b>
	<b>Decrease in Price</b>				
PSCJ014	Bariatric Ambulance with Paramedic Training Equipment	6100100	\$ (252,000)	\$ 252,000	\$ -
PS91001	Next Gen 911 - Text to 911	6099100	(1,324,300)	1,324,300	-
	<b>Total Decrease in Price</b>		<b>\$ (1,576,300)</b>	<b>\$ 1,576,300</b>	<b>\$ -</b>
	<b>Projects Added to List</b>				
TRRI02620	9th Ave NW - 92nd ST NW - 99th ST NW		\$ 11,388,887		\$ 11,388,887
PCAF01520	Sylvan Oaks Park Basketball Courts		300,000	-	300,000
PCAF01620	Blackstone Park Soccer Field		160,000	-	160,000
	<b>Total Projects Added to List</b>		<b>\$ 11,848,887</b>	<b>\$ -</b>	<b>\$ 11,848,887</b>
	<b>Projects Removed From List</b>				
TRSW036	55th St E - existing sidewalk - 65th Ter E		\$ (144,000)	\$ 144,000	\$ -
TRSW042	65th Ter E - 49th Ct E - Dead end		(113,000)	113,000	-
TRSW068	Idlewild Ct - 12th St E - 15th St E		(371,000)	371,000	-
TRSW080	Whitfield Ave - 15th St E - West - existing sidewalk		(47,000)	47,000	-
TRRI009	51 St W - Cortez Rd - 53rd Ave W		(10,481,000)	10,481,000	-
PSLE011	MCSO -Renovate Old Purchasing Building		(100,000)	100,000	-
PCEP001	Boat Ramp - Kingfish		(200,000)	200,000	-
	<b>Total Projects Removed From List</b>		<b>\$ (11,456,000)</b>	<b>\$ 11,456,000</b>	<b>\$ -</b>
	<b>Change to Scope and Title</b>				
PCAF007	G.T. Bray Park - LED Lighting for Park/Ballfields	6007511			Scope change only. Additional, three new lights at the south soccer field, lighting to the tennis courts and the new pickleball courts. Remove the two north soccer fields and two softball fields.
PCEP006	Robinson Preserve Improvements - Pavilions (2)	6085216			Scope change only. Change number of Pavilions from two to three. Also, change title to Robinson Preserve Improvements - Pavilions (3)



Review of the Infrastructure Sales Tax projects will be further discussed within the Capital Improvement Plan.

Legislative Additional \$25,000 Homeowner's Exemption

Manatee County diligently prepared for the proposed Additional \$25,000 Homeowner's Exemption which was placed for voter referendum in the fall of 2018. Early estimates indicated an \$8.4 million reduction in property taxes would occur in FY20. Instead of absorbing the entire impact into one year, the County planned to stagger the impact over three fiscal years. During FY18, it set aside \$2.8 million in reserves. During FY19, it incorporated the impact of growth in taxes with its original amount to set aside another \$4.1 million. By FY19, the estimate of impact had grown to \$11.1 million and additional funds needed to be set aside beyond the first estimate of \$2.8. With the addition of another \$4.1 million to the reserve, it established \$6.9 million from new revenues without associated recurring expenses. By the year of impact (the third year), the budget would have been able to sustain an \$11.1 million reduction with \$6.9 million already established.

**Additional Homestead Exemption Strategy**

	FY18 Year 1	FY18 Year 2	FY18 Year 3
Property Taxes:			11,100,000
Set Aside:	2,814,000	2,814,000	2,814,000
	-	4,143,000	4,143,000
	-	-	4,143,000
	2,814,000	6,957,000	11,100,000

The resulting strategy derived was to place one-third of the impact each year in a reserve to only be accessed for non-recurring (or one time) acquisitions.

The set aside was allocated over the respective property tax funds which would receive the impact of the reduction. The funds impacted were the following: General Fund, Transportation, Library, Parks, Children Services and Unincorporated MSTU.

Property Tax Fund	FY19 Additional Exemption Set Aside
General Fund	\$ 5,356,650
Transportation	\$ 256,000
Library	\$ 249,000
Parks	\$ 301,850
Children's Services	\$ 335,500
	\$ 6,499,000
Unincorporated	\$ 458,000
Total Impact	\$ 6,957,000

The voters did not pass the referendum in 2018 and as a result, Manatee County will not experience the \$11.1 million loss of property tax revenue in FY20. In preparing the budget for FY20, it allows Manatee to use the property taxes of \$6.9 million which were anticipated to be removed.

In each of the property tax funds where funds were placed in reserves, those revenues can be matched to recurring expenses in areas where increased expenses is need to meet the demands of service.

*\*General Fund held both Parks and the General Fund allocation in FY18. For FY19, Parks has been separated as an individual fund*

Constitutional Officers

The Sheriff requested an overall increase of \$9.5 million, with an additional 44 employees. County Administration’s recommendation is to fund the requested base increases of \$1.4 million and 20 additional personnel. The additions include 10 Law Enforcement Deputies, 4 Correction Officers, one Chemist, one Crime Scene Technician, 3 School Resource Officers and a Deputy for the State Attorney’s Office for salaries and related equipment for \$2.7 million. The request includes funding of approximately \$1.3 million for Health Insurance and FRS increases and \$ 1.7 million for 3% increases in salaries.

Manatee County School Board has requested to maintain the funding for the existing School Resource Officers within the school system with agreement to pay half the funding requirement and 25% of the vehicle recovery costs annually. The requested increase to the School Resource Officer’s program includes two new deputies for the Parrish Community High School and Dr. Mona Jain Middle School. In addition, Rowlett has requested to have a School Resource Officer and agrees to the same funding requirements of the School Board. Costs for service of the School Resource Officers is as follows:

School Resource Officers	Deputies	Supervisors	Total	School Board	Rowlett	Manatee County
Middle Schools	9	1	1,294,515	629,742	-	664,773
High Schools	7	2	1,191,802	580,343	-	611,459
MTC	1		128,155	62,349	-	65,806
Rowlett	1		181,753	-	59,432	122,321
<b>Total</b>	<b>18</b>	<b>3</b>	<b>2,796,225</b>	<b>1,272,434</b>	<b>59,432</b>	<b>1,464,359</b>

The Sheriff has placed priority on the Fleet Facility of \$ 6.9 million to begin in FY20 under the Capital Improvement Plan. In addition, FY21 will provide the next priority of a New Property Evidence Building for \$6.8 million.

The Clerk’s budget has an overall decrease in base of \$9,772. With the same concerns for technology security, the Clerk has requested a new position to be pro-rated for the Board at a cost of \$ 41,204 and the new staff member would be dedicated to security. In addition, it is recommended that we fund the Clerk with two part-time positions as requested in the previous year’s budget but not funded. The part-time positions are for a curator for the Palmetto Historical Library and a Special Events Coordinator for the Agriculture Museum. The 3% increase in salaries of \$137,351 has also been included.

The Supervisor of Election has provided a decrease in base costs and has been adjusted for a 3% increase in costs for personnel for a total budget of \$2,562,346.

The Property Appraiser’s budget is due to the State of Florida after the submission of this budget. Based upon information provided in advance by the Property Appraiser’s office, an increase in personnel and operating expenses of \$ 103,496 and \$98,640 respectively are requested reflecting on additional position. A 3% increase in salaries has been included within their calculation of \$147,302.

The Tax Collector's budget has been calculated based upon property taxes proposed and will provide his overall budget once it is submitted to the State of Florida at the same time the Property Appraiser is required to submit his budget.

A summary of the Constitutional Officer's funding is illustrated in the following chart. The Property Appraiser's budget will be adjusted after June 1<sup>st</sup> and brought back to the Board at the budget work session in August.

Constitutional Officers	FY9 Adopted	Additions	FY20 Recommended
<b>Sheriff Budget:</b>			
Sheriff Base	126,055,271	\$ 1,264,421	\$ 127,319,692
20 FTEs		2,760,891	2,760,891
FRS		1,383,946	1,383,946
Salary - 3% Increase		1,735,850	1,735,850
	\$ 126,055,271	\$ 7,145,108	\$ 133,200,379
<b>Clerk's Budget</b>			
Clerk's Base	\$ 7,553,703	\$ (9,772)	\$ 7,543,931
1 FTE		\$ 41,204	\$ 41,204
2 Part-time FTE		\$ 45,678	\$ 45,678
FRS		\$ 13,841	\$ 13,841
Salary - 3% Increase		137,351	137,351
	\$ 7,553,703	\$ 228,302	7,782,005
<b>Supervisor of Elections</b>			
Supervisor's Base	\$ 2,587,200	\$ (58,768)	\$ 2,528,432
Salary - 3% Increase		33,914	33,914
	\$ 2,587,200	\$ (24,854)	\$ 2,562,346
<b>Property Appraiser</b>			
Property Appraiser's Base	\$ 5,541,587	\$ 98,640	\$ 5,640,227
Personnel		\$ 103,496	\$ 103,496
Salary - 3% Increase		147,302	147,302
	\$ 5,541,587	\$ 349,438	\$ 5,891,025
			<i>*Board of County Commissioners Share</i>
			\$ 5,555,274
<b>Tax Collector</b>			
Tax Collector's Base	\$ 10,074,161	\$ 488,384	\$ 10,562,545
	\$ 10,074,161	\$ 488,384	\$ 10,562,545



### Court Supported Offices

Highlights of the Court Supported Offices budget include a Guardianship Monitor to support Court Administration. In addition, Drug Court has been maintained through grants, and a commitment from the Board to place in reserves the needed funding for the program in the event the grants did not materialize. For Drug Court, we have placed \$101,140 within expenses and \$ 193,751 in reserves in anticipation the grants will continue for FY20. Total funding available for Drug Court is \$ 294,891.

The State Attorney's office increased needs included the full-time Drug Court Coordinator for Manatee County at a cost of \$ 24,922 which represents the remaining balance of a shared position with Sarasota County. The request for an increase of \$3,043 for the proportionate share of an increase in the Assistant State Attorney has been placed within the State Attorney's budget. The request for a full time Manatee County Sheriff's Office Deputy to be assigned to the State Attorney's office has been placed into the budget under the Sheriff's Budget. The Public Defender has requested increases to base salaries and costs of \$18,467.

Technology requests for the Court Supported Offices follows the same patterns of needs as the Departments and other Constitutional Officers. Court Administration requested \$ 117,800 in increased items within Court Technology for equipment, software and licensing. The State Attorney has been budgeted for a 47.5% cost of an IT Director to assist with technology and a slight increase for their Multimedia Specialist funded by Manatee at 100% for \$2,281. The Public Defender has been funded for \$ 50,151 increase in salaries, FRS, and fringe benefits for existing employees funded under the Court Technology Program.

Due to the increased needs of the Court System, the General Fund will support the Court Technology Fund beyond the designated revenues by \$375,000 and \$350,000 in FY 20 and FY21 respectively.

### Workforce

With the rebounding of the economy, workforce retention continues to be a challenge for the organization. In an effort to maintain the workforce and keep employees engaged, we have tried to address several issues. At the current time, our staff is struggling to maintain the current level of service expectations in our community of which population increases have had a direct effect. In balancing the needs of the community for service and the ability of our workforce to provide services, the following items relate directly to our employees.

### Health Insurance

The medical plan has performed well over the last 6 - 7 years in comparison to the national trend; which allowed the county to avoid higher premiums and deductibles for employees. However, the aging population of the employee base, inflation, and several catastrophic claimants caused increased costs for the plan in FY18 and FY19. In preparation for FY20, Manatee County's health plan was analyzed and has again performed better than anticipated due to proactive activity on the part of employees and thus a premium increase will not be needed. For the FY20 Recommended Budget and FY21 Planned Budget, no increases to health insurance premiums are required and will be maintained at the same level for both employee and employer.

### Pay for Performance (PFP)

For the last seven years, Manatee County has strived to increase salaries to remain competitive with the market. The FY20 Recommended Budget reflects a 3.0% increase to address employee compensation issues. As in prior years, Board of County Commissioner employees will participate in the Pay for Performance program. Approximately \$3.6 million, has been placed in reserves for the Board of County Commissioners. In addition, the Constitutional Offices have provided their calculation of \$2.0 million for increase and it has been placed within their respective budgets. In addition, for the Planned Year FY21, 3% has been placed into reserves within the respective funds as well.

### Compression Issues

Manatee County had a salary analysis performed to determine if pay compression produced an adverse effect within our pay scales. Pay compression is the result of the market-rate for a given job outpacing the increases historically given by an organization to tenured employees. The study provided evidence the county needs to address areas where compression has been established for approximately \$3.0 million. In FY17, FY18, and FY19, the Board addressed pay compression issues by utilizing \$500,000 each year toward the problem. Within the FY20 budget, \$500,000 has been placed in reserves to continue to address this issue. The reserves have been allocated over all funds based upon the ratio of employees to each fund.

### Employee Investment

In order to invest in the County's workforce, several programs were initiated to educate and retain employees. These programs include technology for interviewing, exit survey, and leadership development. The goal is to assist employees by having the tools necessary to retain and engage employees, and provide them with growth opportunities within the system. In order to respond quickly to changes in technology, simplification into the cost of one program instead of multiple programs to save costs is currently underway. To prepare for the FY20 and FY21 budgets, we have placed the funding allocated by the Board in FY19 into the General Fund reserve to be used once the analysis is complete. The funding will be removed from reserves through a budget amendment once the determination is made.

### Employee Proposed Changes within the Budget

In our budget work session on February 28, concerns were expressed within several areas which are important to the ability for service level demands to be achieved. The items below are the result of the review of the areas of concern.

With Public Safety as a high concern, 20 new positions are added to the budget for the Manatee County Sheriff's Office. Addition include: 10 Law Enforcement Deputies, 4 Correction Deputies, a Chemist, a Crime Scene Technician, and a Sheriff's Deputy assigned to the State Attorney's office. Three additional School Resource Officer's (SROs) were requested and the school system has agreed to share in the expense: Rowlett, the Parrish Community High School, and Dr. Mona Jain Middle School.

We have added one pro-rated position for Technology Security for the Clerk of Courts at her request. In addition, two part-time positions as requested in the previous year's budget but not funded. The part-time positions are for a curator for the Palmetto Historical Library and a Special Events Coordinator for the Agriculture Museum.

The Property Appraiser has added one position within their budget submission as needed.

With the increased population and service needs for our community, the Board's staff has been faced with increased levels of demand which has added to the stress in the workforce and hampers the ability to meet demand. By evaluation of each County department, the Budget presents added items to specifically address areas where our ability to maintain service levels is constrained. With the demands of development at a high, the Budget adds seven fee and rate based positions: two Senior Plans examiner, one Senior Permitting Technician, two Senior Development Review Specialist for Infrastructure Engineering, a Project Engineer and a Licensing Management position. The Licensing Management position will verify licensing of our community's contractors, monitor sites for unlicensed contractor activity and work with the HOA's and mobile home parks in what to look for in a licensed contractor. This solution provides additional levels of support throughout the development process to meet demand.

As the population increases so do our events and park activities, the Budget adds the necessary personnel to maintain the activities at the current level of service. For the Convention Center and Crosley operations, four part-time positions have been added which are fee based. In order to expand aquatic hours for Parks to meet rental demands after hours, we have shifted funding from five temporary staff to three part-time positions. In addition, the three signature fee generating events for Parks, the Night Before Christmas, the Goblin Gathering and the Fit 2 Run 5/10 K Race, require additional administrative support is needed and a part-time position has been added. As the usage of Premier Sports Complex has grown, the need for one additional Custodian is required to meet the current level of service.

In serving the rate payers, the Utility Department is also faced with the escalating population and increased demands on their system. The Budget adds four positions for maintenance of system and structures, a Chief Equipment Operator, a Utilities Locates Technician, and a Laboratory Officer for quality control; these positions are funded by Utility rates. To maintain pace of the growth, two Engineering Specialists and one Senior Engineering Technician have been added to the Public Works Department. To better serve the Health-Insurance Fund, one fiscal analyst has been added to meet the demands of our workforce and insurance requirements.

Additional demands of growth on Stormwater maintenance has required the addition of five personnel to aide in maintaining the current level of service: one Roadside Ditch cleaning supervisor and two additional staff for canal spraying. With the expansion and growth of the County, the additional personnel are needed to maintain the current standard.

Public Safety has increased the EMS system with six paramedics to establish complete transition from 24 hour to 12 hour shifts. Two Telecommunicators have been added to the budget to maintain current levels and one Volunteer Specialist for Animal Services. For FY 2018, over 16,000 volunteer hours were logged and by adding this position to coordinate, our goal of better efficiencies and coordination efforts will occur.

The Infrastructure Sales Tax (IST) has brought needed improvements to our area, however to keep pace with the project implementation, additional staffing needs are required for IST projects. The Budget adds a real property specialist and coordinator to keep pace with the needs of our organization. We have added within the property tax section, a Project Manager, two building trade workers specifically for GT Bray, two overall custodians which assist in adding support to the Libraries and GT Bray Park, one Electrician and a Parks Maintenance Technician to support Blackstone, Buffalo Creek, and Palma Sola areas.



Traffic and road issues are one of the top concerns for our organization. Service requests for maintenance from our community are at an all-time high but staff's ability to maintain the base is falling behind. Within the Transportation Fund, there have been added four staff for response to work requests and three staff added for sidewalk repair. The current resurfacing program now reflects a \$5.3 million annual investment which now requires additional staff to bring efficiencies. We have added a Pavement Management Manager and Inspector to assist within the resurfacing program. These two positions will be allocated over the CIP projects which they will serve. The CIP projects will also support an Information Outreach position which will provide our constituents with the needed transportation project updates. With anticipation of a grant, two positions have been added to Paratransit to further support meeting the current level of needs.

In property tax areas, which have been designated for specific items, personnel have been added to meet current demands. Libraries have been impacted directly by population increase and impacts our ability to serve. The Library Fund has added three positions for staff library expansion to assist in the demand levels, and one position for Braden River to meet current demands. With the approval by the Board of the Southwest District (SWD) Strategic Plan, dedicated staff to the Plan is needed. The Budget adds through the Southwest Tax Increment Financing (SW TIF), a Redevelopment Coordinator to implement the plans.

In anticipation of the Additional Homestead Exemption, the last several budgets have focused on the needs of Public Safety and restricted growth in areas of need for basic governmental functions. With the voters rejecting the exemption, Manatee now can provide positions in these areas to meet the current level of demands expected. These include: one Building Trade Worker for Animal Services, a Veteran's Services Counselor, a Marketing Specialist for Neighborhood Services to assist with all areas of media for Veterans, Children's, Aging & Eligibility and Health Care, a Senior Budget Analyst, Budget Analyst and an executive assistant to County Administration as restructure occurs for 3-1-1 for efficiencies. A part-time Office Specialist has been added to support our Extension office with its growing attendance in programs.

For the new emphasis on IT security, the Budget holds two positions for increasing our current stance on protection which is a Security Technician Lead and a Security Chief of Technology. This coincides with the \$500,000 reserve which estimates the cost needed in order to meet implementation needs.

Grants have become a more complex and compliance based for requirements. As further restrictive requirements for each grant increase, it is imperative Manatee keeps pace with needs in this area. To comply, there are two positions within the budget to address this issue. A financial analyst designated to RESTORE Act compliance activity and a Grants Coordinator for overall compliance for the grants provided to the County. Positions are funded by the Parks Fund and the General Fund respectively.

#### Low Income Pool

In last year's budget the Federal/State Low Income Pool (LIP) Program was reinstated by way of an Executive Order of the Governor. LIP authorized the State of Florida, Agency for Health Care Administration Office (AHCA) to participate in Intergovernmental Transfers (IGT) or matching for Federal funds to eligible Community Health for medically needy residents. LIP funds for Federally Qualified Health Centers (FQHC), were added by the Feds last year and allowed the County to work directly with providers Manatee Memorial Hospital (\$3,526,586), Patient Healthcare

Advocacy Program (\$330,000) and Manatee County Rural Health Services (\$1,469,268) for a total of \$5,325,854.

### Pictometry

Various departments and Constitutional offices use pictometry to provide high quality resolutions for addressing, assessing, and response activity. Pictometry is a process that captures images from fronts and sides of buildings, and locations on the ground. The refresh of this technology will now be done on an annual basis. Within this two-year budget cycle, Pictometry is scheduled in FY20 and FY21 for \$288,132. The cost of the project has been allocated among the largest users, including the Property Appraiser, Sheriff, Building & Development Services, Public Safety, Public Works, and Utilities.

### Economic Development

Within the Southwest District (SWTIF) \$500,000 has been placed within the budget to acquire land to use as a tool for economic development. The Southwest District (SWD) Strategic Plan Implementation as approved by the Board has been placed within the budget by adding a Redevelopment Coordinator to implement the plans. Median and sign improvements within 14th West for \$120,000 has been budgeted as well as median improvements within the Southwest District for placemaking initiatives for \$200,000.

### Public Safety

As noted within the employee section, Public Safety has increased by 6 paramedics to complete the results driven transition from 24 hour shifts to 12 hour shifts. Response times will improve during peak times with this action as well as reduce employee turnover.

The FY20 Budget adds a Volunteer specialist to Animal Services. By adding this position better efficiencies and coordination efforts will occur and contribute to savings by using volunteers to assist with the growing need.

The State of Florida mandates the 9-1-1 Public Safety Answering Point (PSAP) to guidelines for answering times. Two Telecommunicators have been added in FY20 and two more in FY21. The result of this step will impact 9-1-1, with call answered within a goal of 10 seconds or less. In addition, Manatee County is implementing County 3-1-1 Services which will become an efficient way for citizens to contact, request services, or receive information.

The Budget invests in a Post Disaster Redevelopment Plan. The Redevelopment Plan will provide a single reference for establishing priorities, guiding actions, and decision making during a long-term disaster recovery period. Funding for this plan is within the budget for \$100,000 and provides for a community outreach to include all the partners, cities, and agencies.

Additional investments in Public Safety are noted within the FY20-24 Capital Improvement Plan.

### Property Management

Maintenance of County areas continues to be a challenge as our County grows. In addition, to personnel noted in the section above, the department is requesting an increase in several areas to meet current needs. An investment in an irrigation system at Premier Sports Complex for \$230,000 is needed to sustain the current uses by residents. In addition, the budget provides for Turf Management funding at Premier and for overall parks to provide efficiency in the management of the parks. Needed equipment purchases have been included which include a wide area mower for Bennett Park for \$ 86,226, equipment needed for Premier Sports Complex for \$ 306,984, and 10 Big Belly Solar Trash Compactors for Premier Sports Complex to save in man hours. Investments are being made to create efficiencies both financially and within staff time.

### Libraries

Libraries continue to have accelerated use with the growth in population and continue to struggle to meet needs to maintain the current level of service provided to taxpayers. With the growth in the dedicated tax base, the Library Fund has been able to achieve several goals. It has provided for an expansion of Library staff of three FTEs, increased funding for OPS expansion of \$207,933, and the addition of one Library staff at Braden River. These steps help alleviate stress in the workforce within this department and provide the continuation of the current level of service.

Additional investments in Libraries are noted within the FY20-24 Capital Improvement Plan.

### Public Works

Emphasis on roadway maintenance continues to be a highlight of the budget as it has been in prior years. As a direct effect of increased usage of roads by population, the County has increased its road resurfacing program within the Unincorporated area of the County. The Unincorporated MSTU provides another \$500,000 to the annual program to bring the complete investment annually in resurfacing to \$5.3 million. As a compliment to this program, two positions for a Pavement Management Manager and Inspector have been established and will be paid by the respective projects they are managing. This team will provide the needed support for planning, implementing and managing the resurfacing program and assist with increased citizen issues related to the program.

In response, to the needs of our citizens, four additional staff have been provided within the budget to improve response times for road repairs. An additional Patch Truck for \$ 473,558 has been placed within the budget for FY20. Due to the order time for the truck, two additional staff to operate the truck will not occur until FY21. In addition, a crew of three staff for sidewalk repairs has been added to establish improved response times with sidewalk issues.

An investment in fuel storage capacity for \$750,000 has been included within the budget through our Internal Service Fund of Fuel. A 25,000 gallon diesel fuel storage tank is requested for the New Transit Facility and a 20,000 gallon fuel storage tank for Stormwater Depot. The increased demands during the Blue Skies and Storm events have deemed this warranted at these two locations. Additional equipment enhancements are noted within the funded desired decision units.

Further investment in Transportation can found within the FY20-24 Capital Improvement Plan (CIP) where additional funds have been allocated.

### Utility System

The Utility System has experienced direct impacts from the growth within our County. While growth pays for expanding the system to handle the increased capacities, the maintenance on the aging system has been a high priority for the last several years and has placed demands on the finances of the system. In keeping with the continued focus on maintenance of assets and workforce to sustain the operational delivery capacity an increase of rates of 1.4% has been included within the budget. Full discussion and review of the Utility System will occur during our budget work session in August.

### Debt

The county has continued to strengthen its budget strategies and financial policies that have significantly provided it with a strong revenue framework, solid expenditure flexibility, low long-term liability burden, and significant gap-closing ability, which provides for exceptional financial resilience through economic cycles. All these are characteristics describing the strong credit worthiness and superior credit rating of AA+ and AAA given by Fitch Ratings for each General Government and Public Utilities System, respectively, and Aa2 and Aa1 by Moody's as assessed by both rating agencies in December 2017. Such strong credit ratings allow the county to issue bonds at lower market interest rates and without bond insurance requirements.

The county's overall debt is equal to less than 3.1% of personal income and are expected to remain stable, given the county's manageable capital needs and future debt plans. The county's debt plans for additional government debt in FY20 include issuances secured by the county's covenant to budget.

With the continuance of the construction phase of the 44<sup>th</sup> Avenue Improvement Project as outlined in the FY20-24 Capital Improvement Plan (CIP), multiple factors such as land acquisition have resulted in an extension of the credit line until October 2019; this will then result in a replacement with a bond issuance to fund the completion of the project. As a growth project, this issuance will be funded by Impact Fees from the Southeast & Southwest zones and from gas taxes. The Public Utilities System as noted in the FY20-24 Capital Improvement Plan (CIP) includes several Water and Sewer infrastructure projects that will be funded with upcoming debt issuance in FY21. Infrastructure Sales Tax projects as scheduled will need to establish debt within FY 21. A full review and alternatives for consideration will be discussed during the CIP work session.

### Affordable Housing Assistance

In keeping Affordable Housing Assistance as a priority for our community, the Budget reflects continued investment. The FY20 Budget continues to fund Affordable Housing Assistance with an additional investment of \$500,000 from the General Fund which is currently held in reserves and designated.



### Capital Improvement Plan

FY20-24 Capital Improvement Plan (CIP) reflects \$648.1 million of project activity within the five-year CIP, future CIP of \$ 60.5, and \$775.8 million of projects already appropriated and underway for a total CIP of \$1.48 billion. The County has adjusted its CIP to identify two types of categories for its projects which are Governmental and Enterprise projects. To be reflective of the categories with the Infrastructure Sales Tax projects, the CIP projects are further subdivided in categories like the Infrastructure Sales Tax projects. Thus, CIP is divided in the following major categories:

Governmental:     General – Building/Renovations, Libraries, Parks and Natural Resources, Public Safety, Technology and Transportation.

Enterprise:         Potable Water, Solid Waste, Stormwater, and Wastewater.

In an effort toward simplicity, CIP is divided into separate volumes:

Volume 1 – Capital Improvement Plan FY20-24 which reflects projects that have funding needs between FY20-24. This volume includes all projects from all funding sources which includes Infrastructure Sales Tax projects.

Volume 2 – Capital Improvement Plan FY20-24 for appropriated projects with no additional funding needs. This reflects projects which have been appropriated and are currently under construction.

Volume 3 - Infrastructure Sales Tax Plan FY20-24 which reflects all projects initiated and all projects appropriated within the Infrastructure Sales Tax Program.

FY20 Governmental CIP projects total \$154.0 million (\$45.9 million funded by IST). Total recommended funding for FY20-24 projects is \$466,356,518 which represents 65.8% of the total CIP.

Libraries recommended funding in FY20 is \$4,424,400 which is funded with \$1,777,000 of Impact Fees and \$2,647,400 of Infrastructure Sales Tax. A total of \$12,177,000 is recommended for Libraries during the FY20-24 CIP. The East County Library will begin design in FY20 with an appropriation of \$3.3 million out of the \$10.0 million estimated cost. The Braden River Library expansion project funding of \$ 1,077,000 in FY20 will realize additional space for patrons and staff. This project in FY 20 consists of \$577,000 of Impact Fees and \$500,000 IST funding elements.

Parks and Natural Resources total funding for FY20-24 CIP is \$68.6 million. For FY20, projects total \$42.3 million with \$5.9 million funding for projects from IST and \$7.6 million from Impact Fees. Highlights for FY 20 include the following: Beaches and Waterways appropriate \$24.4 million for projects in FY20 with over \$17 million of grant funding anticipated, Lincoln Park Pool programmed in FY20 for \$2,850,000 for a total cost of \$5.0 million, and GT Bray Park District Pickleball is funded for \$2.6 million using IST funds. Coquina Parking Drainage Improvements is recommended for funding of \$3,550,769 from Tourist Development Funds.

Public Safety is recommended to be funded for \$47.6 million within the FY20-24 CIP. For FY20, funding totals \$10.4 million and includes the following highlights: \$315,000 for 911 Public Safety

Communication System Upgrades-AV Enhanced Technology which upgrades equipment and an investment of \$800,000 for Next Generation 911 which upgrades the 911 system. The Community Paramedicine office space will be updated for \$350,000 to help meet the needs of the community. EMS-AMBUbus Mass Patient Evacuation Unit (Bus Ambulance) is programmed for \$279,950 to meet the needs of the community in the event of mass casualties. Funding for \$420,000 in FY20 is for the first year of a two-year project to establish an EMS-Bariatric Ambulance with a Paramedic Training Unit for special cases. The relocation of EMS Station 10 is scheduled for \$650,000 to provide EMS space within County owned land. An investment in the County Jail Roof Replacement for \$694,000 is also scheduled for FY20. The largest investment is in the Manatee County Sheriff's Fleet facility for \$6.9 million.

Technology is recommended for funding in the FY20 CIP for \$900,000, with an additional \$3,090,000 in FY21-FY24. The project of investment for FY20 is an update for the card access security control system that will no longer be supported. The future project is investment in our Data Center Technology Replacement & Upgrades to maintain pace with technology.

FY20 Transportation CIP projects total \$95.9 million. Funding for the FY20 projects is a combination of \$28.9 million from Infrastructure Sales Tax, \$10.7 million from Transportation Impact Fees, Debt proceeds for \$50.2 million and Gas Taxes for \$3.7 million. Remaining projects for FY21-24 total \$333.9 million.

Intersection improvements projects include the following: SR64 and Greyhawk Boulevard/Pope Road, Erie Road – SR62 at US 301 Parrish, Lorraine Road–44<sup>th</sup> Avenue, and Lorraine Road–Rangeland Parkway. Major road projects include 44<sup>th</sup> Avenue–45<sup>th</sup> St–44<sup>th</sup> Avenue Plaza East, Canal Road US301/US41, 60<sup>th</sup> Avenue East–US301/ Outlet Mall Entrance, Fort Hammer Road Extension, and Moccasin Wallow Road US 41 to Gateway Boulevard. Sidewalk projects for FY20 include \$2.1 million additional investment and covers 17 projects. Debt issuance for 44<sup>th</sup> Ave projects is scheduled to occur in FY20; which will issue \$88 million and replace \$36 million of existing credit line for the 44<sup>th</sup> Ave project. Pending information on grants from the State will reduce the amount necessary to issue as debt.

FY20 Solid Waste and Stormwater CIP projects total \$6.3 million with \$4.7 million focused toward Stormwater projects. Nine projects are scheduled to be initiated in FY19 to assist with Stormwater drainage. The Lena Road Stage II Gas Expansion Phase I, II, III invests \$1.6 million allocated for FY20.

FY20-24 Utilities projects include Water Main, Water Line, Force Main, and Lift Station projects investing \$194.3 million and an additional \$17.9 needed in future years. The investment within the system is characteristic of the age of the system and the investment due to growth. Potable Water and Wastewater for FY20 total \$9.9 million and \$17.1 million respectively. Debt issuance for Potable Water is \$6.0 million and the planned issuance for Wastewater will be \$22.9 million for FY21.

# Budget Update, July 12, 2019



Financial Management  
Budget Division  
1112 Manatee Ave West, Suite 939  
Phone number: (941) 745-3726

## MEMORANDUM

To: Board of County Commissioners  
Thru: Cheri Coryea, County Administrator *CCC 7/12/19*  
From: Jan Brewer, Director of Financial Management  
Date: July 12, 2019  
Subject: Budget Message – Proposed Budget - Update on July 1 Certification of Values

### Executive Summary

Manatee County has received the July 1, 2019 Certifications of Taxable Value for the Property Appraiser for the FY20 Budget. Florida Statutes require that by July 15, 2019, a proposed budget for the upcoming fiscal year based on certified values be provided to the County Commission. The FY20 Recommended Budget has been updated to reflect the actual certified values and newly issued revenue estimates provided by the State of Florida. The FY20 Proposed Budget version has been filed as required with the Office of the Clerk of the Circuit Court and Comptroller. This budget update details the revisions that have been made based upon the new information. The new Proposed Net Budget for FY20 (excluding Port Manatee) is \$738,785,444 which is an increase of \$1,915,538 from the Recommended Budget for FY20 of \$736,869,906.

Prior to the July 30<sup>th</sup> meeting, we will provide a list of flagged items which were identified in earlier work sessions for discussions. We will continue to monitor new information on estimates for revenues and expenses for updates at this work session. All increases in the budget have been placed within the stabilization reserves within each respective fund until the Board reviews and finalizes decisions.

### Additional Information

#### Changes to Budget

The certified taxable property values for the FY20 Budget increased over the prior year's taxable values by 7.66% countywide and 7.85% in the unincorporated area. In addition, the Palm Aire MSTU increased over prior year by 4.32%. The FY20 Recommended Budget presented on May 28, 2019 reflected an estimated 6.5% growth and therefore all property tax funds have been adjusted to reflect the certified estimate as well as the associated changes in the Tax Collector's fees for collection.

Revenues estimates for state gas taxes and State Revenue Sharing from the State of Florida have been published. New estimates reflect an increase of \$669,519 in gas taxes and an increase of \$332,191 in State Revenue Sharing beyond the amounts identified in the FY20 Recommended Budget. We have adjusted the FY20 Proposed Budget in the Transportation Fund and the General Fund to reflect the new estimates respectively. Increases in revenue

estimates have been carried forward under the same assumptions into the FY21 Planned budget as well.

The budget has also been updated to reflect the July 1st certification of values for the CRAs and TIFs. A summary of the changes for the CRAs and TIFs are as follows:

<u>CRA/TIFS</u>		FY20		
		July 1 Calculation	Recomm Budget	Increase (Decrease)
CRAs	14th Street CRA	376,977	293,662	83,315
	Bradenton Beach DDA	456,234	412,510	43,724
	Bradenton DDA	1,610,439	1,515,785	94,654
	Central CRA	523,570	485,629	37,941
	Palmetto CRA	2,133,604	1,979,280	154,324
		5,100,824	4,686,866	413,958
TIFs	Port TIF			
	Countywide	165,581	130,000	35,581
	Unincorporated	15,725	13,000	2,725
	SWTIF			
	Countywide	5,654,528	4,424,959	1,229,569
	Unincorporated	537,007	420,236	116,771
		6,372,841	4,988,195	1,384,646
Total CRAs/TIFs		11,473,665	9,675,061	1,798,604

### Overall Summary

The overall summary for all changes to the FY20 Proposed Budget reflects \$5,135,727 in increased revenues. These revenues include the TIF revenues of \$ 1,384,646 which are noted as transfers and funding placed in the reserves of the TIF funds. Total amount placed into stabilization reserves within the respective funds which received revenue totals \$1,835,543. The remaining \$1,915,538 which represents the Net Change in the Budget which is comprised of the external payments to the Tax Collector, municipalities for the increase in gas tax payments, CRAs payments and increase placed into designated reserves in the Southwest TIF. The funding placed into reserves is as follows:

General Fund	\$ 709,204
Transportation/Gas Tax Funds	667,365
Library	95,960
Children's Services	129,226
Parks	117,867
Unincorporated MSTU	79,948
Palm Aire MSTU	(2,333)
Port TIF	38,306
	<u>\$ 1,835,543</u>



# Budget Update, September 9, 2019

Financial Management  
Administration and Budget  
1112 Manatee Avenue West, Bradenton, FL 34205  
Phone number: (941) 745-3730



## MEMORANDUM

To: Board of County Commissioners  
From: Cheri Coryea, County Administrator *CRC 9/9/19*  
Date: September 9, 2019  
Subject: Budget Update for the September 9<sup>th</sup>, 6:00 pm Agenda Update

The first public hearing for the Fiscal Year 2019-2020 Budget will be held at 6:00 p.m. on September 9, 2019 in the County Commissioners Chambers. This memorandum provides an update from the last Budget work session on July 30, 2019 and includes information on changes that will be presented for approval in the Tentative Budget to be adopted at the first public hearing.

After the receipt of the July 1<sup>st</sup> certified tax roll, a balanced budget in the gross amount of \$1,519,261,423, and net amount of \$738,785,444 was filed with Board Records prior to the July 15<sup>th</sup> statutory deadline. A budget reconciliation session was held on July 30, 2019 which resulted in the Board of County Commissioners voting to maintain the current millage rate. The gross total of the FY20 Tentative Budget, with amendments, which includes all items shown on the revenue and expenditure side of the budget, transfers, internal services, cash balances, and non-expendable trust funds is \$1,864,075,905. For final adoption of the budget, Prior Year Project and Grant Balances of \$321,448,705, Special District budgets of \$2,421,787, Metropolitan Planning Organization (MPO) adjustment to their proposed budget for \$156,293 and \$21,744,605 for Port Manatee which includes \$18,178,909 for operating, \$3,140,278 for debt service and \$425,418 for Port specific revenues are added to the gross budget offset by a reduction of \$956,908 on capital project's revenue and expense adjustment for a final gross total of \$1,864,075,905. The Tentative Net Budget to be approved at the first public hearing totals \$757,046,906, which is exclusive of cash balances, non-expendable trust funds, internal services, internal transfers and prior year grant and project budgets.

Property tax rates do not change from the total millage rates approved by the Board on the July 30, 2019 work session with a countywide millage rate of 6.4326 and the unincorporated rate of 0.6109. The Palm Aire MSTU millage rate also remains unchanged at 0.2546 mills.

In the Tentative Budget resolution that will be presented for approval, miscellaneous changes not affecting the net budget have been made to more closely align the FY20 budget with updated information received after the July 15, 2019 submission.

We would like to bring the following budget adjustments to the attention of the County Commission which have been added as adjustments to the July 15, 2019 presentation of the Budget for FY20.

Please find attached Attachment A which discloses further details.

Proposed Budget, July 15, 2019	\$1,519,261,423
<u>Added Items:</u>	
Port Manatee	\$ 21,744,605
MPO Budget Changes	156,293
Special District Budgets	2,421,787
Prior Year Project/Grant Balances	<u>321,448,705</u>
	\$ 345,771,390
<u>Deleted Items:</u>	
Capital Project advanced funded in FY19 - Expense & Revenue Adjustment.	<u>956,908</u>
 Tentative Budget, September 9, 2019	 <u>\$1,864,075,905</u>

The Tentative Budget resolution will also include provisions to carry forward remaining unencumbered balances for ongoing capital projects and grants.

The Capital Improvement Program (CIP) for Fiscal Years 2020-2024 will be approved at the second public hearing on September 17, 2019 and a memo of changes made to the CIP from the July 15<sup>th</sup> Proposed budget will be forthcoming.

As in past practice, it is requested that the Tentative Budget be approved as presented to accommodate the timing of required advertising. If directed, necessary changes to the budget can be included and adopted at the final public hearing on September 17, 2019.

Thank you for your continuing support and cooperation as we complete the budget process.

## ATTACHMENT A – Adjustments to Budget Since July 15, 2019

- Port Manatee Budget has been added for FY20 in the amount of \$21,744,605 covering the operating, debt, revenue, and interfund transfer budgets for the Port Authority.
- The Metropolitan Planning Organization (MPO) budget has been entered for FY20, resulting in an increased budgeted amount of \$156,293 for FY20. The MPO is financed through grants with \$21,045 of grant match from the General Fund.
- Special District budgets have been added to FY20 including \$212,067 for the Manatee County Clerk of Court Law Library, \$1,562,720 for the Myakka Fire District, and \$647,000 for the Manatee County Housing Authority.
- Prior Year Grant and Project balances of \$321,448,705 have been brought forward for FY19.
- Capital expenditures were reduced by \$478,454 for the Port Harbour Expansion Capital Project which was forward funded into FY19 after the FY20 Proposed Budget was issued. The result of this forward funding removes \$478,454 from the beginning balance and \$478,454 internal transfer to the capital projects for a total effect of \$956,908.
- Flagged item Program 3308 DU10 – Property Management Copy Center New Equipment for \$69,153 was moved from reserves to the line item expense and has no impact on the total budget amount.
- Flagged item Program 3309 DU11 – Property Management Lightning Loader for \$244,809 was moved from reserves to the line item expense and has no impact on the total budget amount.
- Flagged item Program 3203 DU31 – Parks and Natural Resources Summer Camp Support staff for \$90,752 was moved from reserves to the line item expense and has no impact on the total budget amount.

# Budget Update, September 12, 2019



Financial Management  
Administration and Budget  
1112 Manatee Avenue West, Bradenton, FL 34205  
Phone number: (941) 745-3730

## MEMORANDUM

To: Board of County Commissioners  
From: Cheri Coryea, County Administrator  
Date: September 12, 2019  
Subject: Budget Update for the September 17<sup>th</sup> – Second Public Hearing

The FY20 Tentative Budget remains the same as we enter our second public hearing as required by the Truth in Millage (TRIM) process. The FY20 Tentative Budget remains at a net amount of \$757,046,906 with a Total Budget of \$1,864,075,905

The Capital Improvement Plan (CIP) for Fiscal Years 2020-2024 has been updated to reflect updated FY20 budget changes which have occurred since August 20, 2019 authorized by the Board by budget amendments. Changes to the Capital Improvement Plan submitted August 20, 2019 to date are as follows:

Proposed FY20-24 CIP		\$ 613,373,470
Additions:		
TR01880 Moccasin Wallow Road (East of I-75)		3,638,000
Combining / Removal of Projects:		
6092560 Moccasin Wallow Rd - US 41 to Gateway Blvd	20,841,010	
6093960 Moccasin Wallow Rd - US 41 - Ellenton Gillette	(10,471,455)	
6094460 Moccasin Wallow Rd- Ellenton Gillette-Gateway-49th Ave	<u>(10,369,555)</u>	-
Adopted FY20-24 CIP		<u>\$ 617,011,470</u>

We will provide an overview of the FY20 Tentative Budget at the second Public Hearing on September 17, 2019 at 6:00 pm.

Thank you for your continuing support as we complete the budget process.







An aerial photograph of a large sports complex. In the foreground, there are several outdoor basketball courts with grey concrete surfaces and blue hoops, enclosed by chain-link fencing. To the left, there are several tennis courts with blue and green surfaces. In the middle ground, there are several baseball fields with red dirt bases and green grass. A red running track is visible on the left side. The background shows a residential neighborhood with houses and trees under a clear blue sky. An orange banner with white text is overlaid in the center of the image.

# Charts and Graphs



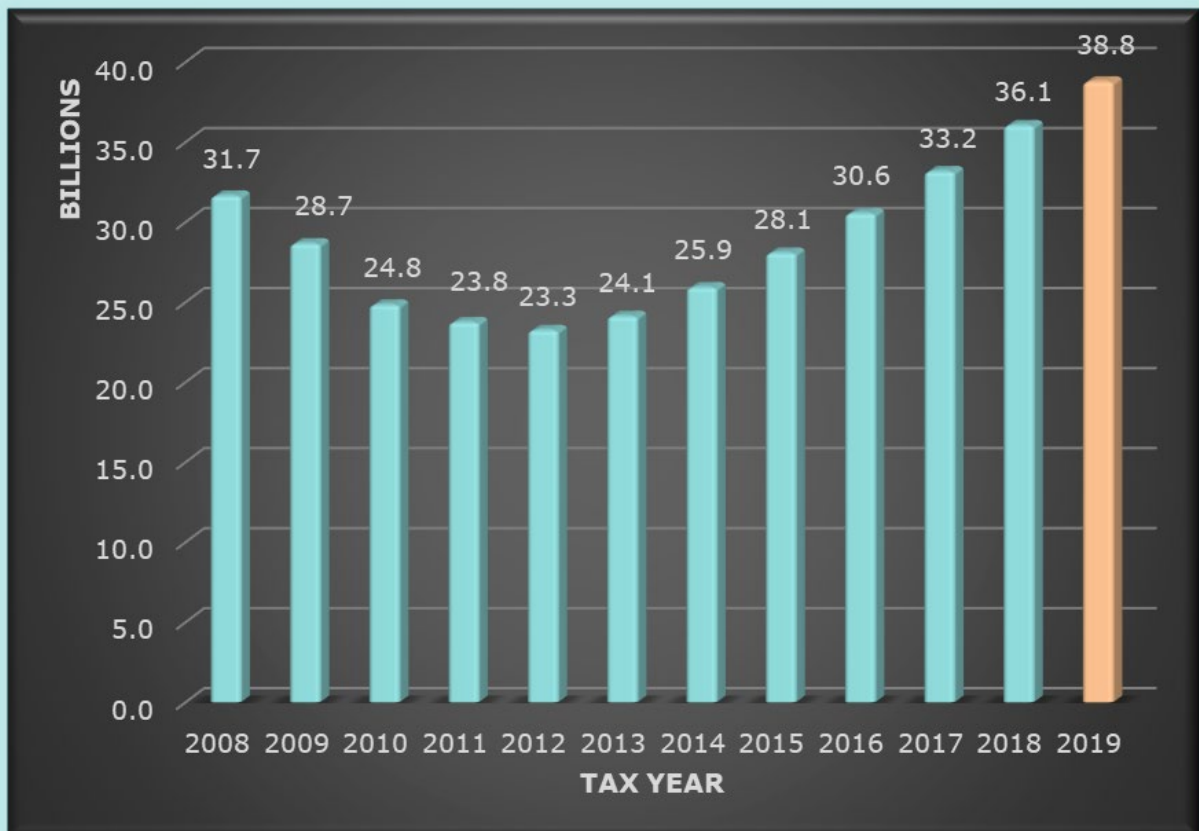
# Taxable Property Values

Taxable property values in Florida have experienced significant change over the past 10 years due to a predominantly fluid political and economic landscape. In a special session of the Florida legislature in October 2007, a Constitutional Amendment proposal known as “Amendment 1” was adopted and subsequently approved by voters on January 29, 2008. Amendment 1 provided for a range of property tax reductions for homesteaded taxpayers; however, it did not reform the property tax system, it did not address inequities in the system, and it did not result in much of a tax relief for businesses and investors who were impacted by the most dramatic tax increases prior to 2007. Amendment 1 resulted in a 6% reduction in property tax revenue for Manatee County Government.

In addition to the property tax revenue loss from Amendment 1, additional property tax revenue declines continued to occur in FY08 due to reduced valuation of taxable property values because of the housing market and real estate collapse. As illustrated in Chart 1.1, from 2008 to 2012, valuations decreased almost 26% from \$31.7 to \$23.3 billion and only recently beginning in 2013 valuations started to rebound from their low point in 2012 back up to \$36.1 billion in 2018. Strengthening trends in new construction and sustained increases in home prices are indicators that taxable values should continue rising into 2020.

The Property Appraiser provides assessments as of January 1, 2019 which is the basis for the Fiscal Year 2020 millage levies. In other words, the millage rate set by the Board of County Commissioners for the FY20 budget in September 2019 is applied to the property tax value for 2019 to determine the property tax revenue available for county government in the FY20 budget.

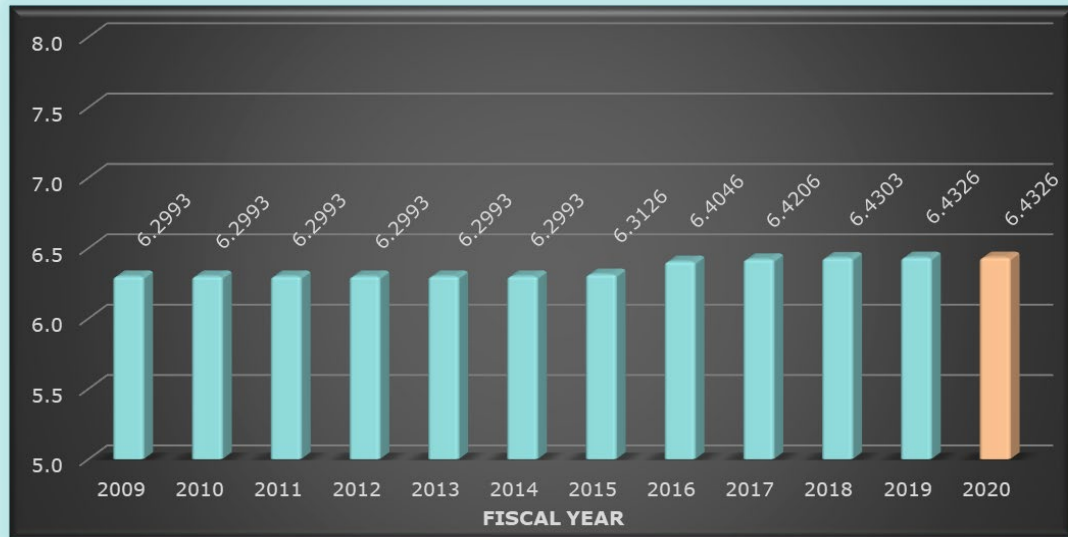
Chart 1.1 Property Values



## Property Tax Rate

Property tax rates or millage rates are set by the Board of County Commissioners to provide funding for the general government operations of Manatee County. One mill is equal to \$1 per \$1,000 of taxable property value. To calculate an individual property tax levy, multiply the taxable value of the subject property after any eligible exemptions by the millage rate and divide by 1,000. From FY09-FY14, Manatee County Government's countywide millage rate remained constant at 6.2993 mills as shown in Chart 1.2. From FY14-FY20 the voted debt millage decreased by .0133, .0920, .0160, .0097, .0023 and 0 respectively which allows the difference to be applied to the countywide millage.

Chart 1.2 Countywide Operating Millage Rates



## Other Millages

Other millages are levied by the county to repay general obligation debt approved by the voters, and a separate millage is levied for properties in the unincorporated area of the county. City residents would not pay this UMSTU (unincorporated municipal services taxing unit) levy but would instead pay a levy from their municipality. The history of these rates from Tax Year 2008 is presented on Table 1.1. Separate millage rates are also issued by the school board and various other taxing authorities in the county. These millages are not reflected in the table, but a complete list of current millage rates is available at

[www.taxcollector.com](http://www.taxcollector.com)

Table 1.1 Millage Summary

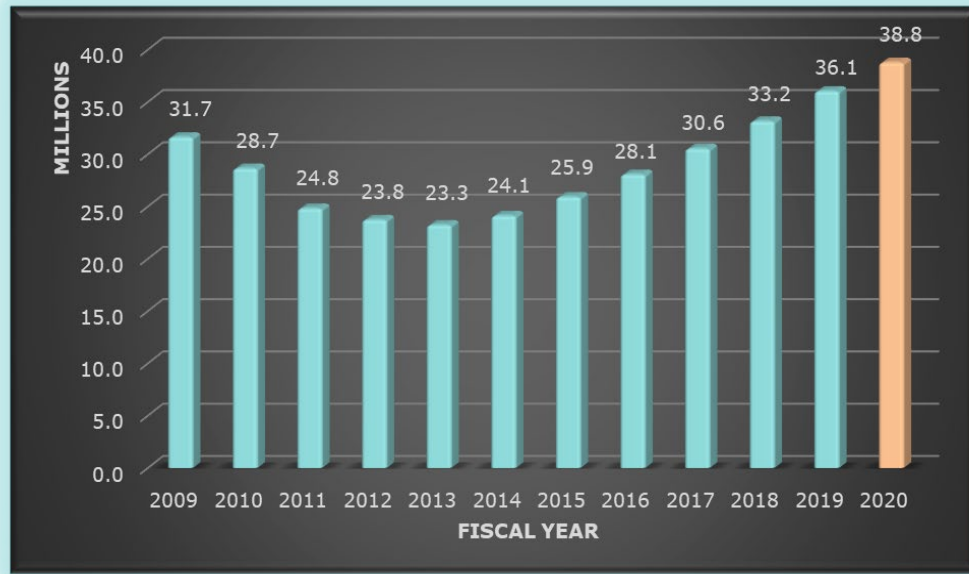
Fiscal Year	Tax Year	Countywide Operating	MSTU Unincorp	Voted Debt	Palm-Aire MSTU
2009	2008	6.2993	0.6109	0.0956	0.2546
2010	2009	6.2993	0.6109	0.1090	0.2546
2011	2010	6.2993	0.6109	0.1254	0.2546
2012	2011	6.2993	0.6109	0.1303	0.2546
2013	2012	6.2993	0.6109	0.1303	0.2546
2014	2013	6.2993	0.6109	0.1333	0.2546
2015	2014	6.3126	0.6109	0.1200	0.2546
2016	2015	6.4046	0.6109	0.0280	0.2546
2017	2016	6.4206	0.6109	0.0120	0.2546
2018	2017	6.4303	0.6109	0.0023	0.2546
2019	2018	6.4326	0.6109	-	0.2546
2020	2019	6.4326	0.6109	-	0.2546



## Value of One Mill

Value of one mill is equal to one dollar of taxes for every thousand dollars of taxable property value (after any eligible exemptions). The increase in property value as a result of the housing boom and inflating property values from 2002 to 2007 provided an expanding tax base and increased tax revenues. During this time, Manatee County maintained or decreased the millage rate and still captured sufficient revenues to meet rising costs, pay cash for some capital projects and build up cash reserves.

Chart 1.3 Value of One Mill



## Millage Summary

The millage summary in Table 1.2 shows no net change in the total millage rates from the previous fiscal year. A millage levy imposed on residents of the Palm Aire subdivision also remains the same at 0.2546 mills. This levy provides for enhanced maintenance of rights of way in this area of the county. The voted debt service millage is imposed countywide and is used to pay the principal and interest costs on a general obligation bond issue that was approved by the voters for the purchase of property to protect the county's watershed area. As of September 30, 2018, the General Obligation Bonds were fully matured.

Table 1.2 Millage Summary

	<b>FY19 Adopted</b>	<b>FY20 Adopted</b>	<b>Difference</b>
Countywide Operating	6.4326	6.4326	0.0000
Voted Debt Service	0.0000	0.0000	0.0000
Unincorporated MSTU	<u>0.6109</u>	<u>0.6109</u>	<u>0.0000</u>
Subtotal	7.0435	7.0435	0.0000
Palm-Aire MSTU	0.2546	0.2546	0.0000

# Countywide Millage Levies

Because Florida statutes provide that the county tax collector is the collection agent for all taxing authorities, many are unaware of the distinction and autonomy of the various authorities. The chart below depicts the distribution of taxes for the various taxing authorities that levy a countywide millage. Millages that are levied by cities, fire districts, or for the Unincorporated MSTU (municipal services taxing unit), and assessments for fire protection, street lighting, water, sewer, and road improvements are not included with this information.

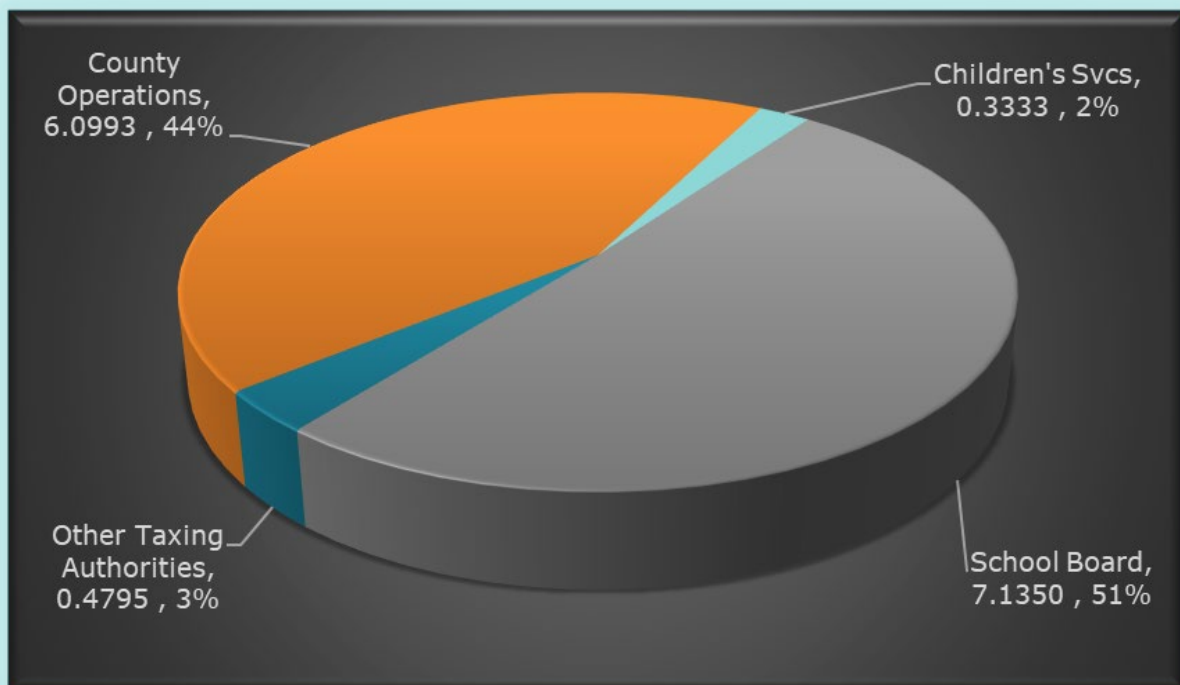
When considering the total millage of 14.0471 from all countywide authorities, 51% or 7.1350 mills is needed to support the education system in Manatee County.

The millage for county operations totals 6.0993 or 44% of the tax levy. This includes functions under the Board of County Commissioners such as the library, transportation maintenance and traffic safety, and public safety including EMS, emergency management, 911 center operations, and County Operated Parks and preserves. The millage rate also provides for the budget for the Sheriff, operations of the jail, funding for courts and judicial operations, as well as the other Constitutional Offices.

The Children's Services Tax millage of 0.3333 mills, which represents 2% of the millage levy, has been levied by the county since it was approved in a non-binding referendum in 1990. Recommendations for the use of this money are made by an advisory board that reviews and monitors the use of the funds by the many government and non-profit agencies that provide services to children in our community.

The other taxing authorities comprising 3% of the millage levies include Mosquito Control, the West Coast Inland Navigational District, and the Southwest Florida Water Management District. Each of these agencies is a separately constituted taxing authority independently levying a millage to fund their services.

Chart 1.4 Countywide Millage Levies



## Homeowner Comparison of Taxes

As property values change, it is necessary to adjust the millage rate to provide for the required debt service coverage. For the examples in Table 1.3, the average single-family homestead value of \$150,000 after applying all eligible exemptions. The figures below reflect only the change in millage rates and assume that there is no change in the property value. Residents in the municipalities pay an additional municipal levy, not calculated here.

Table 1.3 Comparison of Taxes

	FY19 <u>Adopted</u>	FY20 <u>Adopted</u>	<u>Difference</u>
Countywide Operating	\$ 964.89	\$ 964.89	\$ -
Voted Debt Service	\$ -	\$ -	\$ -
<b>Municipality Subtotal</b>	<b>\$ 964.89</b>	<b>\$ 964.89</b>	<b>\$ -</b>
Unincorporated MSTU	\$ 91.64	\$ 91.64	\$ -
<b>Unincorporated Subtotal</b>	<b>\$ 91.64</b>	<b>\$ 91.64</b>	<b>\$ -</b>
Palm-Aire MSTU	\$ 38.19	\$ 38.19	\$ -
<b>Palm-Aire MSTU Subtotal</b>	<b>\$ 38.19</b>	<b>\$ 38.19</b>	<b>\$ -</b>

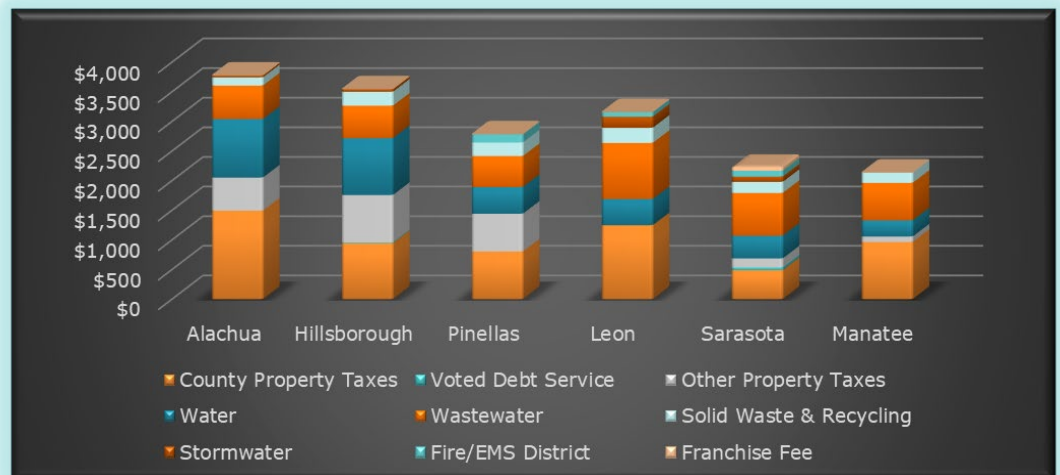
## Six County Comparison

A comparison of county property taxes using actual millage rates for FY20 for Manatee County, and the most currently available information for other taxes/services for all other areas.

This chart compares the costs of basic county services for the average Manatee County homeowner with those in neighboring and similarly sized counties in Florida. For purposes of this comparison, an assessment of \$200,000 (after the “Save Our Homes” cap) for homestead property in the county is used, with the homestead exemption of \$50,000, giving a taxable value of \$150,000.

Overall, for the assessed value, if the cost of these “basic” services are considered along with ad valorem taxes, it is less expensive to live in Manatee County.

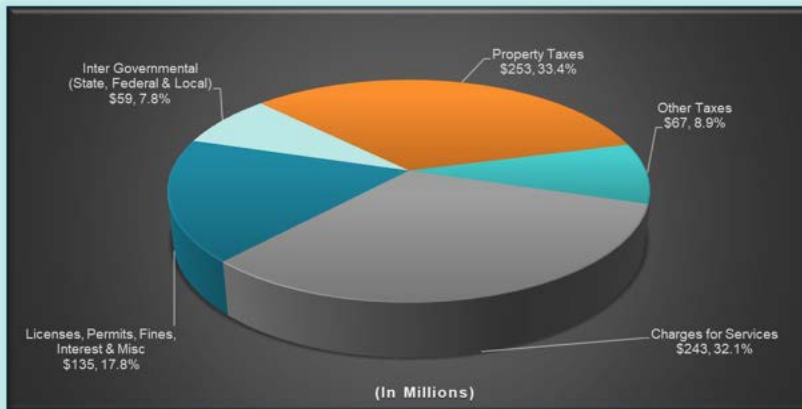
Chart 1.5 Six County Comparison



## Revenue by Source

Of the total Manatee County's Net Proposed Budget of \$757,046,906, available as resources, approximately 33.4% or \$253 million comes from Property Taxes. Charges for services is the first largest revenue source at 32.1% or \$243 million. This represents the actual charge is based on the cost to provide and maintain the service. Users of county services are primarily water, sewer, and garbage customers, along with users of the convention center and other county facilities. Over 17.8% or \$135 million is received from License fees, fines, interest and other miscellaneous

Chart 1.6 Revenue by Source



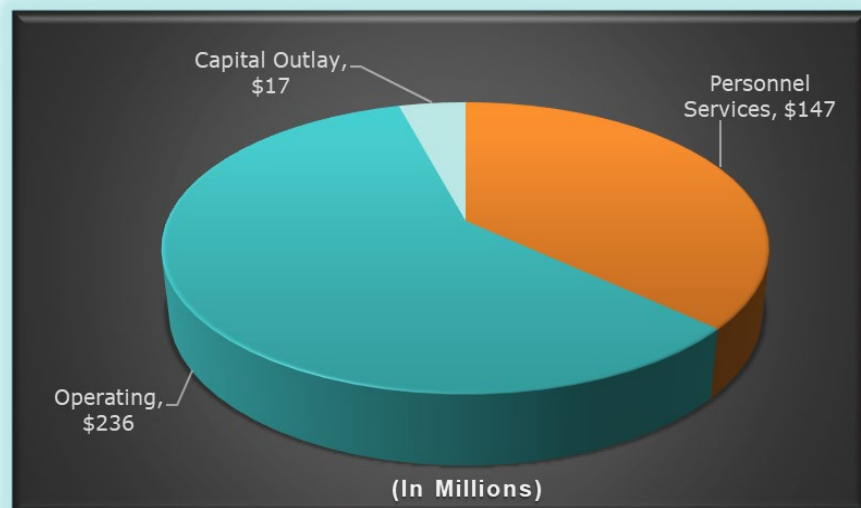
revenues. Another 7.8% or \$59 million comes from Intergovernmental such as federal, state and local grants including transit grants and state sales tax, state revenue sharing and other governmental sources. Another small portion accounting for 8.9% or \$67 million is derived from other taxes which include tourist development taxes, communication services taxes and gas taxes.

## Appropriation by Major Category

The operating budget for departments reporting directly to the Board of County Commissioners is \$400.1 million for Fiscal Year 2020.

For areas reporting directly to the Board of County Commissioners, the amounts allocated to personal services costs of \$147 million includes salaries, employee health benefits and other fringe benefits; operating costs of \$236 million; and operating capital of \$17.1 million. Budgeted costs for other related authorities, such as the Port Authority, constitutional offices, major capital improvement projects, and other non-departmental funds are not included in this illustration but are included in the summary on the following page.

Chart 1.7 Appropriation by Major Category

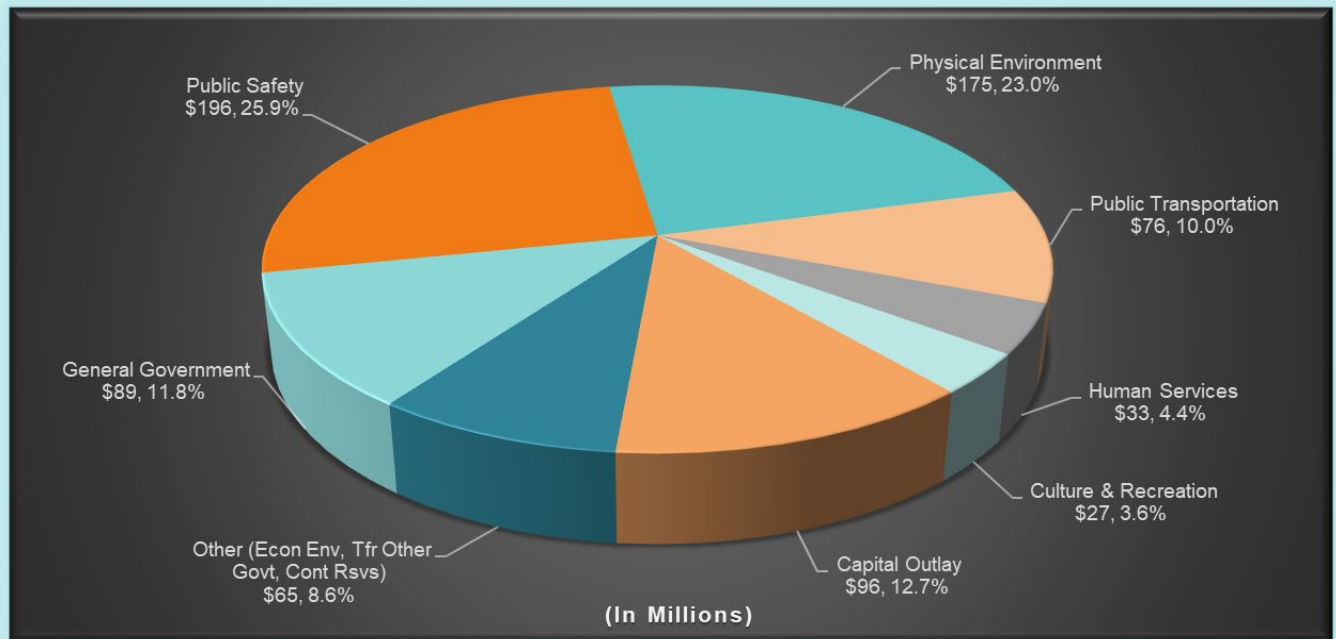




## Appropriation by Function

The next chart shows a breakdown of budgeted expenditures by category based on the state chart of accounts which makes this information useful for comparison to other Florida counties. The categories do not directly correspond with a county department's activities because each county organizes departmental functions differently and portions of departments may be reported in different state categories.

Chart 1.8 Appropriation by Function



The General Government category accounts for 11.8% of the budget or \$89 million. This category includes governmental administration, general debt service, planning services, support services, and the budgets of the Clerk of Courts, Tax Collector, Property Appraiser and Supervisor of Elections. The Public Safety budget category has a budget of \$196 million or 25.9% of the funds available. This category includes the budget for the Sheriff and operation of the jail, ambulance services, building permitting and inspections and code enforcement. Physical Environment comprises 23.0% or \$175 million of budgeted expenditures. The largest portion of the appropriation for this category is attributed to the utilities and landfill budget, while the budgets for agriculture and environmental programs are also included. Public Transportation, which includes road maintenance and the transit system, comprises 10.0% or \$76 million of the net adopted budget of \$757,046,906. The Human Services category at approximately \$33 million or 4.4% provides funding for veterans' services, indigent medical programs, and assistance to non-profit agencies providing services to needy citizens. This category also includes programs funded by the Children's Services tax of 1/3 of a mill levied after the 1990 voter referendum. The monies budgeted for parks, recreation programs and libraries are shown as Culture and Recreation and comprise 3.6% or about \$27 million. Capital Outlay includes monies budgeted or reserved for large projects for roads, utilities, parks, buildings or other capital expenditures. This category accounts for 12.7% or approximately \$96 million. Reserves, gas tax transfers to the cities, economic development and tourist development expenditures are included in the Other category which accounts for 8.6% or \$65 million.

## Summary of Major Revenues and Expenditures

This chart displays actual amounts for FY18 and adopted amounts for FY19 and FY20 for the county's gross budget. These gross amounts differ from those on the following pages showing the net budget, which excludes interfund transfers and reserves for cash balances which are not budgeted to be spent in FY20.

Table 1.4 Summary of Major Revenues

MAJOR REVENUES	FY18 Actual	FY19 Adopted	FY20 Adopted
Property Taxes	221,399,701	248,013,035	266,836,792
Other Taxes	64,449,402	68,005,975	70,418,927
Licenses and Permits	12,253,671	9,514,359	10,246,824
Intergovernmental Revenues	86,106,815	61,576,099	61,650,820
Charges for Services	257,555,398	333,196,655	340,515,613
Fines and Forfeitures	7,085,838	2,010,856	1,757,094
Miscellaneous Revenues	365,012,300	199,295,147	180,626,167
Non-Cash (Carryover, etc.)	-	495,410,338	608,153,176
<b>Total</b>	<b>1,013,863,125</b>	<b>1,417,022,464</b>	<b>1,540,205,413</b>

Table 1.5 Summary of Major Expenditures

MAJOR EXPENDITURES	FY18 Actual	FY19 Adopted	FY20 Adopted
General Fund	267,774,954	365,121,423	389,432,798
Transportation Trust Fund	43,025,733	63,555,449	64,831,592
Special Revenue Funds	141,449,276	258,698,207	260,206,305
Debt Service Funds	38,150,265	18,897,974	18,980,558
Capital Projects Funds	121,232,603	201,445,378	192,291,019
Enterprise Funds	287,055,466	373,010,195	469,893,463
Internal Service Funds	78,610,698	136,293,838	144,569,678
<b>Total</b>	<b>977,298,995</b>	<b>1,417,022,464</b>	<b>1,540,205,413</b>
Excluding Reserves for Cash Balance		370,809,537	494,483,899
Total Planned Expenditures		1,046,212,927	1,045,721,514
Change			(491,413)
% Change			-0.05%

## Summary of Appropriation by Department/Agency/Program

Table 1.6 Summary of Appropriation by department/Agency/Program

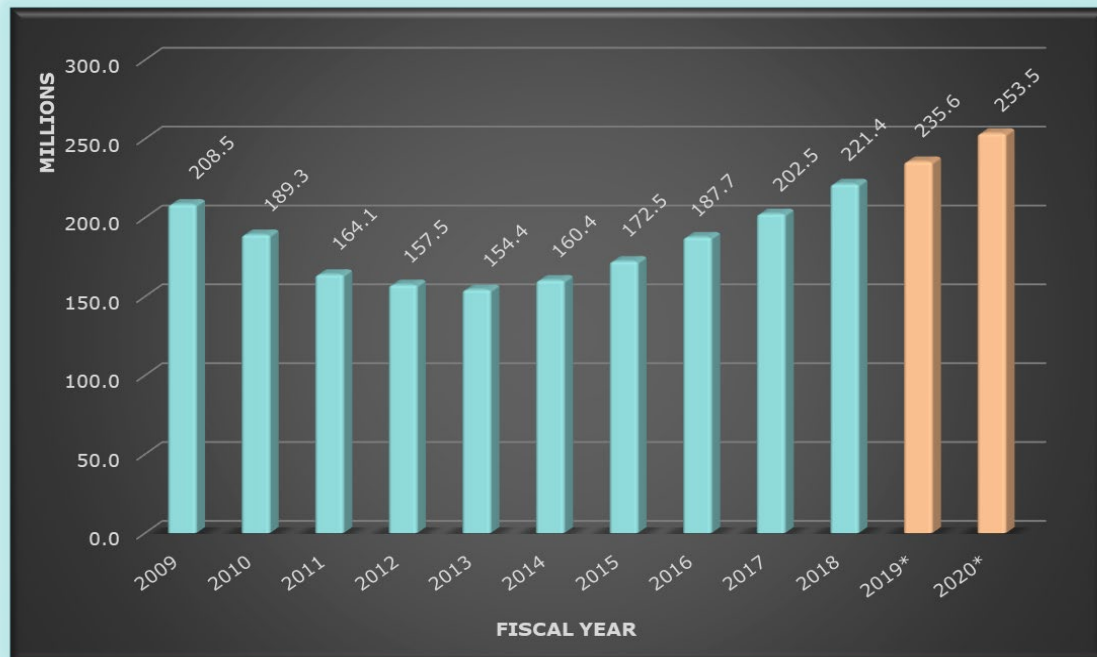
Department/Agency/Programs	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Board of County Commissioners/County Administrator	3,886,034	3,954,448	4,267,656	3,941,137
County Attorney	10,042,058	14,079,665	13,825,364	13,921,562
Building & Development Services	13,588,777	14,485,051	16,284,734	16,246,390
Convention & Visitors Bureau	9,943,303	10,086,793	11,262,093	10,681,631
Financial Management	2,010,669	2,147,896	2,600,343	2,657,958
Human Resources	50,255,380	54,521,474	56,047,497	57,211,861
Information Technology	13,647,479	13,904,159	16,013,128	16,435,507
Neighborhood Services	11,496,970	13,175,827	13,402,841	13,303,691
Parks & Natural Resources	10,264,582	10,422,871	10,832,838	11,405,322
Property Management	19,624,560	21,557,686	23,678,793	22,864,348
Public Safety	27,189,825	28,621,095	33,253,655	33,282,769
Public Works	49,406,693	60,095,983	66,046,893	63,874,849
Redevelopment & Economic Opportunity	2,491,751	4,789,756	6,524,744	7,081,378
Utilities	106,733,551	118,935,787	126,115,575	129,349,471
<b>Subtotal Board Departments</b>	<b>330,581,632</b>	<b>370,778,491</b>	<b>400,156,154</b>	<b>402,257,874</b>
Clerk of the Circuit Court	7,840,939	8,100,553	8,270,743	8,270,743
Property Appraiser	5,253,068	5,412,996	5,799,701	5,804,356
Sheriff	132,359,013	137,667,881	143,644,416	142,843,756
Supervisor of Elections	2,064,122	2,587,200	2,494,518	2,494,518
Tax Collector	9,656,374	10,698,262	11,281,749	11,504,983
<b>Subtotal Constitutional Officers*</b>	<b>157,173,516</b>	<b>164,466,892</b>	<b>171,491,127</b>	<b>170,918,356</b>
*Constitutional officer amounts reflect amounts funded by the BCC and include contracted programs and support costs.				
Miscellaneous County Programs	2,516,205	3,027,809	3,583,216	3,591,235
Human Services Programs	25,744,073	20,513,074	27,268,310	27,268,310
Judicial Programs	3,418,232	2,986,434	3,370,084	3,340,766
General Government	2,996,880	2,908,995	2,232,144	2,234,126
Debt Service Funds	50,208,013	42,619,656	46,626,165	43,333,003
Other Community Services	2,301,479	2,307,362	2,424,646	2,424,646
Port Authority	8,389,434	8,681,491	10,605,320	10,605,320
Economic Development	4,210,798	4,686,866	5,100,824	5,100,824
<b>Subtotal Other Programs</b>	<b>99,785,114</b>	<b>87,731,687</b>	<b>101,210,709</b>	<b>97,898,230</b>
<b>GRAND TOTAL**</b>	<b>587,540,262</b>	<b>622,977,070</b>	<b>672,857,990</b>	<b>671,074,460</b>
**Excludes budgeted reserves, transfers, grant funds and capital projects but includes internal services funds which when counted twice allows the total to exceed net budget.				

# Historical Summary

## Ad Valorem Taxes

Ad valorem taxes are generated by the levy of taxes on real property. The Florida Constitution authorizes a county to levy up to 10 mills for countywide purposes on all taxable property within the county. Additional levies are allowed in unincorporated areas and with voter approval. Homeowners who occupy their primary residence more than six months per year are allowed a \$50,000 “homestead” exemption from the taxable value of their real property. Real estate used as a homestead by a totally disabled person is exempt from ad valorem taxation. The reduced tax proceeds for FY08 were the result of a state law requiring counties to either lower their millage rates based on prior year expenditures or adopt the same or higher millage by a greater than majority vote of the Commission or by referendum, depending on the level of increased millage. Manatee County lowered its FY08 millage rate by 14.9%. In FY09 the ad valorem tax estimates were further reduced due to the passage of Amendment 1 to the State Constitution which doubled the homestead exemption from \$25,000 to \$50,000 and implemented provisions to allow portability of savings experienced as a result of the 1995 “Save Our Homes” amendment which limited property value increases to a maximum of 3% per year. Ad valorem projections reflect a turnaround since 2013 and are entirely the result of increases in property values, since total property tax rates have remained unchanged since 2008.

Chart 1.9 Ad valorem Taxes



*\*Figures shown for 2019 and 2020 are budgeted and reflect a 5% allowance which was deducted from the total tax levy per Florida law.*

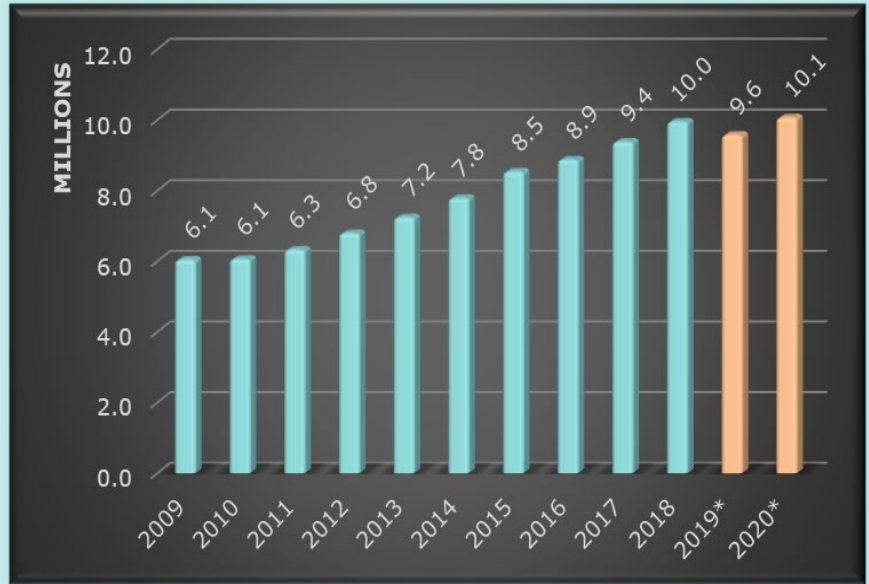


## State Revenue Sharing

Manatee County receives this revenue as a result of the Florida Revenue Sharing Act of 1972. State statute also provides that 2.9% of the state’s net cigarette tax and a portion of state sales taxes go to counties to fund revenue sharing. Eligibility to receive the revenue is based on compliance with procedures established regarding ad valorem taxation, millage calculation and presentation, finance and audit, firefighter and police training and compliance with other state mandates. An apportionment factor is calculated for each eligible county using three factors: county population, unincorporated county population, and county sales tax collections. Use of this revenue source is unrestricted. Based on economic conditions affecting sales tax collections, there were reductions to this revenue in 2008 and 2009, it held steady near \$6 million in 2010 and 2011. FY12 marked the rebound in revenues and restored slightly more than FY08’s revenues, all indications that the increasing trend will continue. The estimate for fiscal year 2019-2020 is conservative.

*\*Figures shown for 2019 and 2020 are budgeted and reflect a 5% allowance which was deducted from the total tax levy per Florida law.*

Chart 1.10 State Revenue Sharing

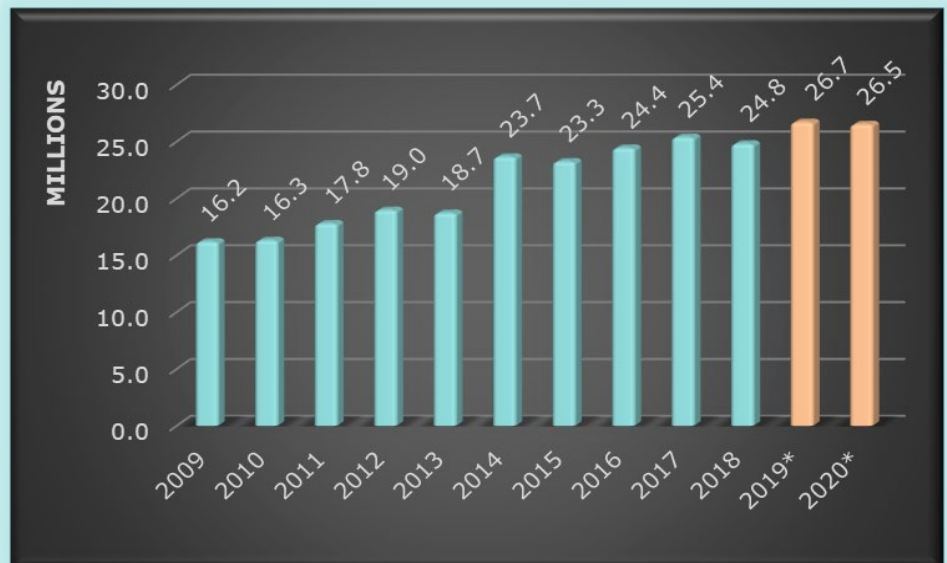


## State Shared Sales Tax

Sales tax revenues are received through the Local Government Half-Cent Sales Tax program authorized in 1982 and administered by the Florida Department of Revenue. 2019-2020 revenues are projected to continue at this level. Use of this revenue source is unrestricted.

*\*Figures shown for 2019 and 2020 are budgeted and reflect a 5% allowance which was deducted from the total tax levy per Florida law.*

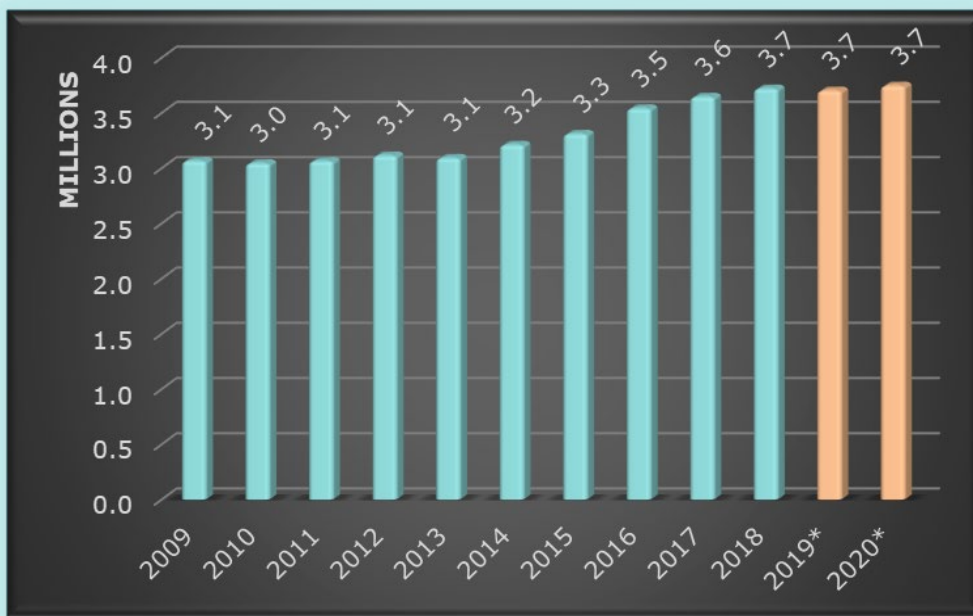
Chart 1.11 State Shared Sales Tax



## Constitutional Gas Tax

A two-cent per gallon tax on motor fuel was authorized by the Florida Constitution in 1941 and adopted by Florida voters in 1943. This tax is a transportation revenue source for counties only and is allocated based on a county's proportion of statewide area, population, and gas tax receipts. The tax is received and used for road maintenance, drainage, transit, and operations in the Transportation Trust Fund. When ad valorem tax revenues declined, more gas taxes continued to be used between capital projects and eligible operating costs. Taxes are remitted by dealers to the Florida Department of Revenue, and then transferred to the State Board of Administration for distribution to counties. Collections for the past several years reflect a declining level of fuel consumption due to the economic downturn and conservation efforts. 2019 - 2020 projections are very conservative due to economic uncertainty and pending threat of higher gasoline prices that may significantly impact consumption.

Chart 1.12 Constitutional Gas Tax



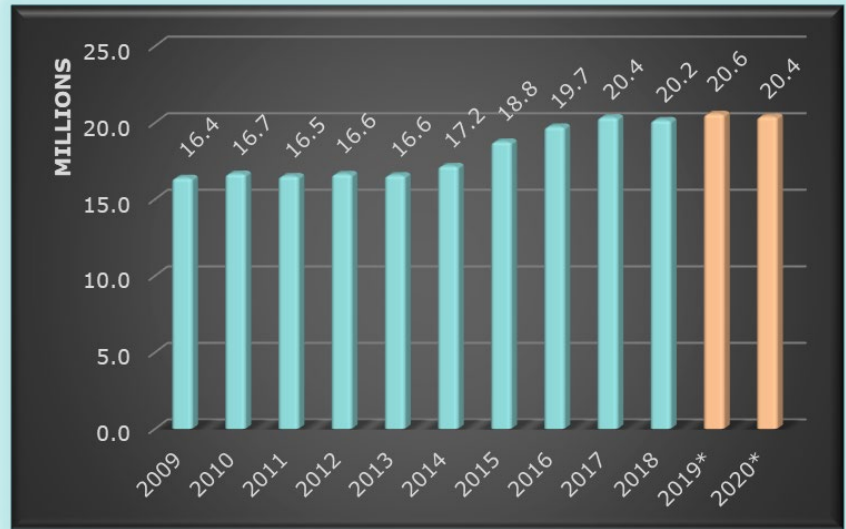
*\*Figures shown for 2019 and 2020 are budgeted and reflect a 5% allowance which was deducted from the total tax levy per Florida law.*

## Local Option Gas Tax

Revenues result from twelve cents tax per gallon of gasoline sold in Manatee County as authorized by the State Legislature. Originally, one cent was approved by voters in a countywide referendum. Later on, six cents were levied by the Board of County Commissioners. In April 2016, an additional five cents were levied by the Board of County Commissioners. Retail dealers remit tax collections to the Florida Department of Revenue, which administers the Local Option Gas Tax Fund. The county and municipalities within the county share the revenue based on proportions of historical transportation expenditures. Revenues are used for road resurfacing, maintenance, construction, and capital expenditures. 2019–2020 projections are conservative due to economic uncertainty and pending threat of higher gasoline prices that may significantly impact consumption.

*\*Figures shown for 2019 and 2020 are budgeted and reflect a 5% allowance which was deducted from the total tax levy per Florida law.*

Chart 1.13 Local Option Gas Tax

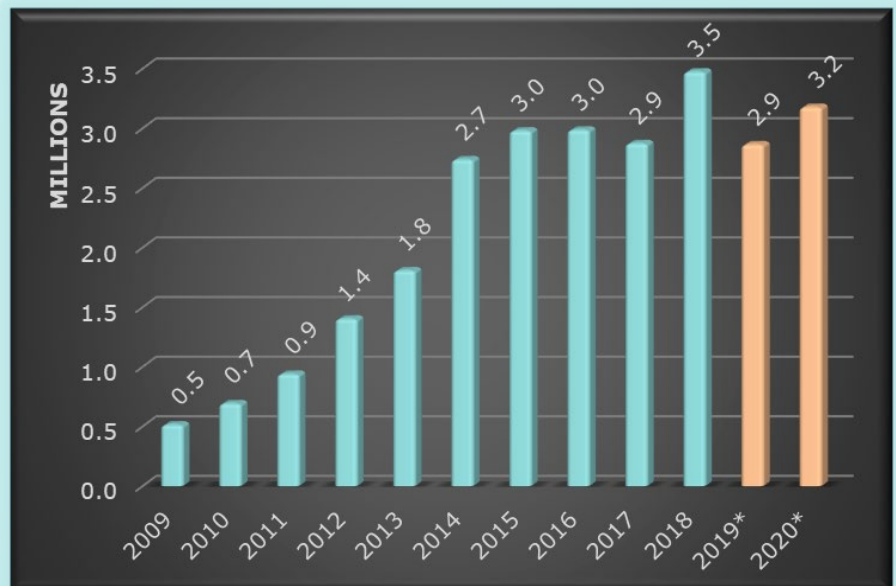


## Planning Fees

Staff in the Building and Development Services department review all development proposals in unincorporated areas of the county for compliance with the county’s Comprehensive Plan and Land Development Code Regulations. Applications reviewed include Comprehensive Plan amendments, rezoning requests, subdivisions, site plans, planned developments, administrative permits, special permits, and variances. Fees collected are used to pay a portion of the labor, operating, and overhead costs of the department associated with its review of these development applications. Lower collections after 2008 reflect a decreasing level of development activity and slower county population growth. Fluctuations from year to year also reflect the timing of applications. A study of the development review process was completed in FY10 and a fee increase was implemented in May 2011. Development activity exceeded expectations in the later part of FY12, thus the projection for 2019-2020 are conservative pending substantiation of a growth trend in the area.

*\*Figures shown for 2019 and 2020 are budgeted and reflect a 5% allowance which was deducted from the total tax levy per Florida law.*

Chart 1.14 Planning Fees

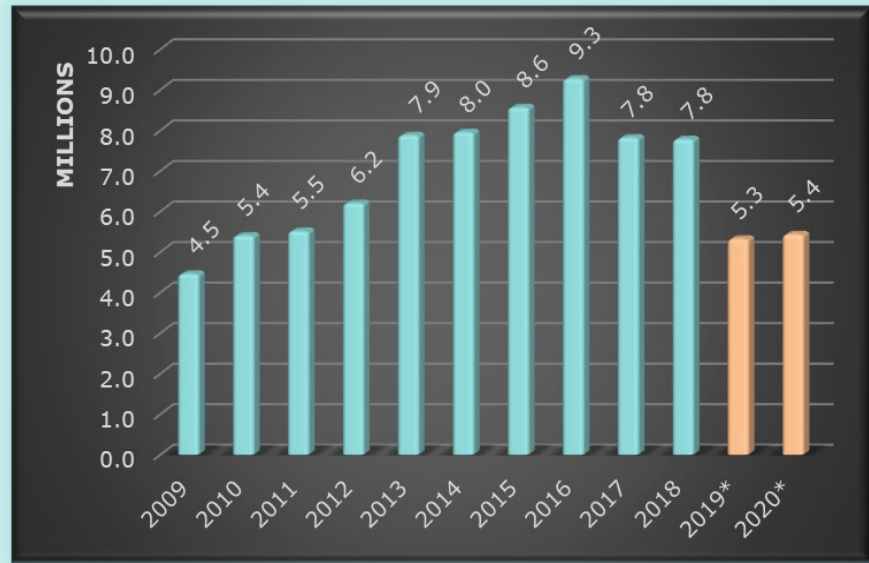


## Building and Inspections Fees/Charges

Fees for building, electrical, mechanical, plumbing, and various other permits issued by Manatee County Building and Development Services (BADS) department, as well as charges for inspection and re-inspection are recorded in this account. BADS staff review construction plans and perform site inspections to ensure compliance with county codes. Charges are based on actual cost of plans review and site inspection with an allowance for overhead costs. Decreased collections from 2008 to 2009 reflect the downturn in the real estate market and the lower level of construction activity. In FY10 a fee increase and reduced impact fees resulting in higher receipts. To more accurately reflect the distribution of costs as indicated in the May 2011, impact fee study, building fees were decreased while planning fees were increased. Construction activity exceeded expectations in 2012 and revenues outpaced costs prompting a reduction of permitting fees late in the year. Construction activity will be monitored to determine if budget adjustments are needed during the year.

\*Figures shown for 2019 and 2020 are budgeted and reflect a 5% allowance which was deducted from the total tax levy per Florida law.

Chart 1.15 Building and Inspections Fees/Charges



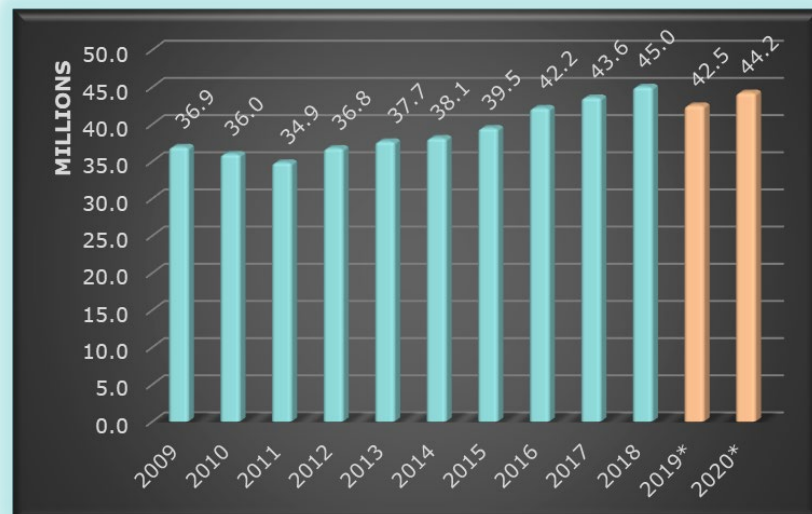
\*Figures shown for 2019 and 2020 are budgeted and reflect a 5% allowance which was deducted from the total tax levy per Florida law.

## Solid Waste Fees/Charges

Solid waste charges include a tipping fee at the landfill and solid waste collection fees for mandatory residential and commercial garbage pick-up. Solid waste collection rates have been negotiated with franchise haulers and adjusted for inflation annually. While Manatee County's tipping fees are among the lowest in the state of Florida, rates for "out-of-county" customers have been significantly increased and enforcement has been strengthened curtailing use by haulers from outside Manatee County. FY09 reflected a change in the method of collection of fees which is offset by a lower expenditure from the county to waste haulers. The FY13 budget reflects an increased solid waste collection fees rate voted on and approved by the Board of County Commissioners.

\*Figures shown for 2019 and 2020 are budgeted and reflect a 5% allowance which was deducted from the total tax levy per Florida law

Chart 1.16 Solid Waste Fee/Charges

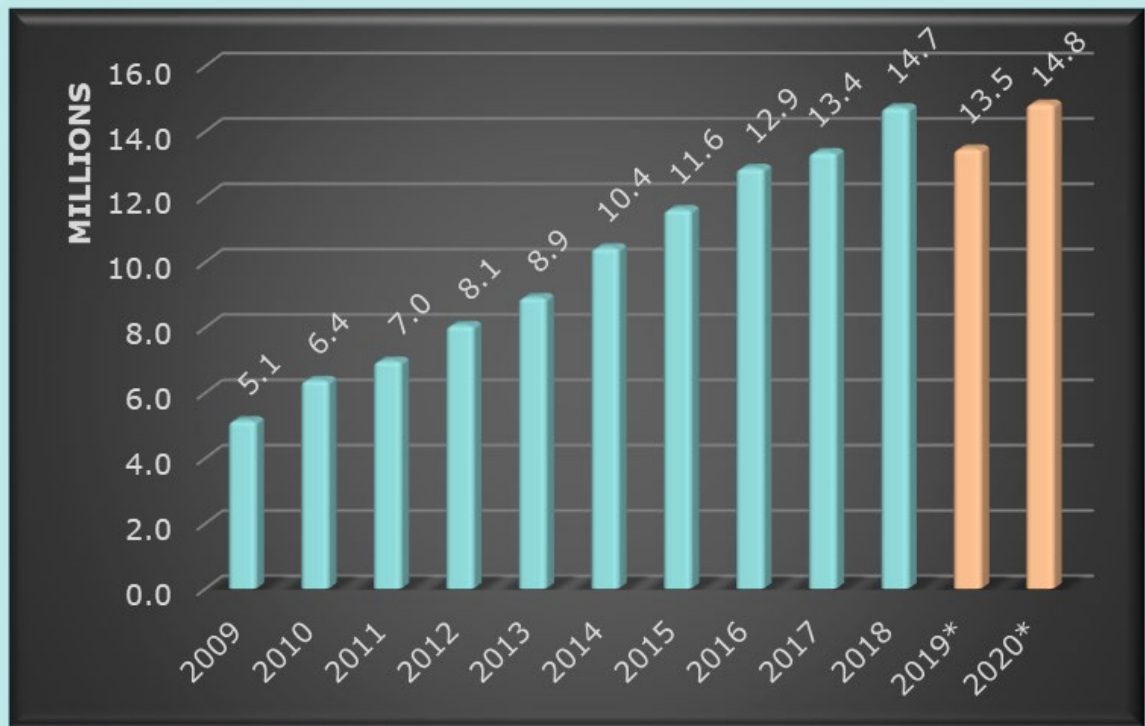




## Local Option Tourist Development Tax

Legislation enabling counties to levy a tax on most short-term residential rentals and leases of six months or less was passed by the Florida Legislature in 1977. Manatee County passed a 2-cent tax by referendum in 1980, increased it by 1 cent in 1986, another 1 cent in 2004, and an additional 1 cent in 2009 for a total of 5 cents per dollar by vote of the Board of County Commissioners. Proceeds of the original tax are used by the county to promote tourism. Revenue from the additional one cent added in 1986 is used for beach renourishment and erosion control. The additional cent approved in 2004 goes to increased marketing efforts, while the penny added in 2009 provides funding for improvements at beaches and the Convention Center and other tourist related items. FY11 revenues were higher than anticipated due to no major severe weather events, and increased tourism due to targeted marketing and advertising campaigns, increased social network presence, and increased sports marketing. For 2019 - 2020, tourism activity is projected to be moderately affected by the economy and therefore revenue projections are conservative.

Chart 1.17 Local Option Tourist Development Tax

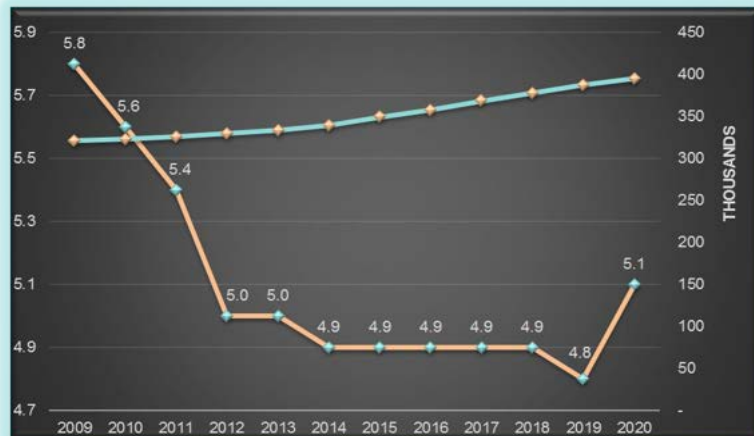


*\*Figures shown for 2019 and 2020 are budgeted and reflect a 5% allowance which was deducted from the total tax levy per Florida law.*

## Employees Per 1,000 Residents

The chart shows the number of employees under the BCC (excluding Constitutional Officers) as compared to the population of Manatee County.

Chart 1.18 Employees Per 1,000 Residents



## Summary of Budgeted Positions

The list in the below table shows positions which report to the Board of County Commissioners by department. In addition, ten positions funded by the County for Court Administration and Guardian Ad Litem services are shown. Positions for the School Board, constitutional offices, and other taxing authorities do not report to the County Commission and are excluded from this listing.

Table 1.7 Summary of Budgeted Positions

Department	FY19 Adopted	FY20 Adopted	Increase/ (Decrease)
Board of County Commissioners	10	10	-
County Administrator	15	16	1
County Attorney	24	25	1
Building & Development	132	145	13
Convention & Visitors Bureau	25	31	6
Financial Management	28	31	3
Human Resources	19	20	1
Information Technology	72	74	2
Neighborhood Services	129	142	13
Parks & Natural Resources	96	102	6
Property Management	186	193	7
Public Safety	271	284	13
Public Works	457	484	27
Redevelopment & Economic Opportunity	19	20	1
Utilities	415	423	8
Subtotal	1,898	2,000	102
Court Administration	8	8	-
Guardian Ad Litem	1	1	-
Grand Total	1,907	2,009	102

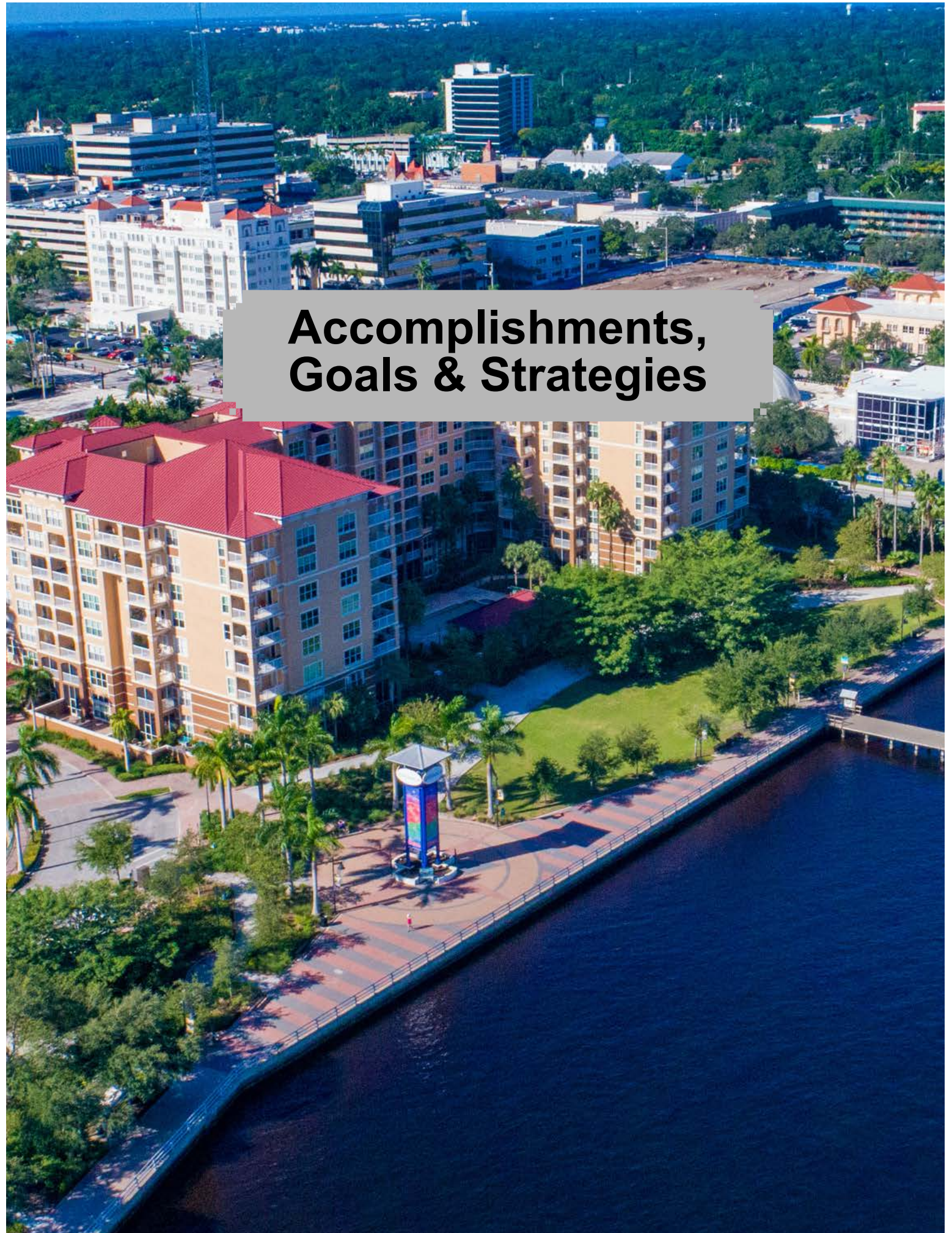
# Adopted Budget Summary

## Manatee County Adopted Budget Summary Adopted Fiscal Year 2019-2020

THE ADOPTED OPERATING BUDGET EXPENDITURES OF MANATEE COUNTY, FLORIDA ARE 2.7% MORE THAN LAST YEARS TOTAL OPERATING EXPENDITURES.

	General Fund	Transportation Trust Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Totals
<b>Sources</b>								
<b>Property Taxes:</b>								
General Fund	5.2942	205,357,091						\$ 205,357,091
Transportation	0.2513		9,836,908					9,836,908
Library	0.2475			9,600,295				9,600,295
Parks	0.3040			11,791,877				11,791,877
Unincorporated MSTU	0.6109			17,202,109				17,202,109
Children's Services	0.3333			12,928,397				12,928,397
Palm Aire MSTU	0.2546			120,115				120,115
								-
<b>Other Taxes:</b>	3,097,895	21,808,430	45,512,602					70,418,927
<b>Licenses &amp; Permits:</b>	771,250		9,362,299			113,275		10,246,824
<b>Intergovernmental:</b>								
Federal			1,854,777			91,222		1,945,999
State	39,446,712	5,686,992	1,094,659			1,600,000		47,828,363
Other	11,855,412		21,046					11,876,458
<b>Charge for Service:</b>								
Public Utilities						185,186,909		185,186,909
Other	31,493,919	908,500	5,271,043			33,319,907		70,993,369
<b>Fines &amp; Forfeitures:</b>	593,500		1,146,845			16,749		1,757,094
<b>Miscellaneous Revenues:</b>								
Interest Income	2,400,000	468,112	1,921,090	39,500	683,651	5,519,520	341,960	11,373,833
Other	5,862,405	420,000	16,875,867			8,277,611	2,568,220	34,004,103
<b>Total Revenue</b>	<b>300,878,184</b>	<b>39,128,942</b>	<b>134,703,021</b>	<b>39,500</b>	<b>683,651</b>	<b>234,125,193</b>	<b>2,910,180</b>	<b>\$ 712,468,671</b>
<b>Non-Revenue:</b>								
Cash Carryover	98,581,576	22,320,711	130,516,107	183,442	17,984,756	277,480,146		\$ 547,066,738
Internal Services	-	-					145,421,774	145,421,774
Interfund Transfers	5,016,948	5,338,386	47,975,245	18,759,591	27,063,600	70,334,661	600,000	175,088,431
Statutory 5%	(15,043,910)	(1,956,447)	(6,735,151)	(1,975)	(34,183)	(11,706,259)	(4,362,276)	(39,840,201)
<b>Total Non-Revenue</b>	<b>88,554,614</b>	<b>25,702,650</b>	<b>171,756,201</b>	<b>18,941,058</b>	<b>45,014,173</b>	<b>336,108,548</b>	<b>141,659,498</b>	<b>\$ 827,736,742</b>
<b>Gross Sources</b>	<b>389,432,798</b>	<b>64,831,592</b>	<b>306,459,222</b>	<b>18,980,558</b>	<b>45,697,824</b>	<b>570,233,741</b>	<b>144,569,678</b>	<b>\$ 1,540,205,413</b>
Confirmation of Unencumbered Prior Year Project/Grant Balances								321,448,705
Confirmation of Other Special Taxing Districts (Myakka Fire Dept., Housing Authority, Law Library)								2,421,787
<b>TOTAL</b>								<b>\$ 1,864,075,905</b>
<b>Less:</b>								
Cash Balance	(84,064,575)	(18,495,993)	(86,164,377)	(218,692)	(7,345,531)	(267,811,230)	-	\$ (464,100,398)
Interfund Transfers	(5,016,948)	(5,338,386)	(47,975,245)	(18,759,591)	(27,063,600)	(70,334,661)	(600,000)	(175,088,431)
Internal Services							(143,969,678)	(143,969,678)
	(89,081,523)	(23,834,379)	(134,139,622)	(18,978,283)	(34,409,131)	(338,145,891)	(144,569,678)	\$ (783,158,507)
<b>Net New Sources</b>	<b>300,351,275</b>	<b>40,997,213</b>	<b>172,319,600</b>	<b>2,275</b>	<b>11,288,693</b>	<b>232,087,850</b>	<b>-</b>	<b>\$ 757,046,906</b>
<b>Uses</b>								
<b>Expenditures:</b>								
General Government	63,859,968		6,206,721	18,761,866				\$ 88,828,555
Public Safety	177,237,396		19,419,496		900,000			197,556,892
Physical Environment	1,615,976		4,830,042		32,746,329	168,447,118		207,639,465
Public Transportation	-	20,853,518	30,231,573		16,377,688	24,648,460		92,111,239
Economic Environment	6,974,272		14,556,435					21,530,707
Human Services	20,157,546		12,817,448					32,974,994
Culture & Recreation	1,269,624		22,796,105		5,497,769	2,770,704		32,334,202
Transfers to Other Govt.	-	4,393,980						4,393,980
Interfund Transfers	19,901,271	19,867,460	64,723,713		4,052,457	66,543,530		175,088,431
Internal Services	-						90,603,397	90,603,397
<b>Reserves:</b>								
Contingency	14,352,170	1,220,641	16,162,709			6,666,617	299,438	38,701,575
Capital Outlay	-		28,550,603		12,124,132			40,674,735
Cash Balance/Prior Yr. Approp.	84,064,575	18,495,993	86,164,377	218,692	7,345,531	267,811,230	53,666,843	517,767,241
Non Expendable Trusts								-
<b>Gross Uses</b>	<b>389,432,798</b>	<b>64,831,592</b>	<b>306,459,222</b>	<b>18,980,558</b>	<b>79,043,906</b>	<b>536,887,659</b>	<b>144,569,678</b>	<b>\$ 1,540,205,413</b>
<b>TOTAL</b>								<b>\$ 1,864,075,905</b>
<b>Less:</b>								
Cash Balance	(84,064,575)	(18,495,993)	(86,164,377)	(218,692)	(7,345,531)	(267,811,230)	-	\$ (464,100,398)
Interfund Transfers	(5,016,948)	(5,338,386)	(47,975,245)	(18,759,591)	(27,063,600)	(70,334,661)	(600,000)	(175,088,431)
Internal Services							(143,969,678)	(143,969,678)
	(89,081,523)	(23,834,379)	(134,139,622)	(18,978,283)	(34,409,131)	(338,145,891)	(144,569,678)	\$ (783,158,507)
<b>Net New Uses</b>	<b>300,351,275</b>	<b>40,997,213</b>	<b>172,319,600</b>	<b>2,275</b>	<b>44,634,775</b>	<b>198,741,768</b>	<b>-</b>	<b>\$ 757,046,906</b>





# Accomplishments, Goals & Strategies



# Department Accomplishments and Short Term Goals

## Building and Development Services



**Accomplishments:**

- Multi-discipline plan examiners
- Review cycles are shortened
- Code Enforcement increased community education

**Short Term Goals:**

- Keep increasing community involvement
- More efficient staff reporting
- Audit and distribute permit applications quicker

## Convention and Visitors Bureau

**Accomplishments:**

- Improve the high performing organization culture
- Provide and improve the customer experience for guest
- Cross-train employees for future opportunities

**Short Term Goals:**

- Diversify our offering in the marketplace
- Enhance customer service at all facilities
- Provide better consistency



## County Administration



### **Accomplishments:**

- Multi-discipline plan examiners
- Ensured impact fees reviewed
- Public facing documents are all compliant and accessible to ADA

### **Short Term Goals:**

- Manage the Administrative Policies and Procedures
- Impact Fee Study
- Meet the needs of ADA Compliance

## County Attorney





# Financial Management

**Accomplishments:**

- Upgrading technology
- Adopting FY20 Countywide Budget
- Improve Procurement process time

**Short Term Goals:**

- Enhance transparency
- Standardization and automation process
- Enhance level of service



# Human Resources

**Accomplishments:**

- Recruiting more aggressively, strategically and creatively
- Investing in programs and activities for the workplace
- Organizational well-being

**Short Term Goals:**

- Enhance and expedite recruitment
- Integrate workflow functions
- Employee's holistic well-being



## Information Technology



### **Accomplishments:**

- Improved cyber security program
- Met extra demands for service
- Installed fiber optic connectivity

### **Short Term Goals:**

- Maintain regulatory compliance
- Reduce service delivery times
- Eliminate recurring cost

## Neighborhood Services

### **Accomplishments:**

- Investing in Neighborhood Action Plan
- Better responsiveness to the need of citizenry
- Consistent messaging and communications of events, activities and programs for our citizens

### **Short Term Goals:**

- Develop neighborhood enhancements
- Ensure community can access resources
- Build community awareness





# Parks and Natural Resources

## Accomplishments:

- Broad coverage of preserve landscape with the application of prescribe fire
- Improved the quality of service
- Maintained and improved numerous very technical environmental programs

## Short Term Goals:

- Assert on leading stewardship over native landscapes and habitat
- Maintain quality customer service
- Current and future carbon reduction markets



# Property Management



## Accomplishments:

- Increased the level of service necessary to maintain the parks with high usage
- Installation of solar trash compactors
- Provide safe, well maintained beautiful parks, beaches and recreation facilities

## Short Term Goals:

- Standardizing the turf quality
- Improve park custodial conditions during events
- Improve safety usage for staff

## Public Safety

### **Accomplishments:**

- EMS system expands to meet population growth
- Well trained, managed and structured volunteer team
- Updated Post Disaster Development Plan

### **Short Term Goals:**

- Improve response and treatment to residents and visitors
- Enrichment of shelter animals
- Provide continuous paramedic presence on the island



## Public Works and Transit



### **Accomplishments:**

- Increased the overall fuel storage capacity of the County
- Handy Bus has added an extra 25 trips daily, Monday through Saturday
- Reduced plan review and turnaround time

### **Short Term Goals:**

- Increase pothole and sidewalk repair capacity
- Better social media presence
- Reduce time to evaluate traffic calming and seed studies



## Redevelopment and Economic Opportunity



### Accomplishments:

- Implementation of the Strategic Plan
- Continue to grow business-friendly destinations that will grow partnerships
- Provide affordable housing services to income-eligible residents

### Short Term Goals:

- Available land parcels for affordable housing and some mixed use
- Leverage incentives in the South West District for increased benefit
- Workforce interest in new and safe residential product

## Utilities



### Accomplishments:

- New payment services with pay options and extra protection for customers
- Updated manual meter readers to radio frequency meters which enhances efficiency
- Second phase of the Fats, Oil, Grease Program was implemented

### Short Term Goals:

- Initiate and complete additional projects that will continue to provide safety and well-being to citizens
- Upgrade additional systems to protect against cyber threats
- A water filtration upgrade will begin at the Water Treatment Plant to enhance the water quality

# Long Term Goals and Strategy

2018



## BACK TO THE FUTURE

A Visioning Project with the Community

## WHERE ARE WE HEADING



**If you don't know where you are going, you'll end up someplace else.**

**- Yogi Berra**



1968

Plans have helped shape what our community looks like today

Require vision and adaptability

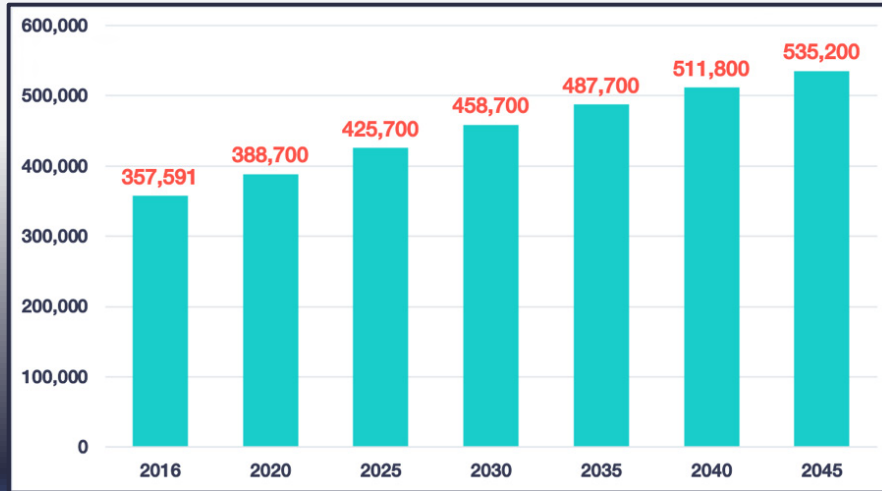
Vision leads to some great things



## Innovative Changes Over Time

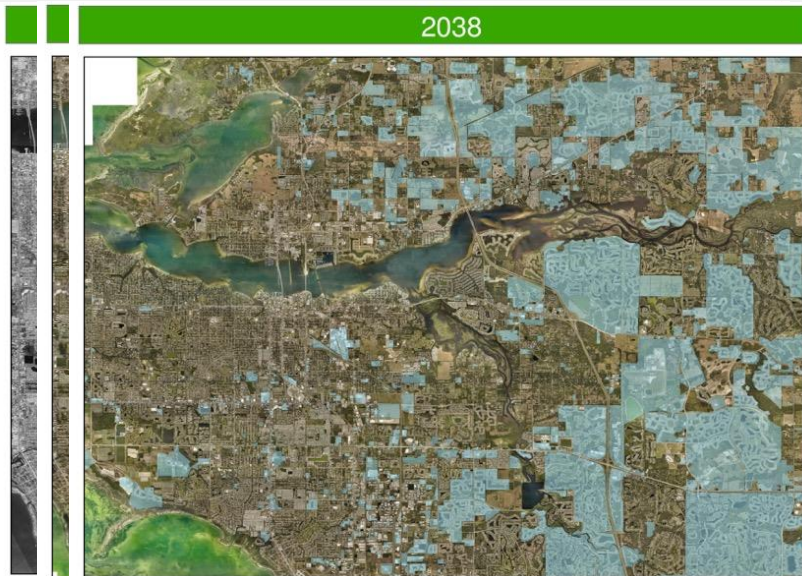


## Population Growth



Source: UF Bureau of Economy & Business Resource April 2017

## How We Have Grown

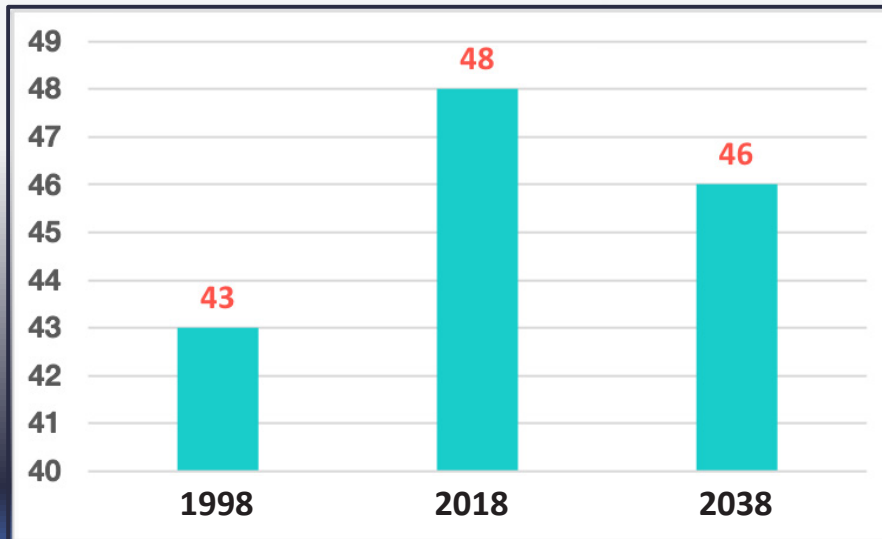


By 2038 –  
44,834 Dwelling Units

Average of 2,000  
Dwelling Units/Year

Source: Manatee County Aerial Maps, GIS

## Median Age



Source: U.S. Census, 2010

## Households 65+



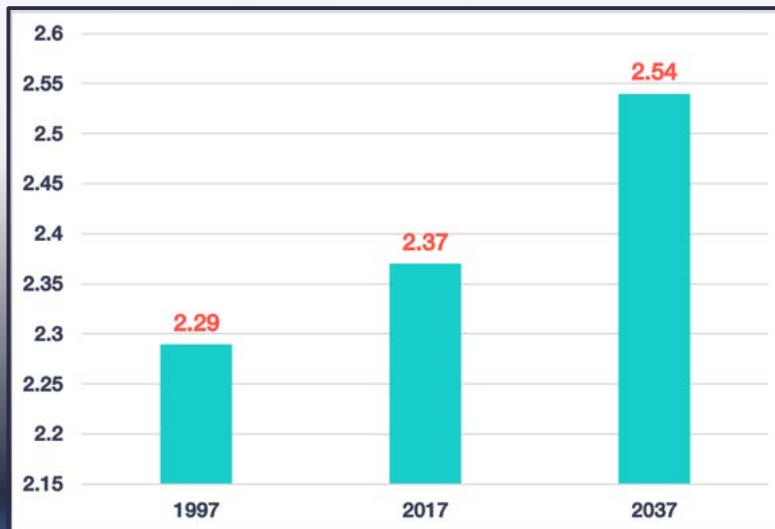
Source: Woods & Poole Economics, 2017

## Race, Ethnicity, & Culture

	U.S. 2000	Florida 2000	Manatee 2000	Manatee 2050
Black, Non-Hispanic	12.3%	14.6%	8.2%	8.3%
Hispanic (Any Race)	12.5%	16.8%	9.3%	38.9%
White, Non-Hispanic	75.1%	78.9%	86.4%	50.8%

Source: Woods & Poole Economics, 2017

## Household Size



Source: Woods & Poole Economics, 2017

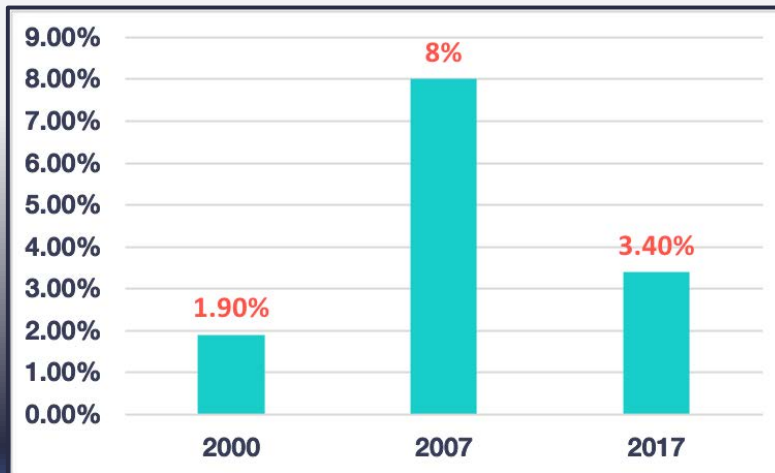


# ECONOMICS

“Anyone who has ever struggled with poverty knows how extremely expensive it is to be poor.”

- James A. Baldwin

## Unemployment



While the late 1990s saw strong unemployment rates, the economic recessions during the 2000s greatly impacted the economic vitality of the county.

Since 2010 however, the unemployment is nearer to the 2000 unemployment rate.

Source: Bureau of Labor Statistics

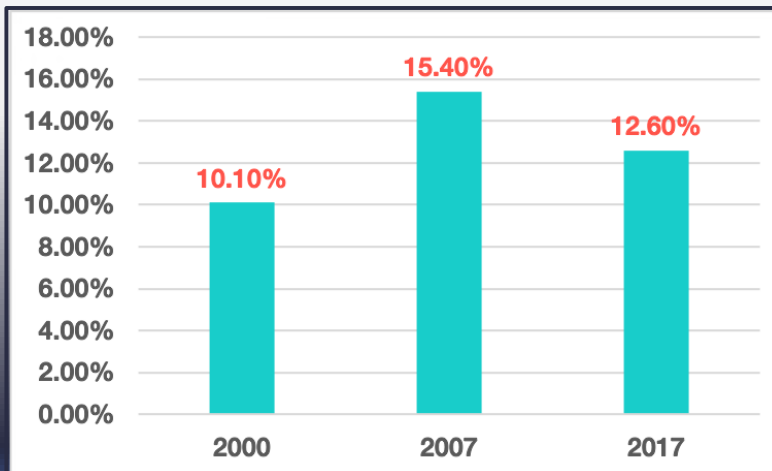
## Real Median Income



When adjusted to 2017 dollars, the median income in Manatee County has consistently fallen since 2000.

Source: American Community Survey, U.S. Census

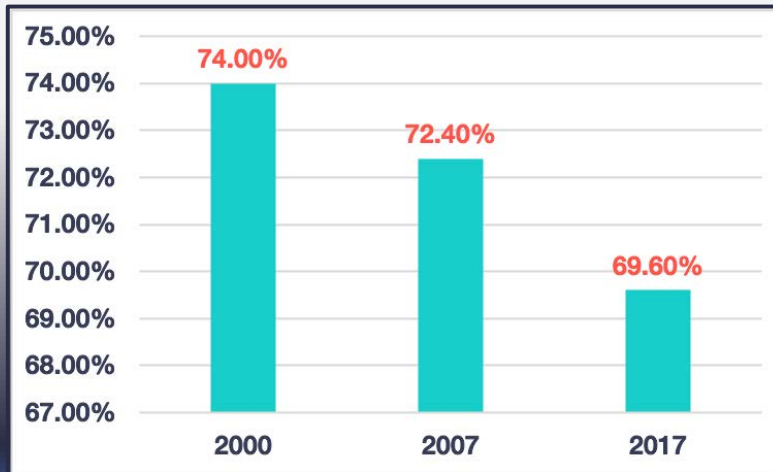
## Poverty



Following the recessions of the 2000s, the poverty rate increased in Manatee county by almost 5%, but has since declined to a little over 12%.

Source: American Community Survey, U.S. Census

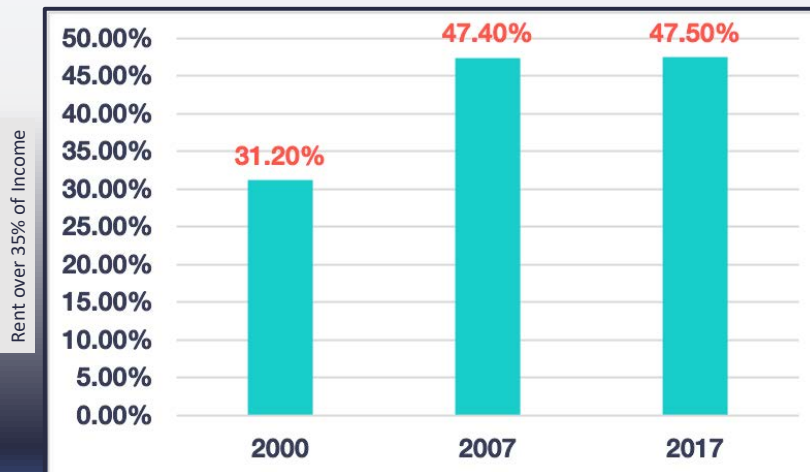
## Home Ownership



Homeownership has likewise fallen consistently since 2000.

Source: American Community Survey, U.S. Census

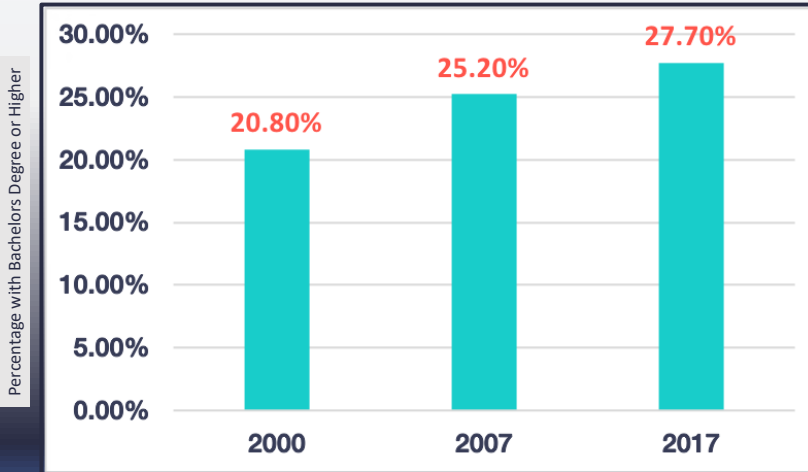
## Affordable Housing



Despite increased demand for rental units, the percentage of households paying over 35% of income has remained consistent since 2010, but increased from 2000.

Source: American Community Survey, U.S. Census

## Educational Attainment



Overall, there are higher rates of educational attainment in Manatee County.

Source: American Community Survey, U.S. Census

## Inflation Rates

**52.36%**

Cumulative Inflation Rate Since 1997

A **\$20** purchase in **1997** would cost **\$30.54** in **2017**.  
By **2037**, it could cost **\$50**.

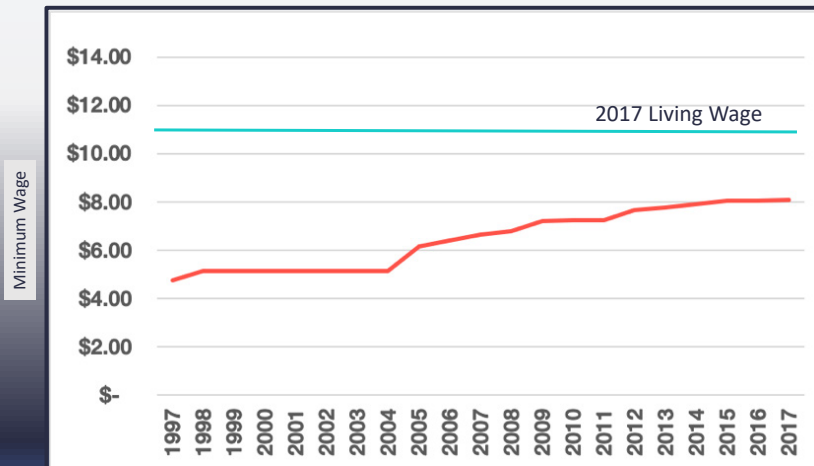
Projected value of the dollar is assuming an average inflation rate of 2.32% with a cumulative inflation rate of 149.86%.

While interest rates can vary, the historical inflation trends suggest that the dollar is going to continue to experience inflation.

Source: <https://smartasset.com/investing/inflation-calculator>



## Minimum Wage

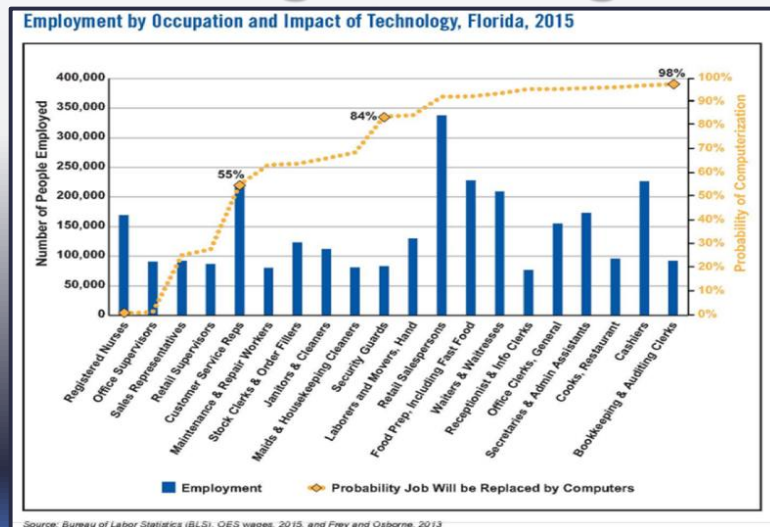


While minimum wage has risen since 1997, the present minimum wage still falls short of a livable wage in Manatee County.

If minimum wage continues to rise at it's historical rate, it would still fail to provide an adequate livable wage.

Source: Florida Department of Economic Opportunity (2017)  
MIT Living Wage Calculator (2017)

## Technological Change



Many industries will be impacted by technology.

According to a 2015 study, many jobs – white & blue collar – will be replaced by computers.

Source: U.S. Bureau of Labor Statistics (2017), Frey and Osborn (2013)

# INFRASTRUCTURE



**I think our cities' deteriorating infrastructure is a silent crisis.**

**- Betsy Hodges**

1998

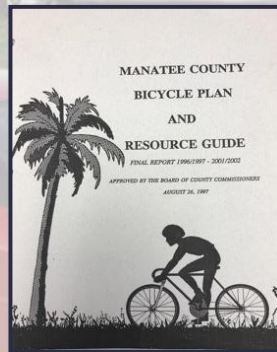
## Transportation

SUVs became popular

Electric vehicles a novelty

Segway was the future of transportation

A Bicycle Plan was in place...but not followed well



1998

# Transportation Accomplishments



2018

# Transportation

Trends:

- USA Growing mostly suburban
- Shifting towards Mobility

Person > Car

- Electric Vehicles are Main Stream
- Rideshare | Uber | Lyft

Transportation Infrastructure

- Complete Streets
- Vision Zero
- Safe Routes to School
- ASCE Grade is D+





# 2018 Transportation Accomplishments

- Fort Hamer Bridge
- 44<sup>th</sup> Avenue Extension
- SR 64 Improvements
- Complete Street Projects in Palmetto
- DeSoto Bridge analysis underway



# 2038 Transportation



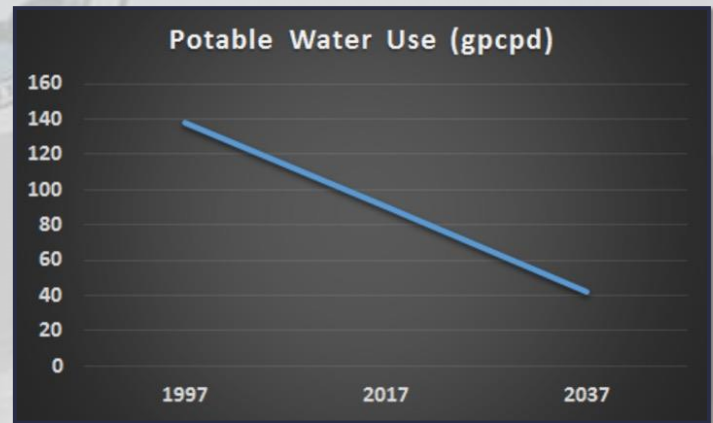


# Potable Water



Currently:

- Capacity until 2034
  - 1,300+ Miles of Pipe Line
  - 7.6 MGD
  - Will require new supplies and sources
- Use of Reclaimed Water
- Ground Water Replacement Credits
- Continued Conservation



Source: Manatee County Utilities Department

# Sewer

- Vital Element of Society
- Vital for the Environment
- Currently 3 Plants
  - 1,133+ Miles of Pipe Line
  - 4.4 MGD/plant
  - Injection wells for effluent
- Continued Conservation from Potable Water are necessary

What happens when these are at capacity?  
Is that capacity closer than we think?

Source: Manatee County Utilities Department

# Lena Road Landfill

13.8 MCYD

Year End & Current

Hurricane Irma Produced

456,000 CYD

2042 Lifespan in years

Source: Manatee County Utilities Department

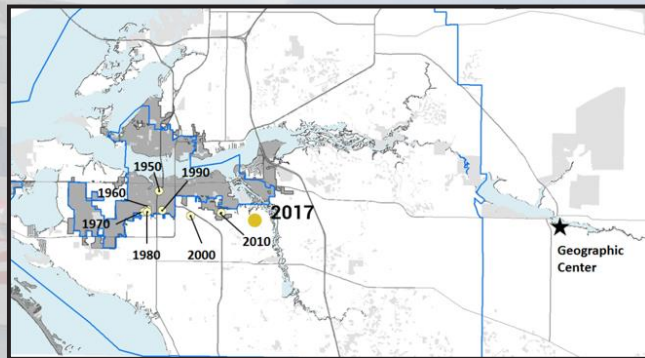
# County Facilities

1950 - Present

Service Delivery Strategy:

- Headquarters: Admin Building
- Satellite Customer Service Centers
- Back Office/Yards

Are we where we need to be?  
Are we most convenient for the citizens?  
Are we operating efficiently?



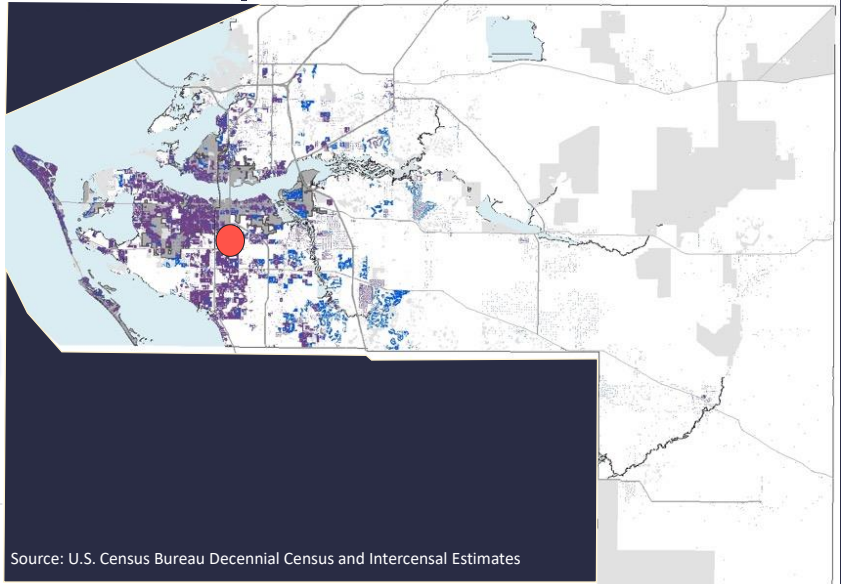
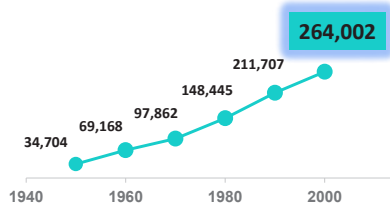
Source: Manatee County Government

## Resident Population | By Decade: 1991-2000

● Residential Centerpoint

Residential Units

- Built 1991 to 2000
- Built 1990 or Earlier



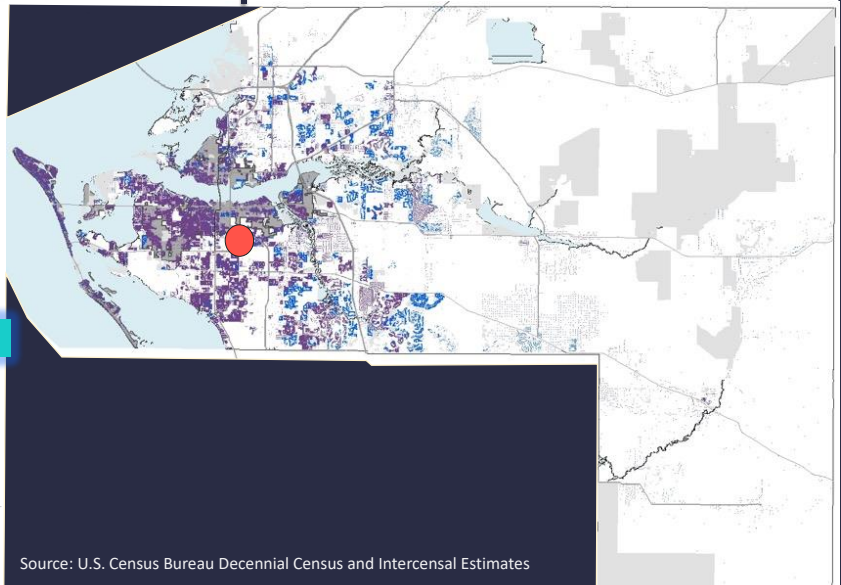
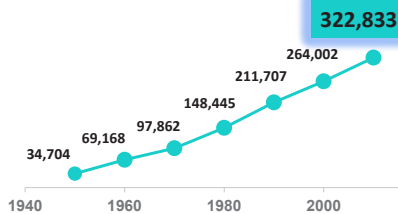
Source: U.S. Census Bureau Decennial Census and Intercensal Estimates

## Resident Population | By Decade: 2001-2010

● Residential Centerpoint

Residential Units

- Built 2001 to 2010
- Built 2000 or Earlier



Source: U.S. Census Bureau Decennial Census and Intercensal Estimates

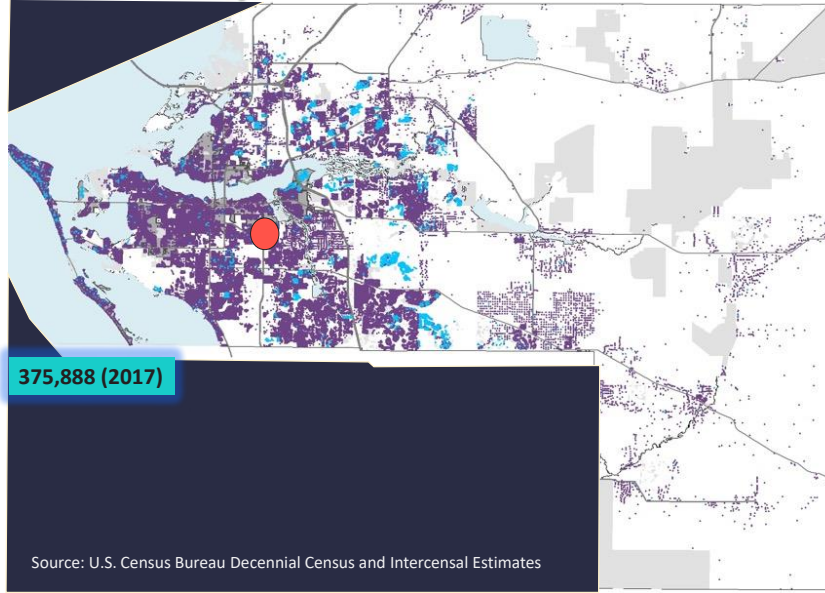
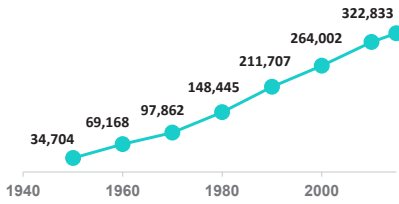
# Resident Population | By Decade: 2011-2017

 Residential Centerpoint

Residential Units

 Built 2011 to 2017

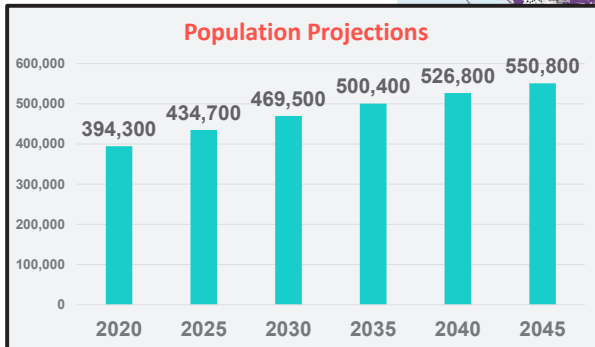
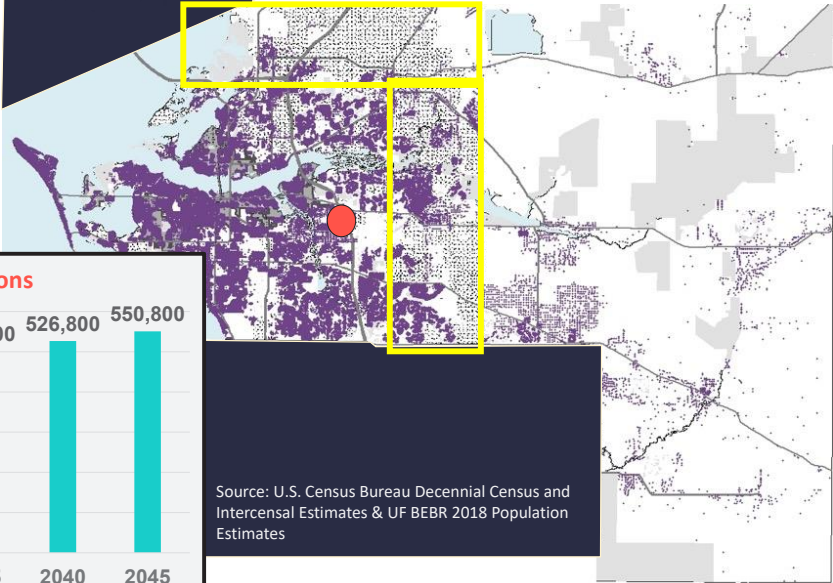
 Built 2010 or Earlier



Source: U.S. Census Bureau Decennial Census and Intercensal Estimates

# Resident Population | By Decade: 2038?

 Residential Centerpoint



Source: U.S. Census Bureau Decennial Census and Intercensal Estimates & UF BEBR 2018 Population Estimates

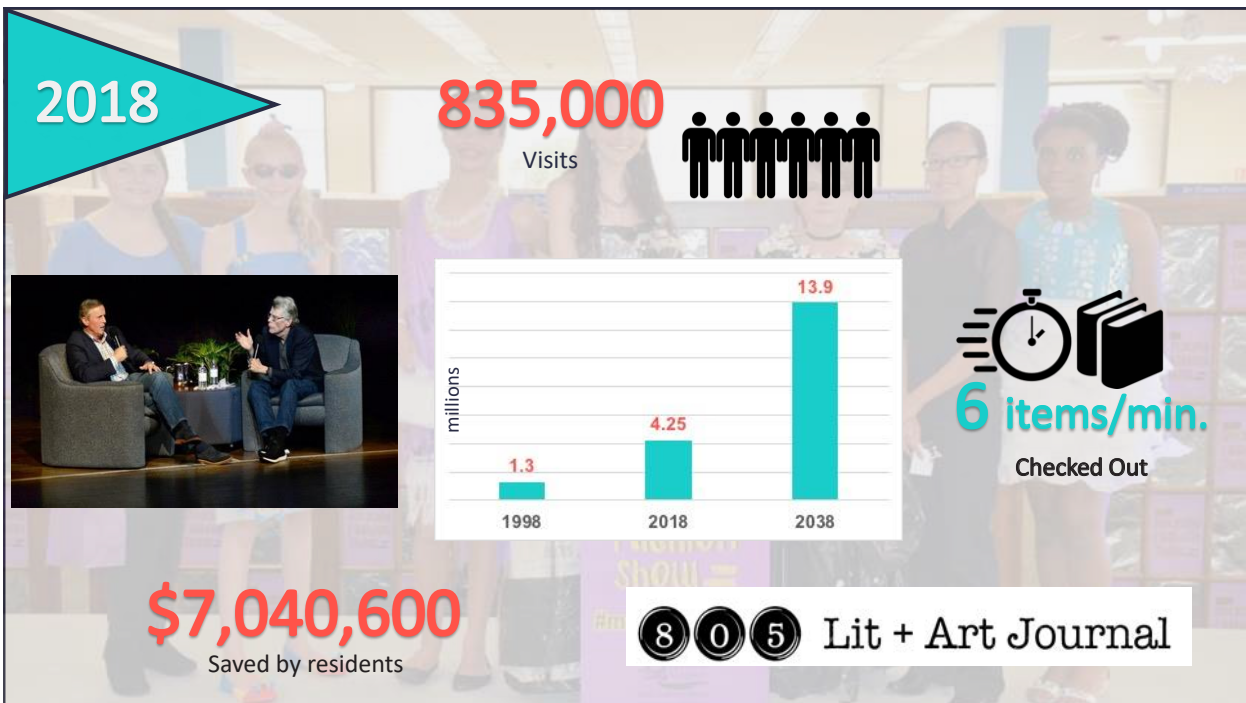


# QUALITY OF LIFE



“Quality of life actually begins at home - it's in your street, around your community.”

- Charles Kennedy







Librarian of the Year (2017) - Ava Ehde  
 Friends, Foundation & Board Award (2017)  
 Library of the Year (2016)  
 Betty Davis Miller Youth Services Award (2016)  
 Lifetime Achievement Award- Kevin Beach (2016)  
 Outstanding Friends Member - Doris Pope (2016)  
 Keep Manatee Beautiful Recycling Award (2015)  
 Libraries Change People's Lives Award (2015)  
 Library Innovation Award (2013)  
 Betty Davis Miller Youth Services Award (2013)

## Library Accomplishments

2038

- New facilities from half-cent sales tax
- Aging population
- Growing Hispanic population
- Young families
- Increased focus on e-resources and technology
- Private sector inspiration



2038

# Funding & Concerns

Value of  
Public Libraries In  
Florida

\$1 = \$10.18

[roi.info.florida.gov](http://roi.info.florida.gov)

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\$17.36/capita  
(Manatee County)

VS

\$26.35/capita  
(Average FL Library)

Staffing Levels

Entity	Staffing Level
State	109
Sarasota	137
Manatee	65

Source: Florida Department of State Division of Library and Information Services  
Public Library Statistics & Ranked Data Tables 2015/2015

1998

# Parks & Natural Resources



- Beach re-nourishment & artificial reefs
- Emerson & Duette Preserves - 1,000 visits/year
- No Rye, Robinson, Riverview Pointe Preserves
- GT Bray had no trees
- 38 local parks
- 1 district park
- 3 regional parks
- Last master plan drafted in 1975





2018

70 Parks  
28,000 Acres

68 Miles of Trails

56,000 acres  
under conservation

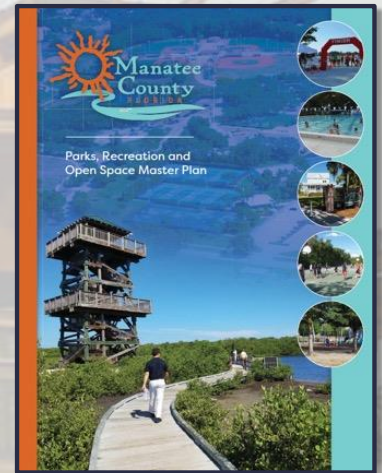
2.6 miles of coastline

500,000 visitors/year to  
Robinson & Emerson  
Preserves



2018

## Accomplishments



[planmanateeparks.com](http://planmanateeparks.com)

2038

# Future Recreation

- Comprehensive Master Plan for Parks, Recreation, and Open Space details plans for parks, pools, greenways, trails, playgrounds, & more
- New parks/pools
  - East County, Hidden Harbor, Lincoln Park
- John Marble renovation
- Improve athletics fields
- Shade
- Air-conditioning
- Environmental horticulture



- By 2038, we will have spent \$100 million to purchase new lands & improve existing parks & natural resources
  - \$64m sales tax
  - \$38m impact fees
- Fewer staff & more residents per acre than surrounding counties
- More conservation land needed



### Percent of Open Space

Manatee County	Sarasota County	Hillsborough County	Pasco County	Lee County	State of Florida
12.5%	52%	16.8%	23.4%	19.9%	30%



## LOOKING TO THE FUTURE

“What is a legacy? It’s planting seeds in a garden you never get to see.”

- Hamilton, The Musical

## Planning for the Future

Infrastructure  
for 2038?

Jobs & Economy  
for 2038?

Housing  
for 2038?

Quality of Life  
Services  
for 2038?

[www.mymanatee.org/backtothefuture](http://www.mymanatee.org/backtothefuture)



/manateemillennials



@ManateeMillennials



@WeAre\_M3



/manateemillenni

## Planning for the Future

What are the top 5 things you think our community should do to prepare:

### INFRASTRUCTURE

Density? Other modes of transportation?

## Planning for the Future

What are the top 5 things you think our community should do to prepare:

### JOBS & ECONOMY

Telecommuting?



## Planning for the Future

What are the top 5 things you think our community should do to prepare:

### HOUSING

Tiny homes? Container homes?

## Planning for the Future

What are the top 5 things you think our community should do to prepare:

### QUALITY OF LIFE

More libraries? Parks?  
Other requested services?



An aerial photograph of Lecom Park baseball stadium. The stadium is a large, circular structure with a green field and brown infield. The seating area is visible, and there are several tall stadium lights around the field. In the foreground, there is a large white building with a blue roof and a sign that reads "LECOM PARK BRADERTON". The stadium is surrounded by a cityscape with various buildings and a large body of water in the background under a clear blue sky.

# County Administration and Board of County Commissioners

## *County Administration and Board of County Commissioners*

The County Administration department provides guidance and direction to departments for the implementation of policies and programs established by the Board of County Commissioners. County Administration consists of three programs: Board of County Commissioners/County Administration, Impact Fee Administration, and Information Outreach.

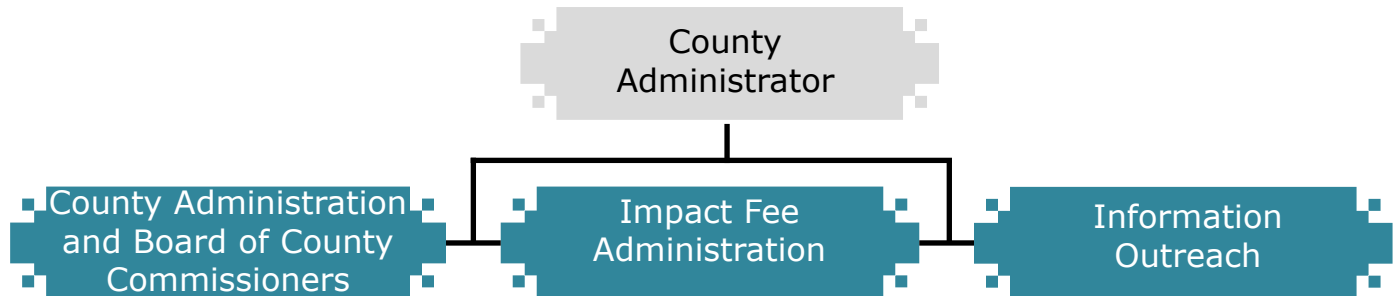
The Board of County Commissioners consists of the seven elected commissioners and their support staff. Support staff provide administrative support to the seven County Commissioners, while the Board is responsible for establishing policies through adoption of formal resolutions and ordinances.

The County Administrator's office provides professional management of county departments and programs for residents. The Administrator and staff analyze short-term and long-term trends to plan for anticipated needs, and balance county services for residents. This office reinforces the guiding principles providing for a customer-focused, accountable team to implement efficient county operations, and cost-effective delivery of services to our citizens.

The Information Outreach program is responsible for the county's public information and communication program, the legislative program, and coordinating with other local, state, and federal legislative liaisons. This program includes the operation of the Manatee Government Access television channel and the Citizens Action Center.

The Impact Fee program is responsible for determining the required impact fees; overseeing collection of impact fees; coordinating and monitoring credit applications; preparing periodic reports on collections and credits; and evaluating, revising, and implementing the program. This program requires significant coordination with the Building and Development Services, Public Works, Public Safety, and Parks departments. There is also a great deal of contact with the public, particularly with applicants seeking development approvals.

### **Organizational Structure**





# County Administration and Board of County Commissioners

## Sources of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	3,099,495	3,205,779	3,313,848	2,987,356
Program/ General Revenue	786,538	748,669	953,808	953,781
Totals:	3,886,033	3,954,448	4,267,656	3,941,137

## Uses of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
County Administration/Board of County Commissioners	2,359,060	2,449,374	2,496,077	2,193,655
Impact Fee Administration	773,799	748,669	953,808	953,781
Information Outreach	753,174	756,405	817,771	793,701
Totals:	3,886,033	3,954,448	4,267,656	3,941,137

Budgeted Positions:	25	25	26	26
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## County Administration/Board of County Commissioners

### Program Purpose and Description

The Board of County Commissioners, which is the governing body of Manatee County, consists of seven elected members. Five members represent a specific geographical district within the county and two members represent the County-At-Large. The Commissioners also sit as chairs of the Manatee County Port Authority, and Community Redevelopment Agencies.

The Board of County Commissioners establishes policy through adoption of formal resolutions and ordinances that are implemented by the County Administrator to protect the health, welfare, safety, and environment of citizens through services, programs, and facilities operated by county departments; and represent the needs and desires of the citizens to other levels of government.

The County Administrator is selected by the County Commission as Manatee County Government's top appointed official. The County Administrator assures all actions, directives, and policies of the Board of County Commissioners are promptly, efficiently, and effectively carried out. In addition, the Administrator oversees department directors responsible for managing all county programs, facilities, and services; undertakes special projects; and provides professional management of county services, as well as long-term visioning for county government and the community.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	2,359,060	2,449,374	2,496,077	2,193,655
Totals:	2,359,060	2,449,374	2,496,077	2,193,655

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	2,218,269	2,263,364	2,323,768	2,023,846
Operating	140,791	186,010	169,809	169,809
Capital	0	0	2,500	0
Totals:	2,359,060	2,449,374	2,496,077	2,193,655
Budgeted Positions:	16	16	17	17

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
BCC Appointments/Briefings	4,507	6,550	6,550	6,550
BCC Service Requests	513	525	525	550
Board Meeting/Work Sessions	59	70	60	60
Agenda Items	1,472	1,750	1,550	1,550
Proclamations	65	67	66	66

## Impact Fee Administration

### Program Purpose and Description

New construction in Manatee County has been required to pay impact fees since 1986. These one-time fees are collected from development in the unincorporated portions of Manatee County for roads, parks, public safety, and law enforcement. Authorized by the Manatee County Land Development Code, the Impact Fee program must meet all requirements established by state and local law.

New development increases the cost of providing infrastructure for county services. Impact fees are designed to help guarantee that new development pays its share of the costs incurred by Manatee County to meet those needs. Impact fees can only be levied after careful study and analysis. It is essential new development not pay more than its fair share for the capital costs of meeting road, law enforcement, public safety, and park needs. As a result, impact fees may only be spent on new capital items such as buying land, building roads, building parks and providing equipment. Impact fees may not be used to maintain or replace existing facilities.

The Impact Fee program determines the required impact fees; oversees collection of impact fees; coordinates and monitors credit applications; prepares periodic reports on collections and credits; and evaluates, revises, and implements the program. This program requires significant coordination with the Building and Development Services, Public Works, Public Safety, and Parks departments. There is also a great deal of contact with the public, particularly with applicants seeking development approvals.

The program is also responsible for the long-range planning and implementation of the County Administrator's How Will We Grow? project. This includes working with other departments to improve infrastructure efficiency and decision-making for new development and future capital projects for infrastructure and services.

Costs for contracted studies are not included in the adopted budget, but are added by budget amendment, if necessary, during the year.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Program/ General Revenue	773,799	748,669	953,808	953,781
Totals:	773,799	748,669	953,808	953,781

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	143,010	193,491	186,983	186,957
Operating	630,789	555,178	766,825	766,824
Capital	0	0	0	0
Totals:	773,799	748,669	953,808	953,781

Budgeted Positions:	2	2	2	2
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<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Estimates Given for Fees	350	400	450	500
Building Permit Reviews	1,410	1,200	1,250	1,300
Planning Dept Preapplications Processed	67	140	150	160
Alternate Impact Fee Analyses Processed	1	10	15	20
Impact Fee Credit Authorizations	3	12	15	20



**Information Outreach**  
**Program Purpose and Description**

The Information Outreach division provides a centralized public information program, bringing together all county communication resources to promote and report on county services and improvements. The division is the focal point for official county communication with responsibility for MGA-TV programming and media relations. It has oversight authority for all public information activities in all departments and offices under the County Administrator. The Outreach division also coordinates with legislative liaisons and elected officials.

The Citizen's Action Center serves as a one-stop center to aid in the resolution of constituent complaints and concerns and it acts as a referral center to government and private service agencies. The center manages requests for service from citizens, making referrals to the appropriate county department for action and monitoring completion of requests.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	740,435	756,405	817,771	793,701
Program/ General Revenue	12,739	0	0	0
Totals:	753,174	756,405	817,771	793,701

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	510,483	500,538	514,950	514,880
Operating	230,169	245,867	268,821	268,821
Capital	12,522	10,000	34,000	10,000
Totals:	753,174	756,405	817,771	793,701
Budgeted Positions:	7	7	7	7

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Information Requests	53,669	42,500	50,000	50,000
Requests for Service	4,628	5,000	5,000	5,000
Email Requests	44,649	29,500	40,000	40,000
Immediate Resolutions	45,050	35,500	45,100	45,100



A dirt path with wooden railings winds through a lush tropical forest. The path is made of light-colored soil and is flanked by tall palm trees and other greenery. The railings are made of weathered wood. The scene is brightly lit, with dappled sunlight on the ground.

# Constitutional Officers



## Clerk of Circuit Court

	<u>FY18 Actual</u>	<u>FY19 Adopted</u>	<u>FY20 Adopted</u>
Clerk of Circuit Court	\$ 7,323,234	\$ 7,553,703	\$ 7,782,005
Clerk Support Costs	\$ 566,728	\$ 546,850	\$ 488,738
Funded Positions	89	90	91

## Property Appraiser

	<u>FY18 Actual</u>	<u>FY19 Adopted</u>	<u>FY20 Adopted</u>
Property Appraiser	\$ 4,881,861	\$ 5,204,295	\$ 5,555,274
Property Appraiser Support Costs	\$ 215,404	\$ 208,701	\$ 244,427
Funded Positions	58	59	60

## Sheriff

	<u>FY18 Actual</u>	<u>FY19 Adopted</u>	<u>FY20 Adopted</u>
Sheriff	\$ 120,376,379	\$ 126,712,494	\$ 133,200,379
Sheriff Support Costs	\$ 5,715,284	\$ 4,825,387	\$ 4,244,037
Jail Medical Costs	\$ 6,027,790	\$ 6,130,000	\$ 6,200,000
Capital - Jail Management System	\$ 4,891,216	\$ -	\$ -
Funded Positions	1,198	1,208	1,230

## Supervisor of Elections

	<u>FY18 Actual</u>	<u>FY19 Adopted</u>	<u>FY20 Adopted</u>
Supervisor of Elections-Incl Supt Costs	\$ 2,489,067	\$ 2,587,200	\$ 2,494,518
Funded Positions	19	19	19

## Tax Collector

	<u>FY18 Actual</u>	<u>FY19 Adopted</u>	<u>FY20 Adopted</u>
Tax Collector	\$ 10,017,265	\$ 10,514,472	\$ 11,102,993
Tax Collector Support Costs	\$ 183,525	\$ 183,790	\$ 178,756
Funded Positions	102	103	105

Above amounts represent only the Manatee County Government portion of the Constitutional Officers budgets, which may not reflect their total budgets, due to receipt of revenues from other sources. For the Tax Collector, the above amounts represent the fees paid by Manatee County Government to the Tax Collector.

Additional information on the budgets and operations of these offices is available on their respective web sites, which are linked on [www.mymanatee.org](http://www.mymanatee.org).



# County Attorney





# County Attorney

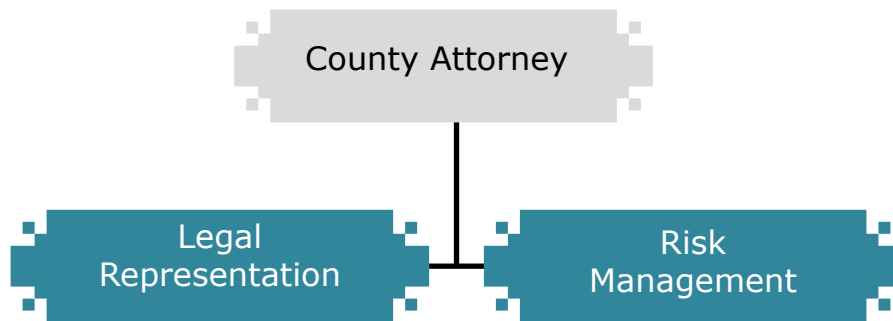
The County Attorney's Office (CAO) provides legal advice and representation to the Board of County Commissioners (Board), the County Administrator, and the various departments of county government. Advice is typically dispensed by formal memoranda in response to written Request(s) for Legal Services. Representation typically occurs when the county is a party to litigation. Whether dispensing advice or representing the county in state or federal court or before administrative tribunals, the CAO seeks to protect the interests of Manatee County Government and by extension, the citizens of the county.

On those occasions when the County Attorney deems it necessary to secure the services of special or outside counsel, the CAO supervises, reviews, and coordinates the work of such outside counsel.

The CAO also provides legal advice and representation to a variety of agencies and advisory bodies under the jurisdiction of the Board; and to constitutional officers and other units of local government (all at the direction of the Board and with the consent of the County Attorney), where necessary to protect the county's interests.

The CAO, through its Risk Management division, also oversees the administration of the county's self-insurance program, to include workers' compensation, general and auto liability, and safety training.

## Organizational Structure



# County Attorney

## Sources of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	7,567,309	11,601,592	11,220,962	11,305,141
Gen Fund/General Revenue	2,474,749	2,478,073	2,604,402	2,616,421
<b>Totals:</b>	<b>10,042,058</b>	<b>14,079,665</b>	<b>13,825,364</b>	<b>13,921,562</b>

## Uses of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Legal Representation	2,673,401	2,728,073	2,854,402	2,866,421
Risk Management (Internal Service)	7,368,657	11,351,592	10,970,962	11,055,141
<b>Totals:</b>	<b>10,042,058</b>	<b>14,079,665</b>	<b>13,825,364</b>	<b>13,921,562</b>

<b>Budgeted Positions:</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>25</b>
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**Legal Representation**  
**Program Purpose and Description**

The County Attorney's Office (CAO) provides legal advice and representation to the Board of County Commissioners (Board), the County Administrator, and the various departments of county government. Advice is typically dispensed by formal memoranda in response to written Request(s) for Legal Services. Representation typically occurs when the county is a party to litigation. Whether dispensing advice or representing the county in state or federal court or before administrative tribunals, the CAO seeks to protect the interests of Manatee County Government and by extension, the citizens of the county.

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The CAO also provides legal advice and representation to a variety of agencies and advisory bodies under the jurisdiction of the Board; and to constitutional officers and other units of local government (all at the direction of the Board and with the consent of the County Attorney), where necessary to protect the county's interests.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	198,652	250,000	250,000	250,000
Gen Fund/General Revenue	2,474,749	2,478,073	2,604,402	2,616,421
Totals:	2,673,401	2,728,073	2,854,402	2,866,421
<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	2,239,544	2,146,159	2,235,782	2,247,801
Operating	433,857	581,914	618,620	618,620
Capital	0	0	0	0
Totals:	2,673,401	2,728,073	2,854,402	2,866,421
Budgeted Positions:	18	19	19	19
<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Cases Under Litigation	221	265	238	245
Requests for Legal Services	403	410	418	423
Hours Billed	24,431	24,700	25,000	25,250

## Risk Management (Internal Service)

### Program Purpose and Description

Manatee County's self-insurance program, administered by the Risk Management Division, provides a system through which the county can protect its assets and meet its responsibilities under state and federal law. This program includes retention of risk for liability to third parties, for workers' compensation benefits to employees, and for repair and replacement of damaged county vehicles and other property. The Risk Management Division also pursues claims against other persons for damage to county property. In addition, the program includes purchase of sufficient excess commercial insurance to cover catastrophic losses and liabilities.

The self-insurance program provides coverage in the same manner and to the same extent as though general liability, automobile liability, and workers' compensation insurance policies had been purchased. The county seeks to fairly and promptly compensate persons injured by acts or omissions of county employees wherein the county has liability.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	7,368,657	11,351,592	10,970,962	11,055,141
Totals:	7,368,657	11,351,592	10,970,962	11,055,141
<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	2,490,965	4,241,962	3,606,240	3,661,186
Operating	4,877,692	7,109,630	7,364,722	7,393,955
Capital	0	0	0	0
Totals:	7,368,657	11,351,592	10,970,962	11,055,141
Budgeted Positions:	5	5	6	6
<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
First Reports of Injury	370	367	407	427
Property/Casualty Claims	929	1,074	1,023	1,074





# County Departments



# ***Building and Development Services***

The Building and Development Services department is comprised of three programs: the Building Regulation/Compliance program, the Planning and Development program, and the Code Enforcement program.

The Building Regulation/Compliance program consists of permitting intake, contractor licensing, plans review, floodplain management, inspections, and administrative functions. This program includes the permitting process from beginning to end.

The Planning and Development program is usually the first point of contact for inquiry land development possibilities. This program also conducts public hearings and presentations before the Planning Commission and Board of County Commissioners on Development regarding Regional Impact projects, addressing, rezonings, and preliminary site plans.

In addition, the Environmental Planning section of this program implements the environmental policies of the Manatee County Comprehensive Plan and Land Development Code and provides reviews and comments on all development proposals.

The Code Enforcement program ensures compliance with the land development code, county ordinances and building codes, and responds to complaints of potential violators, providing follow-up contact with complainants and property owners.

## ***Organizational Structure***



# Building and Development Services

## Sources of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
911 Surcharge	0	0	13,539	13,537
Charges for Services	11,384,507	11,983,880	13,608,783	13,471,660
Unincorporated MSTU Fund	2,204,270	2,501,171	2,662,412	2,761,193
<b>Totals:</b>	<b>13,588,777</b>	<b>14,485,051</b>	<b>16,284,734</b>	<b>16,246,390</b>

## Uses of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Building Regulation/Compliance	8,677,302	9,235,812	10,514,843	10,415,033
Planning and Development	2,707,205	2,748,068	3,107,479	3,070,164
Code Enforcement	2,204,270	2,501,171	2,662,412	2,761,193
Grants - Building & Development Services	0	0	0	0
<b>Totals:</b>	<b>13,588,777</b>	<b>14,485,051</b>	<b>16,284,734</b>	<b>16,246,390</b>

<b>Budgeted Positions:</b>	<b>127</b>	<b>132</b>	<b>145</b>	<b>146</b>
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## Building Regulation/Compliance

### Program Purpose and Description

Building Regulation and Compliance is responsible for the intake, review, and inspection of all permits applied for in Manatee County and ensures all work is done in accordance with the Florida Building Code.

The Permitting section handles the intake and issuance of all permits applied for in unincorporated Manatee County as well as issuance of local licenses for contracting. This section also reviews permits for floodplain compliance.

The Plans Review section reviews plans and remains current on all code changes implemented under the Florida Building Code.

Simple permits in the categories of mechanical, plumbing, electrical, roofing, and doors and windows are available for issuance online once a contractor has filled out the proper paperwork to become an online user. Online permits are available for issuance 24/7, 365 days a year.

Inspections may be scheduled through an automated phone system up to five days in advance. All inspection results are available in real time online. Customers can check the status of their permit in plans review and inspections result history. Payments may be made through the website or automated phone line.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
911 Surcharge	0	0	13,539	13,537
Charges for Services	8,677,302	9,235,812	10,501,304	10,401,496
Totals:	8,677,302	9,235,812	10,514,843	10,415,033

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	5,586,776	5,688,675	6,588,170	6,593,363
Operating	3,069,638	3,547,137	3,821,673	3,821,670
Capital	20,888	0	105,000	0
Totals:	8,677,302	9,235,812	10,514,843	10,415,033

Budgeted Positions:	78	69	76	76
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<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Inspections Performed	142,145	110,000	146,145	150,529
Permits Issued	29,679	28,364	30,569	31,486
Contractors Qualification Files Maintained	1,615	2,500	2,500	2,500
Flood Reviews	5,722	5,700	5,836	5,953
CRS Mailers for Floodplain Properties	138,249	140,000	141,000	142,000

## Planning and Development

### Program Purpose and Description

The Planning and Development Services program is usually the first point of contact for customer inquiry regarding development possibilities in the unincorporated county. Inquiries are from citizens, real estate professionals, and developers. Inquiries are made by e-mail, phone, letter, or in person.

Customers receive information about the county's land development regulations, development application, review process, and what is necessary from a permitting perspective to develop property. This program also processes land development applications and coordinates their review by other county departments and outside agencies. It processes land development applications that require public hearings (e.g., rezonings, site plans, etc.) by a hearing officer or the Planning Commission and Board of County Commissioners.

The Planning and Development Services program improves the county's land development regulations and review processes to improve efficiency and provide improved predictability for citizens and the development community.

The Environmental Planning section of this program reviews land development applications for consistency with the county's environmental regulations, including tree preservation and landscaping requirements. It also reviews development proposals for upland and wetland habitat protection; and coordinates with State and Federal agencies for listed species' protection, and erosion and sediment control.

The Planning and Development program also includes Geographic Information System (GIS) services, which provides maps for all land use related public hearings, maintenance of the Official Zoning Atlas, Comprehensive Plan maps (i.e., Future Land Use Map), and other analytical GIS services for planning and building functions.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	2,707,205	2,748,068	3,107,479	3,070,164
Totals:	2,707,205	2,748,068	3,107,479	3,070,164
<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	2,161,789	2,177,593	2,480,055	2,492,740
Operating	545,416	570,475	627,424	577,424
Capital	0	0	0	0
Totals:	2,707,205	2,748,068	3,107,479	3,070,164
Budgeted Positions:	33	43	50	50
<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Plan Amendments Processed	10	15	12	13
Preliminary/Final Site Plans	119	93	120	125
Administrative Determinations	26	25	27	28
Amendments to Approved Plans	35	40	37	40
Final Plat Reviews	47	35	38	40
Administrative Permits	30	15	30	30
Tree Removal Permits	42	47	48	50

## Code Enforcement

### Program Purpose and Description

The Division's statement is as follows: we protect and improve the health, safety, welfare and quality of life of the citizens in our communities through community code enforcement and the enforcement of laws enacted by the county's governing body (i.e. building, zoning, housing, land development, animal control, fire safety, environmental, etc.) and Statutes. Additionally, to protect consumers, property values, environmentally sensitive lands (i.e. wetlands, conservation areas, etc.), infrastructure and property.

The Code Enforcement Division is responsible for approximately 723 square miles of unincorporated lands within the County. The Division ensures compliance with Statutes and all local laws. Staff responds to community concerns, proactively seeks out potential violations and performs investigation follow-ups, as necessary to provide the best possible service we can. Staff attends association meetings, community events, provides education about our services and laws and community outreach.

Code enforcement has expanded its abilities and visibility within the community. Three (3) years ago, the Division instituted a Bike Patrol Program. The officers bike through the neighborhoods interacting with our citizens, building relationships and making a difference. All officers participating in this program are first certified on the bikes. Additionally, the Division has instituted a Boat Patrol Program. The intent of this program is to protect boaters and our waterways from unsafe structures and to protect protected environmental sensitive lands and mangroves. This has yielded positive feedback from our citizens. All officers participating in this program are certified in boat safety.

We understand that there is so much more the Division could accomplish and that there are a countless number of additional code violations out there. With additional resources, we would be able to address much more than we are able to on an annual basis.

Some examples of significant responsibilities of the Code Enforcement Division include, but are not limited to:

1. Registration and periodic inspections of all sexually oriented business;
2. Registration and periodic inspections of all pain management businesses in the county;
3. Managing the Criminal Nuisance Abatement Program as well as providing legal notices and coordinating the Criminal Nuisance Abatement Board;
4. Managing the Red Light Camera Program and providing clerical services for the hearings;
5. Managing the Special Magistrate Program for all code violations as well as providing legal notices;
6. Managing the Unlicensed Contractor Enforcement Program;
7. Participate in and at times coordinate sting operations which include multiple agencies (Florida Department of Law Enforcement, Department of Business and Professional Regulations, State Attorney's Office, Department of Financial services (Division of Investigative and Forensic Services and the Division of Fraud), Sheriff's Office, Department of Property Maintenance, etc.);
8. Investigate, interview, prepare documents, prepare and present testimony before a Magistrate and a Circuit Judge regarding civil matters, misdemeanors and felonies;
9. Ensuring all active and after-the-fact construction is permitted and/or meets zoning laws;
10. Ensuring all properties are in compliance with the Property Maintenance Standards code, which include the boarding up of unsecured/unsafe properties;
11. Managing the Unsafe Structure Program, which includes the demotion of unsafe structures. It also prevents them from being used for drug activity, prostitution, gang activity, etc.;
12. Stop Work Order Program, which address all in progress construction and land development projects that are not in compliance with county or state laws;
13. Removal of illegally placed signs in the right-of-ways;
14. Managing the Vacant Real Property in Foreclosure Program.



### Code Enforcement

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Unincorporated MSTU Fund	2,204,270	2,501,171	2,662,412	2,761,193
<b>Totals:</b>	<b>2,204,270</b>	<b>2,501,171</b>	<b>2,662,412</b>	<b>2,761,193</b>

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	1,143,080	1,274,726	1,340,850	1,392,760
Operating	1,061,190	1,226,445	1,321,562	1,333,433
Capital	0	0	0	35,000
<b>Totals:</b>	<b>2,204,270</b>	<b>2,501,171</b>	<b>2,662,412</b>	<b>2,761,193</b>
<b>Budgeted Positions:</b>	<b>16</b>	<b>20</b>	<b>19</b>	<b>20</b>

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Junk Vehicles Posted/Towed	383	380	395	407
Codes Complaints	12,962	16,500	13,610	14,291
Lot Clearing/Complaints	941	1,100	969	998
Lots Mowed	88	75	100	115

# Convention and Visitors Bureau

The Bradenton Area Convention and Visitors Bureau (BACVB) promotes community tourism that generates approximately one billion dollars in economic impact by attracting both national and international visitors. The leisure and sports segments are the two top market segments that visit the area. Niche markets include ecotourism, agricultural, culinary, arts and culture, corporate, film commission and destination weddings, which complement and diversify our target market.

It is the mission of the Bradenton Area Convention & Visitors Bureau to positively stimulate travel demand to the area in such a way to ensure the highest degree of economic impact and positive outcomes for the community, helping to create and maintain our area as a community of choice for visiting and living.

The BACVB oversees the operation of the Bradenton Area Convention Center, the Powel Crosley Estate and Premier Sports Campus. These facilities host a variety of both public and private community events; as well as, out-of-town events.

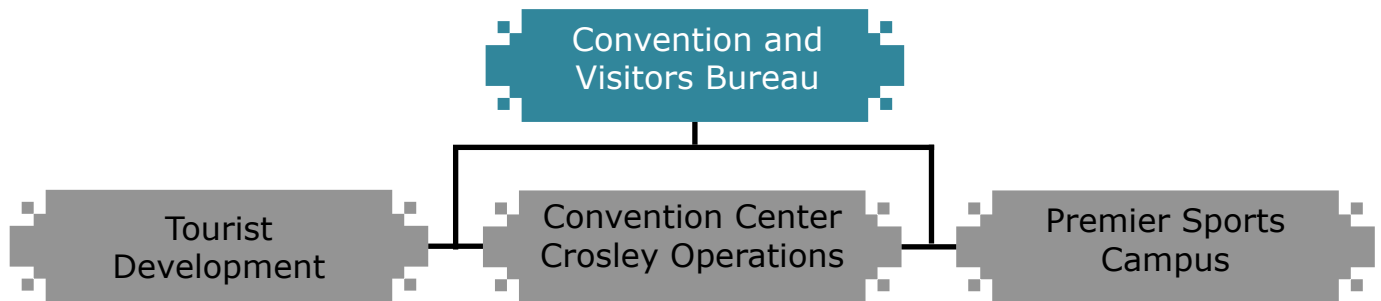
The Bradenton Area Convention and Visitors Bureau is comprised of three (3) programs as follows:

Tourist Development Program manages a comprehensive marketing and promotions program with tourist tax revenues for sustaining visitation while maintaining its positive impact on our community.

Convention Center/Crosley Operation operates and manages the Bradenton Area Convention Center and Powel Crosley Estate which host a variety of multi-faceted events year-round.

Premier Sports Campus is jointly operated and managed by the Bradenton Area Convention Center and Property Management. This 146 acre sports complex serves as host to various sports and special events.

## Organizational Structure



# Convention and Visitors Bureau

## Sources of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	1,714,449	3,005,514	2,408,181	2,369,646
Contributions	116,710	12,000	0	0
Tourist Development Tax	8,112,144	7,069,279	8,853,912	8,311,985
<b>Totals:</b>	<b>9,943,303</b>	<b>10,086,793</b>	<b>11,262,093</b>	<b>10,681,631</b>

## Uses of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Tourist Development	7,628,854	7,221,279	8,077,877	7,590,967
Convention Center/Crosley Operations	2,204,509	2,564,294	2,770,704	2,666,037
Premier Sports Campus	109,940	301,220	413,512	424,627
<b>Totals:</b>	<b>9,943,303</b>	<b>10,086,793</b>	<b>11,262,093</b>	<b>10,681,631</b>

<b>Budgeted Positions:</b>	<b>24</b>	<b>25</b>	<b>31</b>	<b>31</b>
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**Tourist Development**  
**Program Purpose and Description**

The Bradenton Area Convention and Visitors Bureau (BACVB) manages a comprehensive marketing and promotions program with tourist tax revenues. The tourist tax is imposed on overnight stays in paid accommodations within Manatee County if the stay is six months or less, and the current tax rate is five percent. The breakdown of expenditure funding from the five percent is as follows:

Revenue derived from the first four cents is used for marketing, promotions, public relations, convention center, and certain capital projects that are allowable under the Florida tourist tax statute (F.S.S. 125.0104).

Revenue derived from the remaining one cent is designated for beach renourishment.

All tourism-related programs and activities of the BACVB are recommended by the Tourist Development Council (TDC) and approved by the Board of County Commissioners. The TDC is a nine member advisory board comprised of three elected officials (including one County Commissioner who acts as Chair), two interested citizens, and four owner/operators of paid accommodations with available overnight accommodation rentals for six months or less.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	0	140,000	0	55,000
Contributions	116,710	12,000	0	0
Tourist Development Tax	7,512,144	7,069,279	8,077,877	7,535,967
Totals:	7,628,854	7,221,279	8,077,877	7,590,967
<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	920,422	853,285	960,253	960,142
Operating	6,705,138	6,367,994	7,117,624	6,630,825
Capital	3,294	0	0	0
Totals:	7,628,854	7,221,279	8,077,877	7,590,967
Budgeted Positions:	13	12	12	12
<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Tourism Tax Collections	14,725,449	14,064,963	15,318,885	15,778,451
Visitation	3,180,800	3,328,600	3,368,900	3,451,800
Estimated Economic Impact	1,292,468,300	1,430,132,200	1,490,622,200	1,588,347,500

## Convention Center/Crosley Operations

### Program Purpose and Description

The Bradenton Area Convention and Visitors Bureau hosts a variety of conventions, tradeshow, concerts, and other multi-faceted events year-round. This multi-purpose facility features an approximate 32,000 sq. ft. convention hall with an approximate 15,000 sq. ft. conference center.

The Powel Crosley Estate hosts a variety of weddings, business meetings, and public arts and culture events year-round. This historic estate offers up to eight meeting rooms including a bayside lawn of over 10,000 sq. ft.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	1,604,509	1,964,294	2,170,704	2,066,037
Tourist Development Tax	600,000	600,000	600,000	600,000
Totals:	2,204,509	2,564,294	2,770,704	2,666,037

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	839,207	915,387	986,334	986,242
Operating	1,365,302	1,533,907	1,784,370	1,679,795
Capital	0	115,000	0	0
Totals:	2,204,509	2,564,294	2,770,704	2,666,037

Budgeted Positions:	11	11	15	15
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<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Exhibit Hall/Convention Events	154	160	165	165
Crosley Events	137	190	180	180

**Premier Sports Campus**  
**Program Purpose and Description**

The Bradenton Area Convention and Visitors Bureau and Property Management of Manatee County jointly operate and manage Premier Sports Campus. This 146 acre sports complex serves as host to sports tournaments, regional league play, sports camps, and special events for the campus and surrounding community.

Premier Sports generates an economic impact of approximately \$20 million annually, and generates marketplace impressions globally.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	109,940	301,220	237,477	248,609
Tourist Development Tax	0	0	176,035	176,018
<b>Totals:</b>	<b>109,940</b>	<b>301,220</b>	<b>413,512</b>	<b>424,627</b>

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	21,687	181,227	206,172	206,150
Operating	86,802	119,993	207,340	218,477
Capital	1,451	0	0	0
<b>Totals:</b>	<b>109,940</b>	<b>301,220</b>	<b>413,512</b>	<b>424,627</b>
Budgeted Positions:	0	2	4	4

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
PSC Events	32	41	47	48
Number of Times Fields are Used	1,105	473	1,630	1,712



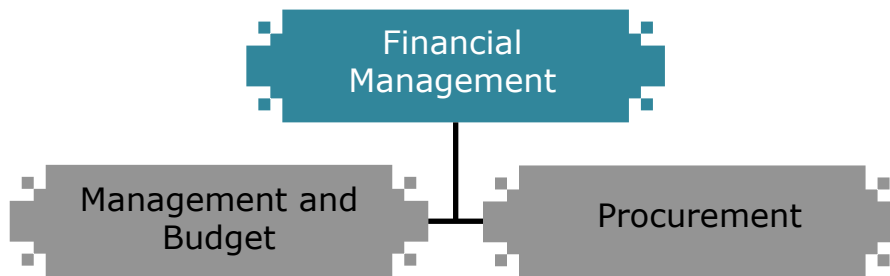
# Financial Management

The Financial Management department consists of two programs: Management and Budget and Purchasing.

The Management and Budget program develops, reviews, and implements the county budget; the Capital Improvement Program; and related county policies. This program works closely with county departments and the County Administrator, and advises the Board of County Commissioners in areas of financial management.

The Purchasing program is the designated legal authority for securing commodities and services for county departments and constitutional offices. Purchasing acquires goods and services in an open, competitive, and fair manner without conflict of interest or other impropriety. In addition, Purchasing makes policy and procedural recommendations to the County Administrator and the Board of County Commissioners that promote fair and open competition.

## Organizational Structure



### Sources of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	2,010,669	2,147,896	2,600,343	2,657,958
<b>Totals:</b>	<b>2,010,669</b>	<b>2,147,896</b>	<b>2,600,343</b>	<b>2,657,958</b>

### Uses of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Management & Budget	751,927	840,163	1,197,509	1,279,274
Purchasing	1,258,742	1,307,733	1,402,834	1,378,684
<b>Totals:</b>	<b>2,010,669</b>	<b>2,147,896</b>	<b>2,600,343</b>	<b>2,657,958</b>

<b>Budgeted Positions:</b>	<b>28</b>	<b>28</b>	<b>31</b>	<b>32</b>
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**Management & Budget**  
**Program Purpose and Description**

The Management and Budget Administration program provides management oversight and administrative support for the Financial Management department. The budget staff prepare county revenue projections, review departmental budget requests, make funding recommendations to the County Administrator, and ensure the county's budget development process complies with deadlines and meets the Truth in Millage requirements set forth in Florida statutes. Since 1985, the Government Finance Officers Association has awarded Manatee County the "Distinguished Budget Presentation Award" for publishing a budget document that meets specific criteria as a policy document, an operations guide, a financial plan, and a communication device. Receipt of this award is favorably considered by rating agencies when preparing county bond ratings. Throughout the year staff track major revenue sources and monitor expenditures to advise of pending budgetary problems, and recommend corrective action to the County Administrator. Budget staff analyze changes to the adopted budget, prepare the change for approval by the Board of County Commissioners, and submit it to the Clerk's Finance Office for posting to the county's accounting system.

This program also provides for oversight, coordination, and budgeting of the county's five-year Capital Improvement Plan. Personnel monitor specific resources and cost estimates for capital improvements to ensure adequate funding of authorized projects. Management and Budget also coordinate and oversee an indirect cost allocation plan that is developed by a contracted accounting firm. This plan provides for reimbursement of costs incurred by the General Fund on behalf of programs funded by other sources, primarily enterprise accounts. Staff assigned to this program provide oversight for the Federal Emergency Management Agency reimbursement process following authorized storm events.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	751,927	840,163	1,197,509	1,279,274
Totals:	751,927	840,163	1,197,509	1,279,274

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	712,333	788,866	1,091,767	1,178,555
Operating	39,594	51,297	98,242	100,719
Capital	0	0	7,500	0
Totals:	751,927	840,163	1,197,509	1,279,274
Budgeted Positions:	9	8	12	13

## Purchasing

### Program Purpose and Description

The Purchasing program is the designated legal authority to advise, plan, obtain, deliver, and evaluate expenditures for acquisitions of goods and services that are used to fulfill the mission, objectives, obligations, and activities in pursuit of desired policy outcomes on behalf of Manatee County.

The mission of the Manatee County Purchasing program is to administer the procurement process in an open, competitive, and fair manner without conflict of interest or other impropriety or the appearance of impropriety. The vision is to continually implement and improve best practices, expertise, and approaches and to maintain a high quality and efficient Purchasing program.

The scope of responsibility of the Purchasing program includes: minor and complex acquisition activities, spend and value analysis, dispute resolution, supplier performance, procurement training, vendor relations, planning and procurement consulting, purchasing card program administration, contract development, and guiding negotiations from strategy through contract execution. The overall goal of the Purchasing program is to obtain goods and services for the county in the needed quantity for delivery at the right time from a dependable source offering quality services at competitive pricing.

The Purchasing program creates, distributes and manages: bids, proposals, replies, contracts, quotations, change orders, amendments, and addenda for services of a wide and diverse variety and nature. Some acquisition activities are price driven. Others are qualification based, which require a diverse set of skills to manage these acquisitions appropriately. The Purchasing program also manages and administers a county wide Purchasing Card Program to provide for the efficient acquisition of small dollar purchases.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	1,258,742	1,307,733	1,402,834	1,378,684
Totals:	1,258,742	1,307,733	1,402,834	1,378,684

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	1,170,819	1,200,131	1,238,980	1,238,830
Operating	87,923	107,602	139,854	139,854
Capital	0	0	24,000	0
Totals:	1,258,742	1,307,733	1,402,834	1,378,684
Budgeted Positions:	19	20	19	19

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Purchase Orders Issued	2,295	3,000	2,525	2,525
Invitation for Bids Issued	27	65	30	30
Request for Proposals Issued	41	65	35	35
Requests for Qualifications Issued	0	0	10	10
Requests for Offers Issued	5	0	15	15
Invitation to Quotes Issued	85	0	95	95
Work Assignment Agreements	350	240	385	385
Purchase Card Transactions	23,351	14,000	25,220	25,220

# Human Resources

The Human Resources department is responsible for a broad range of functions that support the County's workforce needs, facilitate employee engagement and commitment to our organizational mission, support employee growth and development and serve to support employee health and well-being goals.

This department contains two programs, Human Resources Services and Employee Health Benefits. Those two programs are divided into four sections:

- Employment Services
- Workforce Planning and Compensation
- Employee Development and Labor Relations
- Employee Health Benefits

The Employment Services section provides services that support the majority of the employee lifecycle from pre-hire to retire. This includes, but is not limited to, recruitment and retention, criminal and employment background verifications, onboarding/off boarding, retirement services support, time and attendance, temporary staffing and volunteers/interns.

The Workforce Planning and Compensation section provides services that support the County's compensation planning and design, organizational design analysis, succession planning, performance management and the merit pay and incentives programs.

The Employee Development and Labor Relations section provides services that support the County's training and career development programs, workplace diversity, employee engagement and recognition programs, employee and labor relations, workplace investigations and drug free workplace program. In addition, the program administers the Affirmative Action/Equal Employment Opportunity policy of the Board of County Commissioners.

The Employee Health Benefits section is responsible for the health benefits and wellness programs for employees of Manatee County Government. Benefit programs include medical, dental, life, long-term disability, health care, dependent care spending accounts and deferred compensation plans.

## Organizational Structure





# Human Resources

## Sources of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	48,764,449	52,774,365	54,298,248	55,462,612
Gen Fund/General Revenue	1,490,932	1,747,109	1,749,249	1,749,249
<b>Totals:</b>	<b>50,255,381</b>	<b>54,521,474</b>	<b>56,047,497</b>	<b>57,211,861</b>

## Uses of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Human Resource Services	1,490,932	1,747,109	1,749,249	1,749,249
Employee Health Benefits	48,764,449	52,774,365	54,298,248	55,462,612
<b>Totals:</b>	<b>50,255,381</b>	<b>54,521,474</b>	<b>56,047,497</b>	<b>57,211,861</b>

<b>Budgeted Positions:</b>	<b>18</b>	<b>19</b>	<b>20</b>	<b>20</b>
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## **Human Resource Services**

### **Program Purpose and Description**

The Human Resource Services program contains three sections:

- Employment Services
- Workforce Planning and Compensation
- Employee Development and Labor Relations

The Employment Services Section oversees the process of hiring employees. This includes recruiting from local and national journals, internet websites, community agencies, minority organizations, colleges, universities and job fairs. Once a candidate is selected, Employment Services perform criminal checks/background verifications and conduct new hire enrollment and orientation. The program assumes primary responsibility for developing and implementing personnel policies that ensure compliance with federal, state and local employment related laws. Examples of some of these laws are the Civil Rights Act of 1964, the Florida Civil Rights Act, the Age Discrimination in Employment Act, the Americans with Disabilities Act, the Florida Unemployment Compensation Act, the Fair Labor Standards Act, the Florida Veterans Preference Act and the Uniformed Services Employment and Reemployment Rights Act. In addition, the Employment Services program coordinates activities of the electronic time and attendance system that include training, system updates, payroll coordination and the employee time off program (e.g., vacation, sick, personal holiday) accruals. The County's Health Insurance Portability and Accountability Act privacy officer is also in this program. The Employment Services program is also responsible for providing informational Florida Retirement System counseling to employees and sponsors periodic retirement and financial planning seminars.

The Workforce Planning and Compensation section administers the County's classification and compensation plans through job analysis, salary surveys, job description development, career ladders and position control databases. The program also conducts workforce utilization analysis, succession planning, organizational design analysis, the County's performance management system, merit pay and incentives programs.

The Employee Development and Labor Relations section administers the Affirmative Action/Equal Employment Opportunity policy of the Board of County Commissioners. This program administers a process for investigating applicant and employee complaints of illegal discrimination or harassment. It also manages the Drug Free Workplace Program in accordance with applicable federal, state and local laws. The Employee Development and Labor Relations section provides and coordinates employee training and professional development activities including a series of required employment-related legal training for the leadership team, a leadership academy for non-supervisors, a coaching and mentoring forum for frontline supervisors and managers and a variety of soft-skill courses. Topics included in the soft-skilled courses are stress management, customer service and sensitivity training. Employees of Manatee County are encouraged to further their education and Employment Relations and Labor Relations coordinates tuition reimbursement for formal education.

Additionally, this section is the custodian of the official personnel records for present and past county employees, managing public records requests, review of personnel records; as well as, ensuring proper exemption of designated information in accordance with federal and local public records laws. The Employee Development and Labor Relations program is also responsible for the coordination of individual and team awards, including employee of the month/year, and organizing the county's annual longevity banquet where County Commissioners and the County Administrator recognize employees for their years of service.

## Human Resource Services

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	1,490,932	1,747,109	1,749,249	1,749,249
Totals:	1,490,932	1,747,109	1,749,249	1,749,249

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	1,128,718	1,084,133	1,159,994	1,159,994
Operating	357,226	662,976	589,255	589,255
Capital	4,988	0	0	0
Totals:	1,490,932	1,747,109	1,749,249	1,749,249
Budgeted Positions:	13	13	13	13

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Positions Advertised	550	530	500	500
Applications/Resumes Received	16,475	16,500	16,000	15,500
New Employees Processed/Hired	389	475	475	475
Average # of Employees	1,747	1,765	1,750	1,750

**Employee Health Benefits**  
**Program Purpose and Description**

Benefits are a key element of the employee compensation program needed to recruit and retain qualified and productive employees for any organization the size of Manatee County Government. Manatee County Government's health plan has been recognized nationwide as a leader amongst employer-sponsored plans due to the focus on preventative care and wellness and the lower rate of chronic conditions and the higher compliance with preventative care activities.

The Employee Health Benefits program manages the county's comprehensive cafeteria-style benefits that include: medical, dental, life insurance, long-term disability, health care spending accounts, dependent care spending account, 457 deferred compensation plans for active employees and retirees, and COBRA benefits for former employees and their eligible dependents. In addition, various health and wellbeing programs and services are offered to members of the health plan based upon the analysis of historical claim and other related data.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	48,764,449	52,774,365	54,298,248	55,462,612
Totals:	48,764,449	52,774,365	54,298,248	55,462,612

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	649,200	467,086	552,070	552,004
Operating	48,115,249	52,107,279	53,596,178	54,760,608
Capital	0	200,000	150,000	150,000
Totals:	48,764,449	52,774,365	54,298,248	55,462,612
Budgeted Positions:	5	6	7	7



# Information Technology

The Information Technology Services (ITS) department includes six programs in its Countywide Technology program. These programs consist of Operations and Administration, Client Services and Automated Systems Maintenance, Applications and Development/Project Management, Geographic Information Systems, Telecommunications and Infrastructure support, and the Radio Division.

These programs offer multiple forms of technology services to Manatee County Government and the citizens of Manatee County by providing full support to all Board of County Commission departments, and varying levels of support to the Clerk of the Court, Court Administration, Sheriff, Property Appraiser, Supervisor of Elections, State Attorney, Local Municipalities, Fire Districts, and Public Defender.

## 1. Operations:

This division includes support for security, system administration, networking, and computer operations.

### 1a. ITS Financial:

Personnel coordinate departmental purchases and process purchasing documentation for the Clerk's Finance Department

## 2. Client Services:

The Client Services Division provides technology support for the Employees of Manatee County.

2a. Automated Systems Maintenance supplies replacement equipment when the life of the equipment has expired.

## 3. Applications and Development:

Systems and Development designs, creates, and maintains custom applications to manage the collection, storage, and flow of information throughout the County. Heavy involvement with Manatee County Projects that require technology for completion.

### 3a. Business Services:

Staff create a center of excellence focused on the customer experience utilizing tools from a business management relationship, strategic planning, organizational development, project management, and change management.

## 4. Geographic Information Systems:

GIS applications are tools that allow users to create interactive queries (user-created searches), analyze spatial information, edit data, maps, and present the results of all these operations.

4a. LIS - a component of GIS.

## 5. TeleCom and Networking (Infrastructure) Services:

The primary function of the Telecom Division is to provide installation and field support of communications needs for all Board of County Commissioner Departments as well as the various Constitutional Offices. The team is responsible for approximately 3500 telephones, voicemail, instant messaging, call center within the unified communications portfolio. The installed systems process more than 5 million internal and external calls each year. Telecommunications completes approximately 1500 requests annually for new service, repair or relocations, and support the day to day operations.

5a. Data Center - Infrastructure: The primary function of the group is the direct support of the physical layer distributed cabling infrastructure. This support involves the design, installation and maintenance of the Inside Plant (ISP) and Outside Plant (OSP) copper and fiber optic cabling structures for all buildings throughout Manatee County that fall under the control of Manatee County.

# Information Technology

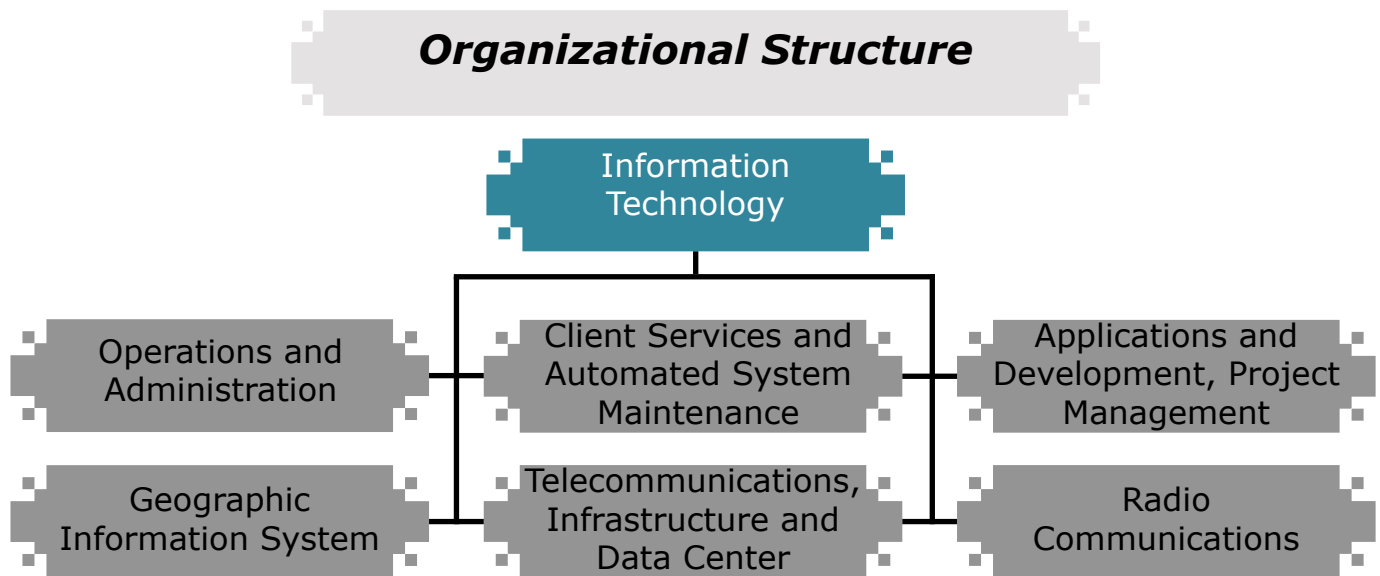
## 6. P25 Radio:

The radio division primarily maintains and operates Manatee County land mobile radio system. This network provides mission critical voice and data communications to all public safety agencies located within the County.

Information technology works closely with the Emergency Operations Center and personnel utilizing the 911 systems.

Information Technology exists to enable the business with speed and scale, and to provide solutions to real business problems and opportunities in pursuit of customer satisfaction and desired outcomes. Personnel in IT specialize in leadership and provide experienced professionals, innovation, and core enterprise technologies that meet the critical business drivers of its customers.

Information Technology has made upgrades within Manatee County by keeping up with the ever changing technologies.



# Information Technology

## Sources of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	3,502,931	3,843,929	4,749,891	4,735,130
Gen Fund/General Revenue	9,738,005	9,688,383	10,857,748	11,294,942
Utilities System Charges	406,545	371,847	405,489	405,435
<b>Totals:</b>	<b>13,647,481</b>	<b>13,904,159</b>	<b>16,013,128</b>	<b>16,435,507</b>

## Uses of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Operations and Administration	4,272,213	4,183,125	4,885,844	5,148,527
Client Services and Automated Systems Maintenance (ASM)	2,698,350	3,037,553	3,924,115	3,910,222
Applications & Development/Project Management	3,234,164	3,090,062	3,276,360	3,427,381
Geographic Information Systems (GIS)	709,337	691,795	1,043,576	1,046,854
Telecommunications, Infrastructure & Data Center	1,300,715	1,464,074	1,384,816	1,398,573
Radio Communications	1,432,702	1,437,550	1,498,417	1,503,950
<b>Totals:</b>	<b>13,647,481</b>	<b>13,904,159</b>	<b>16,013,128</b>	<b>16,435,507</b>
 <b>Budgeted Positions:</b>	 <b>73</b>	 <b>72</b>	 <b>74</b>	 <b>75</b>

**Operations and Administration**  
**Program Purpose and Description**

This division includes support for security, system administration, networking, and computer operations.

The Operations division maintains the Hardware systems of Manatee County and includes systems administration, storage management, networking, and security of the overall computer system. The current system is comprised of servers, both virtual and stand alone, and touches all county and constitutional offices connected to the county computer system. This program also includes the Information Technology department director, and three administrative staff who support the entire Information Technology department.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	4,272,213	4,183,125	4,885,844	5,148,527
Totals:	4,272,213	4,183,125	4,885,844	5,148,527

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	2,019,627	1,892,907	2,201,504	2,201,867
Operating	1,574,129	1,497,398	2,199,340	2,461,660
Capital	678,457	792,820	485,000	485,000
Totals:	4,272,213	4,183,125	4,885,844	5,148,527
Budgeted Positions:	18	18	20	20

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Work Orders Completed	22,948	12,873	20,500	20,500
Target of 100% Satisfaction for IT	100%	100%	100%	100%
Telecom: Work Orders Completed	496	650	500	400
# of Networked PC's & Printers	3,110	3,400	3,500	3,600



## Client Services and Automated Systems Maintenance (ASM)

### Program Purpose and Description

Client Services provides user support for end user devices including PCs, laptops, gateways, and printers. This includes a help desk operation during business hours to assist any county user with software or hardware problems that may arise. Client Services maintains the inventory listing of computer devices currently in use, and the basic Microsoft licensing requirement for all devices. This group also includes a technical training staff that provides software application training classes to county, and constitutional offices employees for the various applications being utilized by the county (Microsoft Word, Excel, etc.). The Automated System Maintenance fund provides funding for hardware support, and replacement for computer devices and printers throughout the county.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	1,224,184	1,529,877	2,387,451	2,355,259
Gen Fund/General Revenue	1,474,166	1,507,676	1,536,664	1,554,963
Totals:	2,698,350	3,037,553	3,924,115	3,910,222

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	1,540,640	1,488,584	1,476,492	1,490,917
Operating	1,156,431	1,126,773	1,896,367	1,922,899
Capital	1,279	422,196	551,256	496,406
Totals:	2,698,350	3,037,553	3,924,115	3,910,222
Budgeted Positions:	17	16	16	16

## Applications & Development/Project Management

### Program Purpose and Description

The Applications and Development group manages the software support and database of all major applications, and several in-house developed programs that are in use by the county and some of the constitutional offices. This includes the assistance in the implementation of any new applications acquired by the county, the ongoing upgrade of current applications, program creation and modification of custom in-house developed applications, response to day to day problem solving for end users, and support of the county internal and external website. Major applications supported include the county financial application, One Solution finance software, the records management application, On base (document imaging system), Utilities applications, Ventyx/Customer Suite, the Building department's permitting system, Community Plus, county e-mail system, and Public Safety's Computer-Aided-Dispatch application. Information Technology Applications and Development Project Management manages and maintains over 150 unique databases for county departments and constitutional offices. The Project Management group included in this program defines and tracks Information Technology department project requests from the various Board of County Commissioners and outside agencies.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	3,234,164	3,090,062	3,276,360	3,427,381
Totals:	3,234,164	3,090,062	3,276,360	3,427,381

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	2,322,322	2,155,335	2,307,206	2,468,016
Operating	906,912	934,727	969,154	959,365
Capital	4,930	0	0	0
Totals:	3,234,164	3,090,062	3,276,360	3,427,381
Budgeted Positions:	21	21	21	22

## Geographic Information Systems (GIS)

### Program Purpose and Description

The Geographic Information System (GIS) section develops a comprehensive digital land information data set, application, and standard in conjunction with county departments and constitutional offices; and acts as a clearinghouse for such information to county departments, constitutional offices, and the public. Geographic Information System staff facilitate data creation; and provide for the upkeep of a comprehensive base map and a library composed of hundreds of feature layers that include streets, property ownership, development patterns, and utility infrastructure, among other features. Many of these layers are integrated into various mission critical applications such as 911 dispatching, building permitting, utility billing, etc. The GIS section provides digital or paper based maps for displays for a variety of purposes, chief among them board presentations.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	302,792	319,948	638,087	641,419
Utilities System Charges	406,545	371,847	405,489	405,435
Totals:	709,337	691,795	1,043,576	1,046,854

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	506,273	472,393	498,428	498,356
Operating	203,064	219,402	545,148	548,498
Capital	0	0	0	0
Totals:	709,337	691,795	1,043,576	1,046,854
Budgeted Positions:	5	5	5	5

## Telecommunications, Infrastructure & Data Center

### Program Purpose and Description

The Telecommunications and Data Center divisions repair, maintain, and expand the county telephone system, fiber network, and computer device wiring issues for county owned property. Staff also manage the physical aspects of the data center that include: electrical requirements, rack expansion, cooling, and engineering issues.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	846,045	876,502	864,023	875,921
Gen Fund/General Revenue	454,670	587,572	520,793	522,652
Totals:	1,300,715	1,464,074	1,384,816	1,398,573

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	441,964	407,864	424,177	424,117
Operating	858,751	1,056,210	960,639	974,456
Capital	0	0	0	0
Totals:	1,300,715	1,464,074	1,384,816	1,398,573
Budgeted Positions:	4	4	4	4



**Radio Communications**  
**Program Purpose and Description**

The 800 MHz radio program supports the county's private digital radio system utilized for public safety purposes. Radio Communications provide support for dispatch consoles, portable, and mobile radios connected to the primary Public Safety Answering Point for Manatee County Emergency 911. Approximately 45 agencies, including county departments, local fire, and law enforcement, utilize the radio equipment. There are radio site locations throughout the county with three in-building amplifier systems that provide a wide area of coverage for critical communications. The functions of this program are divided into 3 major areas: system site support; radio installation, repair, and preventative maintenance; and radio purchases and programming. As an internal service fund, this program provides scheduled maintenance and replacement for county-owned radios.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	1,432,702	1,437,550	1,498,417	1,503,950
Totals:	1,432,702	1,437,550	1,498,417	1,503,950

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	582,181	644,040	668,610	668,512
Operating	850,521	783,510	809,807	815,438
Capital	0	10,000	20,000	20,000
Totals:	1,432,702	1,437,550	1,498,417	1,503,950
Budgeted Positions:	8	8	8	8

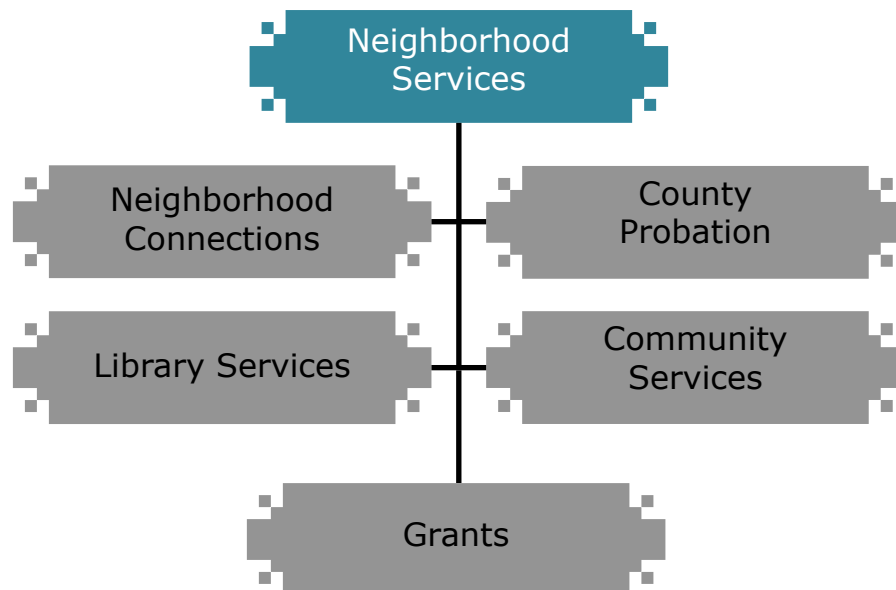
<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
800 MHz System Users	3,537	3,600	3,700	3,800

# Neighborhood Services

In FY17, Neighborhood Services and Community Services merged under the Neighborhood Services department (NSD) umbrella. For budget purposes, the NSD now has four programs: Neighborhood Connections, County Probation, Library Services, and Health and Human Services. All citizens, neighborhood groups, non-profit agencies, the Aging, and Veterans and Health and Human Services programs comprise the client base for all services offered by the Neighborhood Services department.

Neighborhood Connections works one-on-one with local neighborhoods and supports residents seeking to improve conditions in their neighborhood. The Manatee Millennial Movement helps attract and retain young professionals in the area. The County Probation program includes probation services and an accredited pretrial unit. The Health and Human Services division administers services designed to assist vulnerable, at risk, or disadvantaged individuals meet the most basic human needs. The Library System was named the Florida Library of the year in 2016. There are six public library facilities which are open to the public a minimum of forty hours each week.

## Organizational Structure



# Neighborhood Services

## Sources of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	757,868	727,040	727,730	727,730
Children's Services Tax	688,915	819,242	811,093	811,025
Contributions	122,523	145,000	90,000	90,000
Fines & Forfeitures	58,064	75,000	50,000	50,000
Gen Fund/General Revenue	2,312,531	2,774,489	3,252,759	3,038,519
Grants	2,089,000	0	0	0
Program/ General Revenue	6,897,926	7,948,871	7,565,513	7,717,221
Southwest TIF	43,105	52,237	54,234	54,228
Unincorporated MSTU Fund	616,036	823,948	851,512	814,968
<b>Totals:</b>	<b>13,585,968</b>	<b>13,365,827</b>	<b>13,402,841</b>	<b>13,303,691</b>

## Uses of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Neighborhood Connections	659,141	973,330	985,925	949,365
County Probation	1,846,459	1,995,286	2,235,041	2,061,298
Library Services	7,103,321	8,091,726	7,645,334	7,797,052
Community Services (Health and Human Services Programs)	1,888,047	2,305,485	2,536,541	2,495,976
Grants - Neighborhood Services	2,089,000	0	0	0
<b>Totals:</b>	<b>13,585,968</b>	<b>13,365,827</b>	<b>13,402,841</b>	<b>13,303,691</b>

<b>Budgeted Positions:</b>	<b>132</b>	<b>129</b>	<b>142</b>	<b>144</b>
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## Neighborhood Connections

### Program Purpose and Description

The Neighborhood Connections program contains the administrative and support services for the Department including the Department Director, Compliance Coordinator, and Neighborhood Connections staff. It includes support programs, special projects such as Neighborhood Wellness Strategies and grants, and advisory boards. Staff work directly with citizens to plan, coordinate, and evaluate neighborhood improvements. They serve as the liaison between citizens and other county departments to clearly communicate project needs and details, such as capital improvement projects or utility projects, that affect their area. In addition, staff provide the status and details of housing rehabilitation and replacement, infrastructure improvements, neighborhood improvement plans, and social services to citizens in neighborhood meetings.

Neighborhood Connections has multiple elements of its programs, as detailed below.

- Neighborhood Wellness Strategy: An assessment process of neighborhood assets or needs.
- Manatee Millennial Movement: An effort to attract and retain young professions.
- Neighborhood Connections: On-line newsletter to over 60,000 citizens via Next-door Neighborhood app.
- Grant Compliance: Leadership over internal and external grant requirements from local, state, and federal government.
- Contract Management: Writing and overseeing contracts between the county and outside agencies.
- Neighborhood Engagement: Before, during, and after staff led interaction with neighborhoods about county projects.
- M3 Internship Project: Mentoring by M3 members to student interns for projects of the county.
- Neighborhood Enhancement Grant Program: Small grants requested by neighborhood groups that improve areas of their neighborhood.

Active and concise communication between citizens and government contacts is imperative to success in the areas of safety, redevelopment, and growth. The Neighborhood Development program is the eyes and ears of the county in the community to ensure citizens are well informed of projects happening that impact them.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Program/ General Revenue	0	97,145	80,179	80,169
Southwest TIF	43,105	52,237	54,234	54,228
Unincorporated MSTU Fund	616,036	823,948	851,512	814,968
<b>Totals:</b>	<b>659,141</b>	<b>973,330</b>	<b>985,925</b>	<b>949,365</b>

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	412,912	489,468	614,798	519,728
Operating	243,832	483,862	371,127	429,637
Capital	2,397	0	0	0
<b>Totals:</b>	<b>659,141</b>	<b>973,330</b>	<b>985,925</b>	<b>949,365</b>
<b>Budgeted Positions:</b>	<b>9</b>	<b>8</b>	<b>7</b>	<b>7</b>



**County Probation**  
**Program Purpose and Description**

The County Probation program provides pre-trial services and post sentencing options to the county and circuit courts including pre-trial intervention, supervised release, misdemeanor probation supervision, and the Offender Work Program (OWP). Each unit within the program is designed to provide the least physically restrictive alternatives to incarceration in the county jail as possible while providing meaningful supervision, and when applicable, punishment as ordered by the court. Many of the options provided by the Probation division enables citizens to pay their penalty while keeping their jobs and families supported.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	733,060	707,040	707,730	707,730
Gen Fund/General Revenue	1,113,399	1,288,246	1,527,311	1,353,568
Totals:	1,846,459	1,995,286	2,235,041	2,061,298

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	1,643,613	1,750,837	1,778,865	1,778,641
Operating	202,846	244,449	456,176	282,657
Capital	0	0	0	0
Totals:	1,846,459	1,995,286	2,235,041	2,061,298

Budgeted Positions:	28	28	29	29
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<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Supervised Probation	7,886	8,000	8,100	8,200
Pretrial Intervention	858	900	900	900
Pretrial Release	5,413	5,500	5,600	5,700
Community Service Hours	34,314	40,000	40,000	40,000
Violation of Probation Fines	\$138,040	\$75,000	\$100,000	\$100,000
Offender Work Program Participants	893	1,200	1,200	1,200
Offender Work Program Fees	\$34,340	\$40,000	\$40,000	\$40,000

## Library Services

### Program Purpose and Description

The award-winning Manatee County Public Library System (which includes Florida Library of the Year) program consists of seven facilities and has a virtual library presence. Annually, over 2 million individuals visit the libraries in person and more 1.2 million customers visit the website to borrow eBooks, eAudio, streaming video, and other digital sources. The library offers print, electronic, and audio-visual resources. It also has special collections that include: genealogy, young adult, large print, micro-materials, the Eaton and Florida local history collection, and foreign languages. Many active learning endeavors are now being supported with unique collections; adaptive and assistive technology and toys, early literacy kits, musical instruments, telescopes and binoculars, circuitry and robotics and cake pans.

The research support team responds to more than 300,000 questions in-person and online. Youth Services serves those from birth to age 18; personnel participate in outreach to schools and Head Start, early literacy development, storytelling, creative development, family literacy and homework support, parental resources, instruction of library use, and coordinate events. Examples of Youth Services programs are annual Touch-a-Truck, Summer Reading Clubs and Recycled Fashion Show.

The library program also participates in community events such as the farmer's markets, children's pre-school and school activities, Little Free Libraries and onsite training. Technology support (one-on-one training, computer classes, and technology drop-in tables) is offered as needed. Computer classes are taught in Spanish and English, earning staff the 2014 FLA Maria Chavez Hernandez Libraries Change People's Lives Award.

Manatee libraries work with community groups and are a part of the Tampa Bay Library Consortium and the Florida Library Association. The program receives additional support from the Library Board of Trustees, the six location-based Friends of the Library, and the Library Foundation and volunteers who provide over 26,000 hours of service each year.

### Library Services

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	24,808	20,000	20,000	20,000
Contributions	122,523	145,000	90,000	90,000
Fines & Forfeitures	58,064	75,000	50,000	50,000
Program/ General Revenue	6,897,926	7,851,726	7,485,334	7,637,052
<b>Totals:</b>	<b>7,103,321</b>	<b>8,091,726</b>	<b>7,645,334</b>	<b>7,797,052</b>

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	3,715,405	4,047,247	4,386,634	4,488,784
Operating	3,386,634	4,042,479	3,256,100	3,308,268
Capital	1,282	2,000	2,600	0
<b>Totals:</b>	<b>7,103,321</b>	<b>8,091,726</b>	<b>7,645,334</b>	<b>7,797,052</b>
<b>Budgeted Positions:</b>	<b>65</b>	<b>67</b>	<b>71</b>	<b>73</b>

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Meetings/Programs Attended	68,854	70,000	70,000	72,000
Reference Questions Answered	296,625	380,000	340,000	360,000
Circulation - Traditional	1,061,823	1,400,000	1,200,000	1,300,000
Circulation - Technology	2,569,408	4,000,000	3,500,000	4,000,000
Circulation - In Library Use	131,698	220,000	175,000	210,000
Public Computer Section	289,431	360,000	330,000	360,000
Job & Social Service Computer Sessions	15,000	15,000	15,000	15,000

## Community Services (Health and Human Services Programs)

### Program Purpose and Description

The Community Services program provides for the planning, administration, and supervision of programs intended to meet basic human needs by assisting veterans, children, elderly, disabled, and the most vulnerable citizens within the community. It also provides necessary resources for the county to comply with state and federally mandated programs, and assumes fiscal accountability with respect to local match and compliance monitoring of service agreements.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	1,199,132	1,486,243	1,725,448	1,684,951
Children's Services Tax	688,915	819,242	811,093	811,025
Totals:	1,888,047	2,305,485	2,536,541	2,495,976

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	1,409,912	1,684,543	1,943,749	1,943,509
Operating	478,135	620,942	592,792	552,467
Capital	0	0	0	0
Totals:	1,888,047	2,305,485	2,536,541	2,495,976
Budgeted Positions:	27	25	30	30

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Aging Services-Clients Assisted	490	434	390	390
Aging Services Funds Disbursed	\$1,739,514	\$1,434,438	\$1,614,648	\$1,614,648
Human Svcs Benefits Program-Clients Assisted	374	450	380	380
Veteran Services-Clients Assisted	12,475	14,000	15,000	15,000
Childrens Services Funding Agreements	53	53	53	54
Childrens Services Funds Disbursed	\$11,636,185	\$11,931,932	\$11,500,000	\$11,730,000



**Grants - Neighborhood Services**  
**Program Purpose and Description**

Prior year actual expenditures are reflected below. Amounts for recommended, proposed, or adopted columns are shown at zero, as grants are not budgeted until received and accepted during the fiscal year.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Grants	2,089,000	0	0	0
Totals:	2,089,000	0	0	0

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	310,637	0	0	0
Operating	1,778,363	0	0	0
Capital	0	0	0	0
Totals:	2,089,000	0	0	0
Budgeted Positions:	3	1	5	5

# ***Parks and Natural Resources***

The Parks and Natural Resources department has six programs: Natural Resources, Environmental Protection and Mining Regulation, Recreation Programs, Agriculture and Extension Service, Programming, Education & Volunteer, and Ecological and Marine Resources programs.

The Resource Management program restores and maintains over 30,000 acres of county conservation preserve lands and coastal resources. It is also responsible for environmental land acquisitions and land restoration; including passive recreational.

The Environmental Protection and Mining Regulation program protects surface water by managing: Manatee County's State/Federal Management; Storage of Surface Waters Permit; Groundwater through the Small Quantity Hazardous Waste Generator; Water Well Construction Permitting activities; and enforces the Manatee County Fertilizer Ordinance. Also administers the County's Phosphate Mining and Reclamation Code, providing regulatory oversight on major earthmoving projects with a primary focus on phosphate mining and shell pit operations.

The Recreation program provides opportunities for Manatee County residents and visitors to enrich their lives by providing quality, safe, and beautiful parks. Staff supervise, coordinate, and implement county recreational programs at over 40 parks and facilities to enhance the quality of life for over 500,000 participants annually. There are two 18-hole golf courses (Manatee County Golf Course and Buffalo Creek Golf Course) owned by Manatee County and operated by Pope Golf, LLC. They offer year-round play with clubhouse and pro shop facilities. The program also has contracts with United Parks Service, Inc., to manage two beach concessions at Manatee Beach and Coquina Beach.

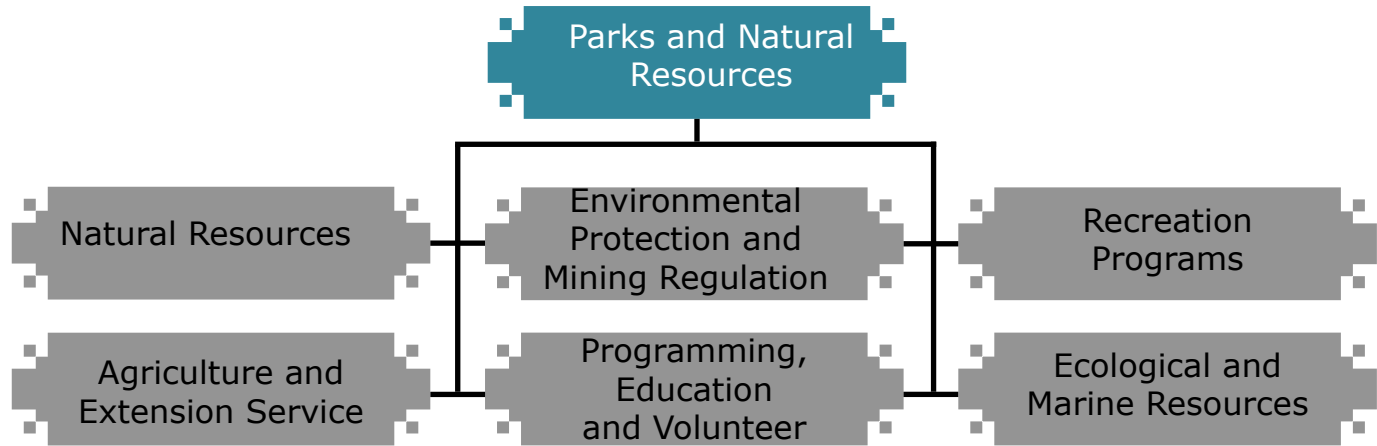
The Programming, Education, and Volunteer program provides a variety of educational and volunteer opportunities. Age appropriate classes, trainings, and special events help foster a connection to the natural world and establish a sense of wonder in program participants. It manages and develops interpretive signage in the County's parks system and oversees two environmental classrooms, two visitors' centers, and one nature center. This program issues permits for special events within the County's parks and preserves. It also plans and hosts a number of special annual signature events such as the Goblin Gathering, the Robinson Preserve 5/10 K race, and the Night Before Christmas, servicing thousands of participants each year.

The Agriculture and Extension Service program consists of the cooperative extension service and the soil and water conservation programs. These units provide educational programs, materials, and services relevant to the needs and desires of citizens, which enhance their economic status and/or quality of life.

The Ecological and Marine Resources program is responsible for large scale habitat restoration design & implementation, natural lands acquisition elements, waterway navigation infrastructure management, derelict vessel removal, the artificial reef program, manatee protection, listed species protection and mitigation elements, regulated waterway zone management, navigation dredging, beach resources management and renourishment elements, funding agency partnership and coordination, growth & support, opportunities for financial gain thru mitigation banking & carbon banking, a dedicated restoration-specific volunteer group, and providing high level technical support to other departments on issues related to listed species, wetland mitigation, waterfront infrastructure design and management, and environmental resource permitting.

The Parks and Natural Resources department is also responsible for beach renourishment projects on Anna Maria Island, the county's Federal legislative program, the West Coast Inland Navigation District program, and Restore Act.

# Organizational Structure



## Sources of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Beach Erosion Fund	71,242		75,000	75,000
Charges for Services	558,784	1,941,541	1,957,525	1,982,025
Gen Fund/General Revenue	2,938,544	3,052,269	3,258,567	3,321,189
Phosphate Severance Tax	1,072,868	1,019,493	948,588	956,883
Program/ General Revenue	3,031,586	1,783,798	3,182,792	2,652,711
Tourist Development Tax	402,828	400,626	348,724	350,329
Utilities System Charges	2,188,732	2,225,144	2,061,642	2,067,185
<b>Totals:</b>	<b>10,264,584</b>	<b>10,422,871</b>	<b>10,832,838</b>	<b>11,405,322</b>

## Uses of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Natural Resources	4,062,564	3,651,784	3,262,949	3,273,006
Environmental Protection & Mining Regulation	1,583,359	1,503,924	1,571,394	1,639,673
Recreation Programs	2,981,285	3,414,577	3,402,567	3,767,005
Agriculture & Extension Service	1,195,976	1,394,980	1,358,805	1,358,590
Programming, Education and Volunteer	441,400	457,606	580,473	580,417
Ecological and Marine Resources Division	0	0	656,650	786,631
<b>Totals:</b>	<b>10,264,584</b>	<b>10,422,871</b>	<b>10,832,838</b>	<b>11,405,322</b>

Budgeted Positions:	90	96	102	107
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## Natural Resources

### Program Purpose and Description

The Natural Resources program conserves, restores, and protects natural resources under ownership or management of Manatee County. Its primary function is to protect natural and cultural resources and foster an ethic of stewardship of these resources by providing public access to conservation lands and waterways.

The Land Resources section manages and maintains nearly 30,000 acres contained in 16 public preserves located throughout the county. This section maintains a wide array of passive and active recreational amenities and programs including multi-use trails, paddle trails, canoe/kayak launches, boardwalks, observation towers, pavilions, and a recreational hunt program.

Anna Maria Island contains about nine miles of sandy beach coastline that provide citizens abundant recreational activities. Over time, these beaches require renourishment due to coastal storms and natural erosion that displace the sand. This renourishment effort, as well as regular cleaning and maintenance under the County's beach raking permit, is managed by the Parks and Natural Resources department in cooperation and partnership with the State of Florida and the Federal Government.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Beach Erosion Fund	71,242		75,000	75,000
Charges for Services	81,472	57,320	0	0
Gen Fund/General Revenue	1,354,047	1,331,523	1,321,500	1,318,570
Program/ General Revenue	282,631	150,000	0	0
Phosphate Severance Tax	515,388	483,878	438,534	446,846
Tourist Development Tax	402,828	400,626	348,724	350,329
Utilities System Charges	1,199,577	1,228,437	1,079,191	1,082,261
Totals:	3,907,185	3,651,784	3,262,949	3,273,006

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	1,897,293	1,920,750	1,798,889	1,798,655
Operating	1,995,957	1,731,034	1,464,060	1,474,351
Capital	13,935	0	0	0
Totals:	3,907,185	3,651,784	3,262,949	3,273,006

Budgeted Positions:	32	27	24	24
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<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Visitors to County Preserves	644,000	1,185,000	665,000	665,000
Acres of Controlled Burns	11,652	5,000	8,000	8,000
Tagged Vessels	25	25	20	20
Vessels Removed	20	20	20	20
Waterway Markers Monitored	434	434	500	500
Waterway Markers Replaced	30	30	60	60
Hunt Program Participants	274	250	270	270
Acres Treated for Invasive Plants	2,620	2,500	2,200	2,200



## **Environmental Protection & Mining Regulation**

### **Program Purpose and Description**

The Environmental Protection program protects streams, rivers, and bays through the implementation of numerous programs. It regulates the land application of the wastewater treatment process and maintains county compliance with both state issued National Pollutant Discharge Elimination System and Municipal Separate Storm Sewer System permits that ensure stormwater systems carry the cleanest water possible. In addition, Environmental Protection personnel review proposed developments for water quality impacts; collect and analyze water samples; and implement management plans in support of numerous local, regional, state, and federal water quality programs, including three National Estuary Programs and the USEPA Clean Water Act Program Total Maximum Daily Loads. This program uses water strategies to ensure compliance with environmental regulations and provide citizens with healthy and productive water bodies.

Environmental Protection protects groundwater resources through Pollutant Storage Tanks, Small Quantity Hazardous Waste Generators, and Water Well Construction Permitting activities. Pollutant Storage Tank activities ensure that petroleum storage tanks (e.g. those at gas stations) are properly constructed, installed, maintained, and where necessary, removed in-order-to reduce the incidence of leaks or spills. Small Quantity Hazardous Waste Generators staff routinely inspect small businesses (e.g. vehicle repair shops) where small quantities of hazardous wastes are generated to ensure these materials are handled and disposed of safely; thereby reducing environmental impacts and the risks of adverse health, safety, and welfare conditions.

The Water Well Construction Permitting activities ensure proper installation, maintenance, and abandonment of water wells; and that the work is done only by licensed contractors or well-informed property owners. This provides critical oversight to providing clean water to the consumer by protecting groundwater supplies from contamination caused by improper well drilling practices. This program also enforces the county fertilizer ordinance. Staff provide training and certification to local landscapers on the proper use of fertilizers to reduce the potential nutrient-laden runoff into Manatee County waterways.

The Mining Regulation section administers the county's Phosphate Mining and Reclamation Code, and provides oversight on major earthmoving projects with a primary focus on phosphate mining and shell pit, or borrow pit operations. The Phosphate Mining Code ensures that mining activities are carried out in the most environmentally sensitive way possible and that reclamation restores the post-mining landscape to productive, beneficial use.

Additionally, the Environmental Protection section assists other county departments by providing monitoring services for wetland mitigation sites, evaluating compliance of regulated and non-regulated petroleum storage systems, and providing assistance in developing and reviewing environmental site assessments.

## Environmental Protection & Mining Regulation

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	88,501	102,000	80,000	80,000
Gen Fund/General Revenue	434,204	369,143	470,340	536,107
Phosphate Severance Tax	444,447	424,831	394,386	394,385
Utilities System Charges	616,207	607,950	626,668	629,181
Totals:	1,583,359	1,503,924	1,571,394	1,639,673

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	1,103,042	1,055,216	1,024,311	1,024,173
Operating	452,745	432,860	503,072	505,673
Capital	27,572	15,848	44,011	109,827
Totals:	1,583,359	1,503,924	1,571,394	1,639,673
Budgeted Positions:	12	12	12	12

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Pollutant Storage Tank Compliance	190	190	190	190
Well Permits	500	500	500	500
Laboratory Analyses	14,520	14,500	14,500	14,500
Non-Mining Mitigation Inspections	64	80	80	80
Air Quality Observations	26,280	26,280	26,280	26,280
Mining - Official Visits	106	106	106	106
Mining - Aerial Inspections	4	4	4	4
Mining - New Permits	3	5	5	5

## Recreation Programs

### Program Purpose and Description

The Recreation program is responsible for the oversight all county parks, park's playgrounds, programs, and activities. Included is the operation of the G.T. Bray Recreation Center. This 50,000-square foot recreational complex includes a gym, aquatics facility, tennis center, fitness center, child care, teen/game room, tennis and racquetball courts, a 50-meter pool, dive well, splash pad, and kiddie pool. It also houses multipurpose rooms for youth programs, exercise and fitness classes, personal training sessions, rentals for birthday parties, social gatherings, a catering prep area, and has Wi-Fi available.

Front desk staff responsibilities include: processing payments for all programs and services offered, racquet repairs and stringing services, and maintaining the clay tennis courts three times per day. Staff also coordinates with all county parks and preserve pavilion rentals.

Recreation athletic staff is responsible for the Youth Camp Program, which includes the Summer Blast Camp and specialty camps that provide participants with a variety of supervised recreational activities and field trips. Athletics staff also coordinate with youth and adult sports organizations serving 1,000 plus teams on over 70 athletic fields. The aquatic staff manages three pool facilities: G.T. Bray, Willie J. "Bro" Clemmons, and John H. Marble. Aquatic staff also manage splash pads at Pride Park and Lincoln Park, and offer swim lessons and lifeguard training.

Manatee County partners with Sarasota County and City of North Port to offer the Gulf Coast Games for life offering 20 plus sporting events to seniors ages 50 and above.

There are two eighteen-hole golf courses, Manatee County Golf Course and Buffalo Creek Golf Course, owned by Manatee County and operated by Pope Golf, LLC. They offer year-round play with clubhouse and pro shop facilities. The program also contracts with United Parks Service, Inc., to manage two beach concessions at Manatee Beach and Coquina Beach.

### Recreation Programs

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	387,709	1,780,779	1,876,425	1,900,925
Program/ General Revenue	2,593,576	1,633,798	1,526,142	1,866,080
<b>Totals:</b>	<b>2,981,285</b>	<b>3,414,577</b>	<b>3,402,567</b>	<b>3,767,005</b>

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	1,485,882	1,688,457	1,831,061	2,084,931
Operating	1,478,040	1,716,120	1,571,506	1,682,074
Capital	17,363	10,000	0	0
<b>Totals:</b>	<b>2,981,285</b>	<b>3,414,577</b>	<b>3,402,567</b>	<b>3,767,005</b>
<b>Budgeted Positions:</b>	<b>24</b>	<b>28</b>	<b>31</b>	<b>36</b>

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Tennis Clay Court Participants	39,820	20,500	40,000	40,000
Special Event Participants	1,550	3,200	1,550	1,550
Pavilion/Facility Rentals	1,879	1,500	2,000	2,000
Summer Camp Participants	13,630	13,400	13,600	13,600
Athletic Program Participants	447,100	430,000	450,000	450,000
Swim Lesson/Pool Rental Participants	35,492	4,200	35,000	35,000
Racquet Center Rental (Hours)	2,358	4,200	2,500	2,500
Field Rentals	14,025	15,000	15,000	15,000
Athletic Tournaments	55	51	56	56



**Agriculture & Extension Service**  
**Program Purpose and Description**

The Agriculture and Extension Service UF/IFAS Extension Manatee County is a partnership between the University of Florida Institute of Food and Agricultural Sciences (UF/IFAS) and the Manatee County Board of County Commissioners. We help residents apply research-based solutions to everyday problems to improve their lives. Through 20 educational program areas, we provide education on topics including saving water, shopping smarter, eating healthier, preserving natural resources, identifying insects, improving communication skills and helping prepare youth for adulthood. Through the combined efforts of faculty, staff, and volunteers, we strive to remain responsive to needs of local residents and visitors, taking a leadership role in disseminating the latest scientific information. Our vision is to help educate Floridians, solve problems related to agriculture, horticulture, natural resources, the environment, energy, youth, families and communities. Our mission is to partner with communities to provide quality, relevant education and research-based expertise to foster healthy people, a healthy environment and a healthy economy.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	1,102	1,442	1,100	1,100
Gen Fund/General Revenue	821,926	1,004,781	1,001,922	1,001,747
Utilities System Charges	372,948	388,757	355,783	355,743
Totals:	1,195,976	1,394,980	1,358,805	1,358,590

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	1,063,524	1,195,547	1,188,059	1,187,919
Operating	130,456	199,433	170,746	170,671
Capital	1,996	0	0	0
Totals:	1,195,976	1,394,980	1,358,805	1,358,590
Budgeted Positions:	22	23	24	24

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Educational Program Attendance	43,150	43,150	82,267	82,267
Client Consultations	163,600	163,600	127,001	127,001
Conservation Planning	1,550	1,150	2,499	2,499
Newsletters/Publications Distributed	1,181,500	1,181,500	282,502	282,502
Diagnostic Evaluations	3,700	3,700	6,343	6,343
# Volunteers / # Hours Served	390/39,520	390/39,520	398/42,332	398/42,332
Website Visits	435,550	435,550	714,029	714,029

## **Programming, Education and Volunteer**

### **Program Purpose and Description**

The Programming, Education, and Volunteer program maintains a diverse offering of programs within Manatee County's conservation properties, servicing thousands of residents and visitors each year. Each month more than 50 private and public programs are offered including hands-on environmental education opportunities and passive outdoor recreational activities designed to accommodate participants from pre-school age to senior citizens using the preserves as "nature's classrooms". Many activities are also supported by a volunteer network of over 2,000 individuals.

Education programs are offered on a regular basis at various conservation properties including FCT properties and other locations with grant requirements tied to educational programming. Staff create and maintain exhibits and educational programs for 1 interpretive nature center, 2 visitor centers, 1 classroom, and 1 education center. Staff lead environmental education and service learning field trips for public and private school groups as well as community groups. Outdoor adventure camps are offered over the summer. These camps provide an opportunity for youth to learn outdoor skills such as freshwater fishing, saltwater fishing, and archery. These programs not only instill a respect and appreciation for nature but also benefit the community by providing safe environments for learning and opportunities for the improved health benefits that have been proven to occur from spending time in nature.

The Volunteer program includes regular public volunteer workdays as well as the oversight of volunteers at various conservation properties and volunteer docents at the Robinson Preserve and Emerson Point Preserve visitor centers. Staff are responsible for recruiting, training, scheduling, managing, and organizing the Department's volunteers as well as recording and tracking volunteer hours, which are regularly used cross-departmentally for grants. Partnerships with community organizations, such as Sarasota Bay Estuary Program and Tampa Bay Estuary Program provide opportunities for large scale volunteer projects. These volunteer programs provided a critical support to the preserves, providing in-kind match for grants and representing an annual value of donated time averaging \$500,000 or more.

Signature Events hosted by the department include Goblin Gathering, the Robinson Preserve 5/10 K race, the Night Before Christmas, and various grand opening and one-time events. Staff organize logistics, staffing, volunteers, and marketing for these events each of which draws between 1,000 and 3,000 participants. Special Events permitted on the County's parks and preserves are processed by staff, coordinating with appropriate Departments and various municipalities.

The Programming, Education, and Volunteer program is also responsible for outreach and communication for the Department. Staff design and create interpretive signage for parks and preserves, interpretive outreach material, and custom branded marketing for the entire Department. Staff represent the Department at outreach events such as festivals and maintain an outreach booth for these events. Staff manage the Department's 10 Facebook pages, coordinate social media messaging, manage the Department's press and PR program, and assist with marketing for the Department's programs.

## Programming, Education and Volunteer

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	328,367	346,822	464,805	464,765
Phosphate Severance Tax	113,033	110,784	115,668	115,652
Totals:	441,400	457,606	580,473	580,417

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	364,562	359,368	475,231	475,175
Operating	76,838	98,238	105,242	105,242
Capital	0	0	0	0
Totals:	441,400	457,606	580,473	580,417
Budgeted Positions:	0	6	7	7

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Volunteer Hours	11,022	12,000	8,000	8,000
Outreach Events - Educational	82	50	40	40
Outreach Events - # of Attendees	14,191	12,288	6,000	6,000
Public Programs	389	300	250	250
Public Programs - # of Attendees	8,483	4,500	5,000	5,000

## Ecological and Marine Resources Division

### Program Purpose and Description

This unit provides staff, associated assets, and operating expenses for the Ecological and Marine Resources Division. This program is responsible for large scale habitat restoration design & implementation, natural lands acquisition elements, waterway navigation infrastructure management, derelict vessel removal, the artificial reef program, manatee protection, listed species protection and mitigation elements, regulated waterway zone management, navigation dredging, beach resources management and renourishment elements, funding agency partnership and coordination, growth & support, opportunities for financial gain thru mitigation banking & carbon banking, a dedicated restoration-specific volunteer group, and providing high level technical support to other departments on issues related to listed species, wetland mitigation, waterfront infrastructure design and management, and environmental resource permitting.

The work undertaken by this program is of vital importance as our community grows, bringing even greater expectation of green community assets, sea level rise resiliency planning, maximization of ecosystem services, and natural spaces access. Tasks completed under this program support Manatee County Comprehensive Plan goals under Element 3 Conservation, Element 4, Coastal Element 8, Recreation and Open Space. This program operates to support provisions of Manatee County Code of Ordinances Chapters 2-24 (Parks and Recreation) and 2-32 (Waterways) and Florida Statutes Chapters 327 (Waterways), & 823.11 (Public Nuisances/Derelict Vessels). This unit is responsible for compliance with conditions of multiple permits from the United States Army Corps of Engineers, Florida Department of Environmental Protection, Florida Fish and Wildlife Conservation Commission, and the Southwest Florida Water Management District.

This program facilitates projects from conceptual development, grant funding, permitting, procurement, project implementation, all the way through construction completion and compliance monitoring. Monetary association with active projects managed by this program is approximately \$30 million, much of which comes from grant and partner agency agreements outside of County tax revenues. This program is also responsible for waterway management and operation issues covering 87,000 acres of waterways, including high risk liability issues and programs such as the Manatee Protection Plan, abandoned/derelict vessels, aids to navigation, boating safety, navigational dredging, seawalls and living shorelines, boat ramps, and the county's artificial reef program.

This program manages multiple external funding streams such as FBIP (Florida Boating Improvement Programs), WCIND (West Coast Inland Navigation District), RESTORE Act, multiple grants, revenue generation from mitigation projects and commonly works in partnership with other county departments and other local, state, and federal government agencies. These partnerships facilitate the advancement of projects and sound management practices that are mutually beneficial to Manatee County Government, the citizens of Manatee County, and partner agencies. Staff in this program are tasked the development and implementation of amendments to County Ordinances related to program areas.

This program conducts fieldwork with staff as well as management of technical consultants, contracted labor, and volunteers necessary for successful implementation of projects and achieving completion of required resource management tasks. Staff also provides technical assistance and recommendations to other County departments and citizens related to protected wildlife, habitat protections, marine resource issues and other technical issues. Also, regularly engages the scientific community to ensure management and project implementation are carried out using best available science.



## Ecological and Marine Resources Division

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Program/ General Revenue	155,379	150,000	656,650	786,631
Utilities System Charges	0	0	0	0
Totals:	155,379	150,000	656,650	786,631

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	0	0	341,686	341,636
Operating	155,379	150,000	314,964	444,995
Capital	0	0	0	0
Totals:	155,379	150,000	656,650	786,631
Budgeted Positions:	0	0	4	4

# Property Management

The Property Management department consists of the following programs: Building Management, Property Acquisition, Construction Services, Survey, Replacement and Renewal Projects; as well as, Records and Grounds Maintenance. All programs are supported by the Administration and Fiscal Services division, located in the Building Management program.

Building Management maintains and manages County facilities by providing electrical, air conditioning, plumbing and maintenance services.

Property Acquisition manages land purchases, easements, land exchanges, leases, vacations and acquisition of property for capital improvement road projects for all county needs.

Construction Services completes minor construction and renovation projects, and provides vertical construction management resources for county owned facilities.

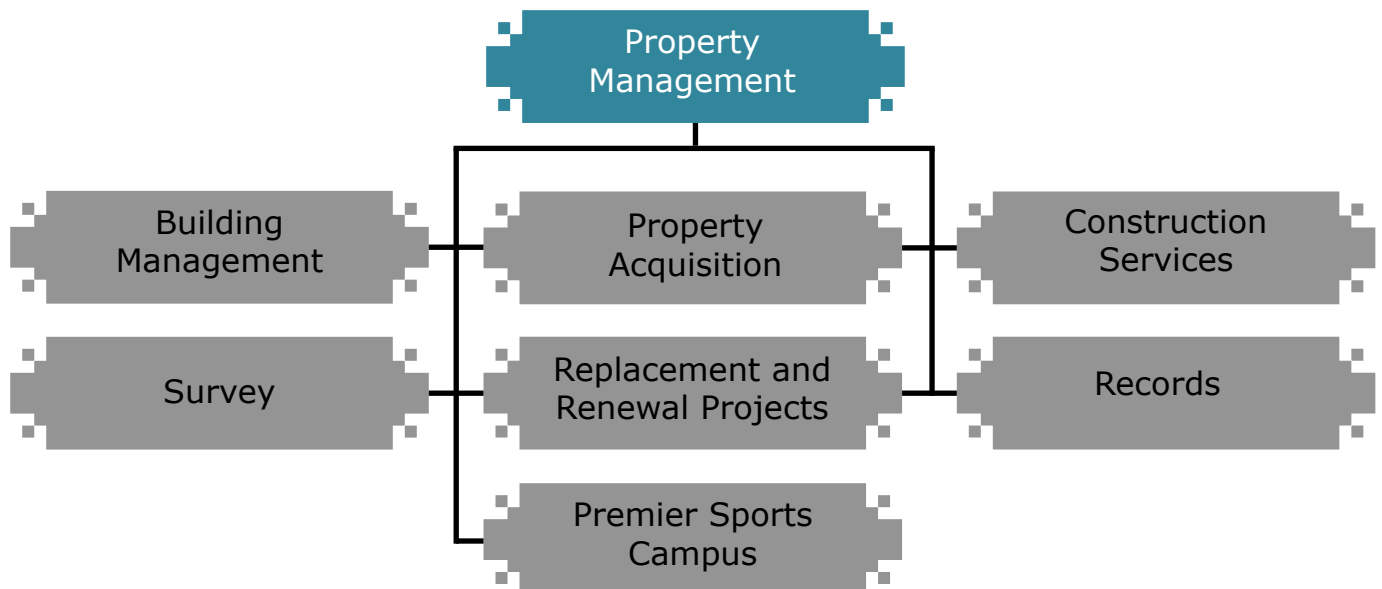
Survey provides survey services for all county departments and ensures compliance with state and county rules and regulations for recorded plats.

Replacement and Renewal projects are one-time, non-recurring projects to maintain, enhance or rehabilitate county facilities.

Records oversees the management of all paper and electronic records created by the County and provides mail/courier services for the County and constitutional officers together with in-house centralized scanning, copying and printing services for all county departments.

Grounds Maintenance provides maintenance to over 50 parks and over 40 non-park areas, beach facilities, Board of County Commissioner and Constitutional Officers' facilities and monitors landscaping and general grounds maintenance.

## Organizational Structure



# Property Management

## Sources of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	884,976	1,028,508	901,200	901,200
Gen Fund/General Revenue	17,528,586	12,629,069	14,320,672	14,006,049
Program/ General Revenue	722,369	7,368,675	7,840,961	7,341,145
Tourist Development Tax	323,130	373,425	447,500	447,500
Utilities System Charges	165,499	158,009	168,460	168,454
<b>Totals:</b>	<b>19,624,560</b>	<b>21,557,686</b>	<b>23,678,793</b>	<b>22,864,348</b>

## Uses of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Building Management	7,579,769	7,981,586	8,581,136	8,580,315
Property Acquisition	296,473	348,327	575,116	627,381
Construction Services	1,753,522	1,793,416	1,888,277	1,888,128
Survey	591,395	640,786	743,790	674,234
Replacement and Renewal Projects	2,080,160	2,365,700	2,265,923	2,265,923
Records	767,632	786,791	873,919	804,686
Grounds Maintenance	6,111,208	6,745,853	7,294,705	7,060,294
Premier Sports Campus	444,401	895,227	1,455,927	963,387
<b>Totals:</b>	<b>19,624,560</b>	<b>21,557,686</b>	<b>23,678,793</b>	<b>22,864,348</b>

<b>Budgeted Positions:</b>	<b>185</b>	<b>186</b>	<b>193</b>	<b>194</b>
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## Building Management

### Program Purpose and Description

The Building Management program manages and maintains County facilities, with the exception of the Utility Department buildings, to provide a safe and functional environment for County residents and employees. Building Management provides cost effective maintenance of air conditioning, electrical and plumbing systems, pest control, painting and janitorial services. It also provides, as a non-comprehensive list, security access repairs and programming, video system installation and maintenance services and audio visual equipment maintenance services for life safety concerns. This program also oversees the County's responsibility, as mandated by state legislature, to provide accommodations for other constitutional officers, to include Guardian Ad Litem.

Building Management monitors the condition of assigned County facilities and develops and manages renewal and replacement projects. Additionally, indoor air quality of leased and owned facilities is monitored under this program. Monitoring is performed in accordance with established testing protocols; as well as, the correction of any deficiencies.

Building Management maintains County parking facilities. In addition, it reviews and recommends options to operate County buildings in a more energy efficient manner, monitors the utilization of existing office space and recommends and implements various energy conservation measures.

Building Management also monitors, controls and maintains the two Energy Services Company systems and contracts now in place at the Detention Center and Downtown Campus.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	295,478	450,000	300,000	300,000
Gen Fund/General Revenue	7,284,291	7,531,586	8,281,136	8,280,315
Totals:	7,579,769	7,981,586	8,581,136	8,580,315

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	3,948,461	3,836,308	4,323,501	4,322,969
Operating	3,610,081	4,145,278	4,257,635	4,257,346
Capital	21,227	0	0	0
Totals:	7,579,769	7,981,586	8,581,136	8,580,315

Budgeted Positions:	71	69	74	74
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<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Square Feet Maintained (Millions)	2.09	2.18	2.20	2.30
Square Feet Per Staffing Level	37,321	37,500	37,931	38,333
Work Completed Successfully	98%	98%	98%	98%



**Property Acquisition**  
**Program Purpose and Description**

The Property Acquisition program manages the acquisition and disposal of real property for the County. It manages property purchases acquired by the County for capital improvement projects, purchases of any property the County may need for its general operation, or that may be required for compliance with provisions of the Land Development Code. In addition, the department disposes of surplus properties that no longer serve a purpose to the County.

Personnel in this program negotiate with property owners, review and/or prepare title reports, title insurance binders, appraisal reports, conveyance instruments and resolutions, legal descriptions, right-of-way maps, construction drawings, surveys and sketches. Property is acquired in fee simple and easement interests through donation, purchase acquisition, and if necessary, eminent domain.

This program administers vacation requests related to subdivisions of record, easements and road right-of-way that have been dedicated for public purpose.

The Property Acquisition program maintains a detailed database of all real and improved property owned by the County. The program undertakes research related to and administers the disposition of surplus County-owned real and improved property. It facilitates the process and utilizes Requests for Proposal, Invitation to Negotiate and Public Notices to dispose of the surplus property.

The program also negotiates and maintains lease agreements for use of County real property or for County space needs in non-County buildings. This includes administering existing county lease agreements to ensure compliance with all lease provisions.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Program/ General Revenue	296,473	348,327	575,116	627,381
Totals:	296,473	348,327	575,116	627,381

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	251,670	306,009	514,348	567,518
Operating	44,803	42,318	60,768	59,863
Capital	0	0	0	0
Totals:	296,473	348,327	575,116	627,381
Budgeted Positions:	6	6	6	7

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Total Parcels Acquired	119	80	125	135
Vacations	25	30	35	40

**Construction Services**  
**Program Purpose and Description**

The Construction Services program oversees all vertical construction undertaken by the County. This program provides both project and construction management resources for the renovation/remodel of County owned facilities to increase efficiency or extend the useful life of such facilities. The program also provides services in the planning, design, development and construction of new County structures. Personnel work with other County departments and consultants to ensure that projects are designed and implemented according to each department's request and public need. Additionally, this program manages construction projects of all County departments, except those in the Public Works and Utilities departments.

Construction Services plans and designs renovation projects in County owned structures and provides the manpower for completion. With larger projects, the program oversees contracted engineering, drafting and general construction services necessary to complete projects. Managing construction projects includes coordinating and prioritizing all County departments and constitutional offices submittals, preparing project control sheets to establish project budgets, establishing cost estimates and funding sources and monitoring project expenditures. The program also includes a structural maintenance and repair team responsible for proactive maintenance and repair on County facilities in parks, beaches and constitutional offices.

The Construction Services program periodically performs building inventory inspections to ensure County owned and leased facilities are safe, efficient and functional in accordance with established inspection protocols.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	276,362	200,000	275,000	275,000
Gen Fund/General Revenue	1,477,160	1,593,416	1,613,277	1,613,128
<b>Totals:</b>	<b>1,753,522</b>	<b>1,793,416</b>	<b>1,888,277</b>	<b>1,888,128</b>

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	1,457,998	1,465,585	1,530,482	1,530,288
Operating	292,058	327,831	357,795	357,840
Capital	3,466	0	0	0
<b>Totals:</b>	<b>1,753,522</b>	<b>1,793,416</b>	<b>1,888,277</b>	<b>1,888,128</b>
<b>Budgeted Positions:</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
# of Capital Improvement Projects Supported	47	16	40	40
# of Replacement/Renewal Projects Supported	19	20	20	20
% of Construction Costs Within 5% of Budget	95%	95%	95%	95%
% of Projects Completed Within 30 Days of Approved Schedule	95%	95%	95%	95%

## Survey

### Program Purpose and Description

The Survey program serves the citizens of Manatee County and the various County departments by providing land surveying services, or survey related data, in compliance with Chapter 5J-17 of the Florida Administrative Code pursuant to Florida Statutes Chapter 472. The Survey program has greatly improved its efficiency and accuracy by incorporating and refining technologies such as Global Positioning Systems, digital level, robotic total station with laser scanning capabilities and Computer Aided Drafting.

Florida Statute 177.081(1) requires that all subdivision plats must be reviewed by a Professional Surveyor and Mapper (PSM) prior to recording. Since 2007 this service has been completed entirely by County staff. The Survey program also reviews descriptions and sketches prepared by PSMs for easement or right-of-way dedications or vacations prior to recording in the public records. The review of these documents helps ensure they meet the requirements of the FAC 5J-17.052(5) and County concerns related to matters of survey.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Program/ General Revenue	425,896	482,777	575,330	505,780
Utilities System Charges	165,499	158,009	168,460	168,454
Totals:	591,395	640,786	743,790	674,234

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	422,990	424,952	439,782	439,726
Operating	168,405	215,834	297,008	234,508
Capital	0	0	7,000	0
Totals:	591,395	640,786	743,790	674,234

Budgeted Positions:	6	6	6	6
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<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Surveys/Drawings	23/17	20/15	20/15	20/15
% Completed On Schedule	95%	95%	95%	95%
Plat Reviews	110	90	100	100
% Completed On Schedule	100%	100%	95%	95%
Design Reviews	20	70	30	40
% Completed On Schedule	95%	80%	95%	95%
Description/Sketch Review	100	100	100	100
% Completed On Schedule	99%	95%	95%	95%

## Replacement and Renewal Projects

### Program Purpose and Description

Replacement and Renewal projects (R&R) are one-time, non-recurring projects to maintain, enhance or rehabilitate County facilities.

Property Management receives a budgetary allotment for these projects, and highest priority projects are completed as funding allows. Property Management and/or County Administration management may modify the proposed list of projects occasionally by adding or deleting from the list, as a result of higher priority projects arising during the fiscal year.

There are three different categories within this program: Property Management facilities, Property Management grounds and Parks and Recreation. The facilities budget is allocated toward R&R of all County facilities. The grounds R&R budget is for various park facilities and other structures, while Parks and Natural Resources manages the budget for playgrounds and park R&R.

An annual amount of \$200,000 is in this decision unit for Manatee County Detention Facility detention pods.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	2,080,160	2,365,700	2,265,923	2,265,923
Totals:	2,080,160	2,365,700	2,265,923	2,265,923

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	0	0	0	0
Operating	1,946,391	2,365,700	2,265,923	2,265,923
Capital	133,769	0	0	0
Totals:	2,080,160	2,365,700	2,265,923	2,265,923
Budgeted Positions:	0	0	0	0



## Records

### Program Purpose and Description

The Records program is organized into three sections: records management, mail/courier services and in-house scanning and copying services.

Records management oversees the management of all paper and electronic records created by the County to include maintenance, retention, preservation, reproduction and destruction, as mandated by state statute. This section provides access to County records, to both internal and external customers, as mandated by the Florida Public Records Act. Per the Sunshine Law, staff responds to requests for public records, and coordinates the responses for all county departments. The Records program also manages all new files generated by the building and planning department.

The mail/courier section processes mail for the County and constitutional officers. This section provides mail/courier services facilitating mail pickup and delivery to all County departments at both internal and external locations throughout the County.

In-house scanning and copying services provides centralized scanning, copying and printing services for all County departments.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	313,136	378,508	326,200	326,200
Gen Fund/General Revenue	454,496	408,283	547,719	478,486
Totals:	767,632	786,791	873,919	804,686

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	604,025	579,349	593,794	593,714
Operating	163,607	207,442	265,863	210,972
Capital	0	0	14,262	0
Totals:	767,632	786,791	873,919	804,686

Budgeted Positions:	7	10	10	10
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<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Customer Service - Files Processed	17,003	31,526	17,853	18,745
Customer Service - Revenue Copy Center - Total Prints	\$9,544	\$15,510	\$10,021	\$10,522
Courier/Mailroom - Pieces	945,360	1,144,004	992,628	1,042,259
Courier/Mailroom - Postage Amount	538,147	713,779	582,005	599,460
Records Center - Boxes In	301,438	401,080	326,005	335,780
Records Center - Boxes Out	665	1,044	698	732
OnBase Statistics - Scanned Documents	939	1,920	986	1,035
	528,060	1,139,667	554,463	582,186

## Grounds Maintenance

### Program Purpose and Description

Grounds Maintenance provides maintenance to over 50 parks and over 40 non-park areas, beach facilities, Board of County Commissioner and Constitutional Officers' facilities and monitors landscaping and general grounds maintenance.

The Grounds Maintenance program maintains all park and beach water fountains, site furniture, athletic field lighting, tennis, basketball and racquetball courts, fencing and landscaping for parks and non-park facilities; as well as, an integrated pest management program for County athletic fields. Grounds Maintenance responsibilities also include the day to day routine repairs to park and beach restrooms, pavilions, fencing, concession stands and dugouts.

The Americans with Disabilities Act of 1990 (ADA) is a federal requirement that prohibits discrimination and ensures equal opportunity for persons with disabilities. In FY13, Community Services hired an ADA consultant to evaluate various county parks, properties, etc., for ADA non-compliant issues and concerns.

In May 2017, a Property Management staff member became certified as an ADA Coordinator. Property Management projects the addition of an ADA Coordinator will result in more frequent evaluations, additional compliance needs and projects. Concerns in FY18 were an installation of hearing loops at the Emergency Operations Center and Public Works and compliance modification at County libraries and signage.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	5,788,078	730,084	1,367,808	1,367,728
Program/ General Revenue	0	5,642,344	5,479,397	5,244,597
Tourist Development Tax	323,130	373,425	447,500	447,969
Totals:	6,111,208	6,745,853	7,294,705	7,060,294

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	3,203,757	3,558,609	3,371,081	3,370,667
Operating	2,867,907	3,067,264	3,645,374	3,689,627
Capital	39,544	119,980	278,250	0
Totals:	6,111,208	6,745,853	7,294,705	7,060,294

Budgeted Positions:	65	66	66	66
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**Premier Sports Campus**  
**Program Purpose and Description**

On December 15, 2017 Manatee County purchased Premier Sports Campus from Schroeder-Manatee Ranch. Premier Sports Campus is located north of State Road 70 and east of Lorraine Road in Lakewood Ranch. The Bradenton Area Convention and Visitors Bureau and Property Management of Manatee County jointly operate and manage Premier Sports Campus. This 146 acre sports complex serves as host to sports tournaments, regional league play, sports camps and special events for the campus and surrounding community.

Premier Sports generates an economic impact of approximately \$18 million annually and generates marketplace impressions globally.

Current challenges are managing the parking without traffic backing up on State Road 70 and recruiting skilled event staff to properly maintain the campus.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	444,401	0	0	0
Program/ General Revenue	0	895,227	1,455,927	963,387
Totals:	444,401	895,227	1,455,927	963,387

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	204,370	263,760	344,058	344,018
Operating	224,028	515,448	849,369	619,369
Capital	16,003	116,019	262,500	0
Totals:	444,401	895,227	1,455,927	963,387
Budgeted Positions:	7	6	8	8

# Public Safety

The Public Safety Department consists of six programs, each serving a special purpose or function to ensure the safety of the citizens and visitors of Manatee County, and to preserve or enhance quality of life in the county. The Public Safety Department works daily with citizens, elected officials, the fire departments, law enforcement, and many other agencies to achieve its goals. All Public Safety programs are designed specifically to meet the needs of the citizens and visitors of Manatee County, in both routine community service and emergency situations. The employees providing these services are dedicated to serving the county and its residents with excellence and professionalism.

The Emergency Communications Center (ECC) is the 911 dispatch center for Manatee County EMS and 11 fire agencies. It also serves as the call processing center for the Cities of Bradenton Beach, Holmes Beach, Palmetto, and the Manatee County Sheriff's Office (including Anna Maria Island). Dispatchers at the ECC answer all 911 calls throughout Manatee County. The ECC program includes ECC Information Technology that provides information technology services for ECC's unique 911 technology systems, such as the computer-aided dispatch system.

Emergency Medical Services (EMS) answers approximately 50,000 calls for service providing basic and advanced life support services for ill or injured patients, including transportation to the hospital. Emergency Medical Services billing is part of this program, combining field operations with the business side of the division.

Community Paramedicine Program represents a systems-level modification of healthcare delivery. The Community Paramedicine Program provides patient navigation and medical care, while leveraging community based partnerships to ensure program purposes are achieved. Increase health equity by improving health outcomes among target patient populations and to save healthcare dollars by preventing unnecessary ambulance transports, emergency room visits, and inpatient hospitalizations.

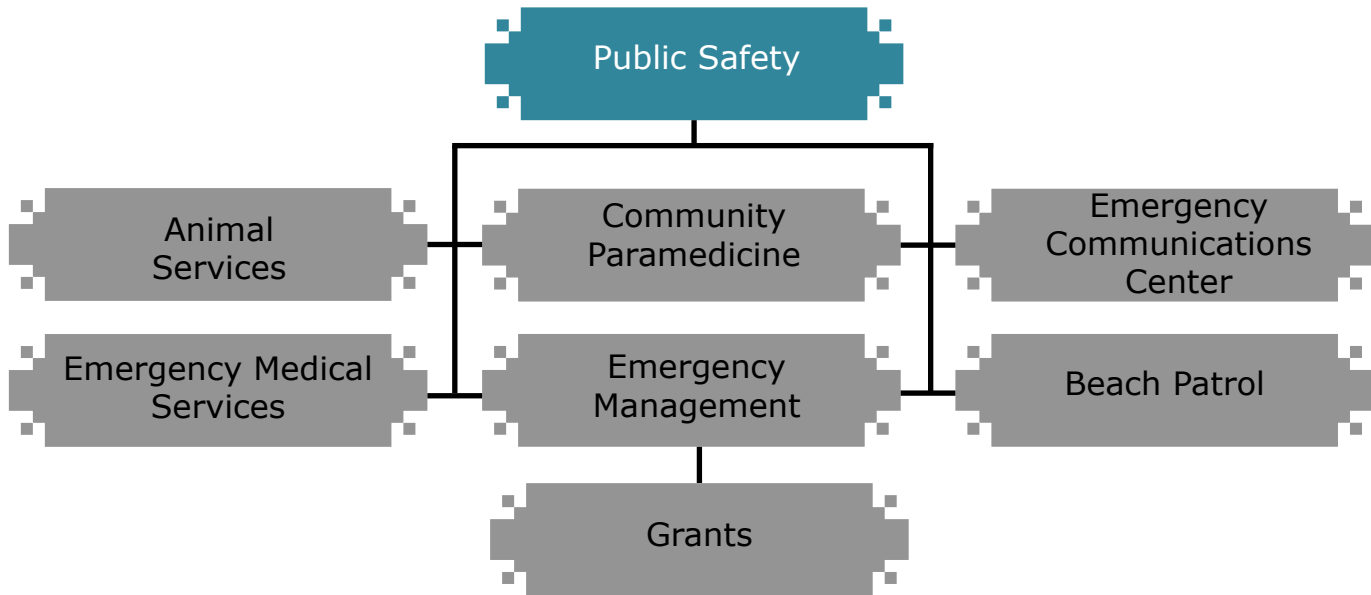
Emergency Management provides community-wide pre-and post-incident planning for response, recovery, and mitigation of man-made and natural disasters such as hurricanes, floods, community health related issues, and terrorism.

Beach Patrol provides beach lifeguards with basic and advanced life support medical services on the county beaches. These personnel respond to the scenes of medical emergencies and drowning incidents along the coastal waterways of Manatee County.

The Animal Services program implements and enforces Manatee County Animal Ordinance 12-10; providing for the redemption and adoption of dogs and cats, investigation of animal cruelty, dangerous dogs and animal nuisance complaints, impoundment of dogs and cats running loose, and the care of sick and injured animals. In addition to our enforcement of County Ordinance, Animal Services has an adoption and foster program, to help our adoptable animals find a chance at a forever home. The Animal Services program works closely with animal welfare organizations in an effort to develop programs to help keep pets in their home and to create a humane community and serving the citizens of Manatee County.



# Organizational Structure



## Sources of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
911 Surcharge	1,801,571	1,660,606	1,652,984	1,808,613
Charges for Services	9,434,712	11,700,000	10,500,000	10,500,000
Contributions	8,048	0	0	0
Gen Fund/General Revenue	15,451,471	15,260,489	21,100,671	20,974,156
Grants	284,468	0	0	0
Impact Fees	0	0	0	0
<b>Totals:</b>	<b>26,980,270</b>	<b>28,621,095</b>	<b>33,253,655</b>	<b>33,282,769</b>

## Uses of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Animal Services	2,465,369	2,599,996	2,718,035	2,764,473
Community Paramedicine	0	0	572,087	576,042
Emergency Communications Center	4,908,642	4,946,684	5,254,737	5,297,033
Emergency Medical Services (EMS)	17,290,329	18,816,733	21,906,244	22,075,590
Emergency Management	657,996	659,756	885,254	784,035
Beach Patrol	1,373,466	1,597,926	1,917,298	1,785,596
Grants - Public Safety	284,468	0	0	0
<b>Totals:</b>	<b>26,980,270</b>	<b>28,621,095</b>	<b>33,253,655</b>	<b>33,282,769</b>

<b>Budgeted Positions:</b>	<b>268</b>	<b>271</b>	<b>284</b>	<b>286</b>
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## Animal Services

### Program Purpose and Description

The Animal Services program implements and enforces Manatee County Animal Ordinance 12-10; providing for the redemption and adoption of dogs and cats, investigation of animal cruelty, dangerous dogs and animal nuisance complaints, impoundment of dogs and cats running loose, and the care of sick and injured animals. In addition to our enforcement of County Ordinance, Animal Services has an adoption and foster program, to help our adoptable animals find a chance at a forever home. The Animal Services program works closely with animal welfare organizations in an effort to develop programs to help keep pets in their home and to create a humane community and serving the citizens of Manatee County.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Contributions	8,048	0	0	0
Gen Fund/General Revenue	2,457,321	2,599,996	2,718,035	2,764,473
Totals:	2,465,369	2,599,996	2,718,035	2,764,473

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	1,505,968	1,525,541	1,649,561	1,665,050
Operating	959,401	1,074,455	1,068,474	1,099,423
Capital	0	0	0	0
Totals:	2,465,369	2,599,996	2,718,035	2,764,473
Budgeted Positions:	28	27	29	29

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Calls for Service Response	8,999	8,600	9,250	9,500
Animals Adopted/Reclaimed/Transferred	3,176	4,000	3,200	3,250
Animals Impounded	3,941	4,100	4,150	4,200
Animals Euthanized	334	425	400	400
Animal Save Rate	90%	90%	90%	90%

## Community Paramedicine

### Program Purpose and Description

Community Paramedicine represents a systems-level modification of healthcare delivery in Manatee County. The Community Paramedic Program provides a collaborative patient-centered approach towards navigation, medical care, and leveraging community based partnerships to increase health equity and help individuals overcome barriers that prevent them from accessing and benefitting from health services available in Manatee County.

In partnership with local hospital systems, primary care providers, private business, and various civic groups the Community Paramedicine Program serves as advocates, facilitators, liaisons, community brokers and resource coordinators to improve health outcomes among target patient populations. Working directly with medical providers, the program meets patients at a predetermined location to administer lab tests, take vital signs, give assessments, assist with managing medications and provide education for medical conditions and hospital discharge orders while connecting patients back to their care team.

Community Paramedicine focuses on fall/injury prevention by conducting home safety inspections, improved disease management for diabetic patients, and utilizes a case management approach for frequent users of the EMS system with chronic medical conditions. Additionally, the program provides resources for mental health/substance abuse clients, and improves the management of congestive heart failure and other respiratory conditions by providing all patients with the right treatment, the right resource(s), at the right time.

Community Paramedicine program operates advance life support vehicles as outlined in Florida Administrative Code 64J seven days a week. Community Paramedics participates in the 911 system, by responding to emergency calls with the intent of redirecting non-emergent patients to appropriate community-based resources.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	0	0	572,087	576,042
Totals:	0	0	572,087	576,042

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	0	0	405,473	407,261
Operating	0	0	166,614	168,781
Capital	0	0	0	0
Totals:			572,087	576,042
Budgeted Positions:	0	0	5	5

## Emergency Communications Center

### Program Purpose and Description

The Emergency Communications Center (ECC) provides 911 services, radio, and data communications to the Manatee County public safety agencies. These agencies' missions encompass a variety of crucial emergency support functions including medical and fire emergency, law enforcement actions, and hazardous materials incidents. Once a 911 call is received, the process begins. The 911 operator asks a series of key questions, provides pre-arrival instructions, and uses dispatch priorities to triage and dispatch Fire and/or EMS units. Emergency Communications Center personnel process law enforcement calls using the Computer-Aided Dispatch (CAD) system. They transfer high acuity law enforcement calls-in-progress to the municipality for additional information, and monitor incidents involving Fire and/or EMS until the culmination of the call. The ECC also maintains the Backup Emergency Communications Center, which houses ECC personnel and functions during contingency operations.

The ECC program includes ECC Information Technology for maintaining and implementing changes, and upgrades to our CAD system and other 911 related technologies.

The following Florida statutes support the ECC:

- FS 365.171: Mandates the State Plan that establishes authority and accountability within the County Commission's purview, and the formation of the county 911 facility/system.
- FS 365.172: Establishes the E911 Board, and the expectations of Public Safety Answering Point (PSAP) and E911 surcharge fee.
- FS 365.173: Establishes parameters for disbursements, percentages, and allocations derived from the E911 fee.
- FS 401.465: Mandates all 911 Public Safety Telecommunications (PSTs) to become certified by October 2012.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
911 Surcharge	1,801,571	1,660,606	1,652,984	1,808,613
Gen Fund/General Revenue	3,107,071	3,286,078	3,601,753	3,488,420
Totals:	4,908,642	4,946,684	5,254,737	5,297,033

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	3,318,190	3,350,968	3,569,718	3,655,261
Operating	1,577,775	1,595,716	1,685,019	1,641,772
Capital	12,677	0	0	0
Totals:	4,908,642	4,946,684	5,254,737	5,297,033
Budgeted Positions:	47	47	49	50

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
911 Calls	205,925	242,500	195,000	195,000
EMS Calls Dispatched	46,767	52,000	47,500	47,500
Fire Calls Dispatched	25,606	42,000	40,000	40,000
Animal Services Calls Taken	726	1,300	900	900
Marine Rescue Calls Taken	116	310	140	140
Admin Calls Answered	201,673	N/A	250,000	250,000
Average Call Answer Time	00:00:08	N/A	00:00:08	00:00:08



## Emergency Medical Services (EMS)

### Program Purpose and Description

The Emergency Medical Services (EMS) program provides advanced, pre-hospital emergency medical care and transportation to the citizens and visitors of Manatee County in accordance with State and National standards for medical care. EMS interacts with multiple agencies to provide unified support during disasters and major incidents. EMS acts proactively to promote health and safety by educating children and parents about adverse conditions and situations that may affect their environment. EMS also operates a Continuous Quality Improvement program to acquire significant data for measurement and analysis regarding fleet performance and medical control. NFPA 1710, provides a basic and advanced life support response standard, which defines the population density per deployment criteria and metric standards for fleet performance. FS Chapter 401 and FAC64J-1, defines the parameters for Florida EMS providers, and provides regulatory requirements. FS 125.01 authorizes the Board of County Commissioners to provide ambulance services.

The EMS program also includes personnel for the administration of the Public Safety Department and EMS billing services.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	9,434,712	11,700,000	10,500,000	10,500,000
Grants	0	0	0	0
Gen Fund/General Revenue	7,855,617	7,116,733	11,406,244	11,575,590
Impact Fees	0	0	0	0
Totals:	17,290,329	18,816,733	21,906,244	22,075,590

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	12,811,488	13,619,596	16,255,301	16,413,306
Operating	4,356,484	5,109,483	5,384,097	5,529,284
Capital	122,357	87,654	266,846	133,000
Totals:	17,290,329	18,816,733	21,906,244	22,075,590
Budgeted Positions:	171	171	172	172

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Average Response Time	7.42 mins	7.8 mins	7.72 mins	7.87 mins
Emergency Responses	51,974	56,516	54,074	55,155
Transports	31,343	39,326	32,609	33,261
Community Paramedicine Hospital Diversions	346	300	330	345
Community Paramedicine Ambulance Diversions	430	400	430	445
Community Paramedicine Total Cost Avoidance	\$607,271	\$543,720	\$591,767	\$615,790

## Emergency Management

### Program Purpose and Description

The Emergency Management (EM) program fosters community resiliency by coordinating and integrating all activities necessary to build, sustain, and improve the capability to mitigate, prepare for, respond to, and recover from potential or actual natural disasters, acts of terrorism, or other man-made disasters. Emergency Management's powers are outlined in Manatee County Ordinance 05-29.

The EM program conducts preparedness seminars to government agencies, citizens, businesses, and civic groups. This program develops and disseminates press releases and social media content on critical topics relating to the county's severe weather or other large-scale emergencies. Emergency Management recommends issuance of hurricane evacuation orders and facilitates the provision of evacuation shelter facilities during a state or local emergency or disaster. The EM program maintains emergency response cost and expenditures for possible financial assistance.

The EM program assists organizations, municipalities, and businesses in developing and testing their disaster plans. Emergency Management conducts disaster response and recovery exercises; and implements broad-based public awareness, education, and information programs designed to reach all residents and visitors. This program also manages the Special Needs Program, and supports the 24-hour warning point to warn the public about emergencies.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	657,996	659,756	885,254	784,035
Totals:	657,996	659,756	885,254	784,035

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	372,619	317,102	403,667	408,432
Operating	285,377	342,654	481,587	375,603
Capital	0	0	0	0
Totals:	657,996	659,756	885,254	784,035
Budgeted Positions:	4	4	5	5

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Special Needs Registrations	1,132	2,000	2,100	2,200
Disaster Preparedness Presentations	124	65	70	75
Disaster Plans Developed/Reviewed	359	100	150	175
Emergency Exercises Participation	23	35	38	40
Grant Awards (\$)	\$238,755	\$228,000	\$240,000	\$240,000

**Beach Patrol**  
**Program Purpose and Description**

Beach Patrol watches over, protects and responds to the needs of the estimated 3 million visitors that enjoy the county's Lifeguarded beaches each year. Lifeguards handle a variety of incidents inside and outside the beach boundaries. These encompass minor first-aid cases, lost children, major medical incidents, RIP current rescues and enforce county ordinance (Chapter 2-24). They are also dispatched through the 911 system to the scenes of medical emergencies and drowning incidents within Manatee County and surrounding waterways. Program personnel are EMT/Rescue Diver certified and have assisted local and state law enforcement with victim location and evidence recovery. The Beach Patrol Paramedic Unit provides advanced life support care and a continuous paramedic presence to our beach patrons and the entire barrier island community. Lifeguards provide educational discussions and community outreach to small groups on drowning prevention and water based emergencies.

The Beach Patrol program also plays a crucial role in the event of disasters by working with emergency management and law enforcement when the barrier islands are evacuated. When the barrier islands are inaccessible, lifeguards will secure the beaches and assist local law enforcement in post-storm recovery duties.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	1,373,466	1,597,926	1,917,298	1,785,596
Totals:	1,373,466	1,597,926	1,917,298	1,785,596

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	1,113,567	1,301,550	1,556,486	1,423,120
Operating	253,165	289,628	360,812	362,476
Capital	6,734	6,748	0	0
Totals:	1,373,466	1,597,926	1,917,298	1,785,596
Budgeted Positions:	16	22	22	22

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Preventions	19,387	18,500	20,000	21,000
Ordinance Violations/Citations	40,434	45,000	45,000	45,000
Beach Attendance (Estimated)	2,956,000	3,000,000	3,200,000	3,200,000
Rescues	77	95	100	110
Beach Incidents	18,551	24,000	24,000	25,000
Medical Emergencies	3,617	3,100	3,500	3,700

**Grants - Public Safety**  
**Program Purpose and Description**

This program contains the Emergency Management Preparedness Assistance grant and the Emergency Management Performance Grant. Two Emergency Planner salaries and benefits are funded at a ratio of 50/50 from each grant. The operating costs for the two positions are funded under the Emergency Management program.

This program also contains the Florida Blue Foundation Grant. This grant funds a Licensed Clinical Social Workers' salaries, benefits, and operating expenses. This position is part of our Community Paramedicine division.

Prior year actuals are reflected below. Amounts for recommended, proposed, or adopted columns are shown at zero, as grants are not budgeted until received and accepted during the fiscal year.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Grants	284,468	0	0	0
Totals:	284,468	0	0	0

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	181,884	0	0	0
Operating	100,628	0	0	0
Capital	1,956	0	0	0
Totals:	284,468	0	0	0
Budgeted Positions:	2	0	2	3



# Public Works

The Public Works department is dedicated to enhancing the quality of life in Manatee County by providing services in response to the needs of those who live, work, and visit the county. Beyond the day-to-day business of providing service, the staff within Public Works stands ready to execute contingency plans should the community receive damage from a natural or man-made disaster. There are seven budget programs: Field Operations, Project Management, Traffic Management, Infrastructure Engineering, Fleet Services, Stormwater Management, and Transit and Paratransit.

The Field Operations program is comprised of Field Maintenance and key administrative, fiscal, and materials inventory functions.

The Project Management program consists of Project Management and Infrastructure Inspections. These two functional areas combine to administer and monitor capital projects.

The Traffic Management program includes the following divisions: Transportation Planning, Traffic Design, Traffic Operations, and the Traffic Management Center (TMC). The TMC is presented as an independent functional area, as the new TMC will benefit multiple jurisdictions, with cooperative funding for staffing and operations. This program provides continuity of traffic and transportation functions by combining planning, design, operations, and maintenance.

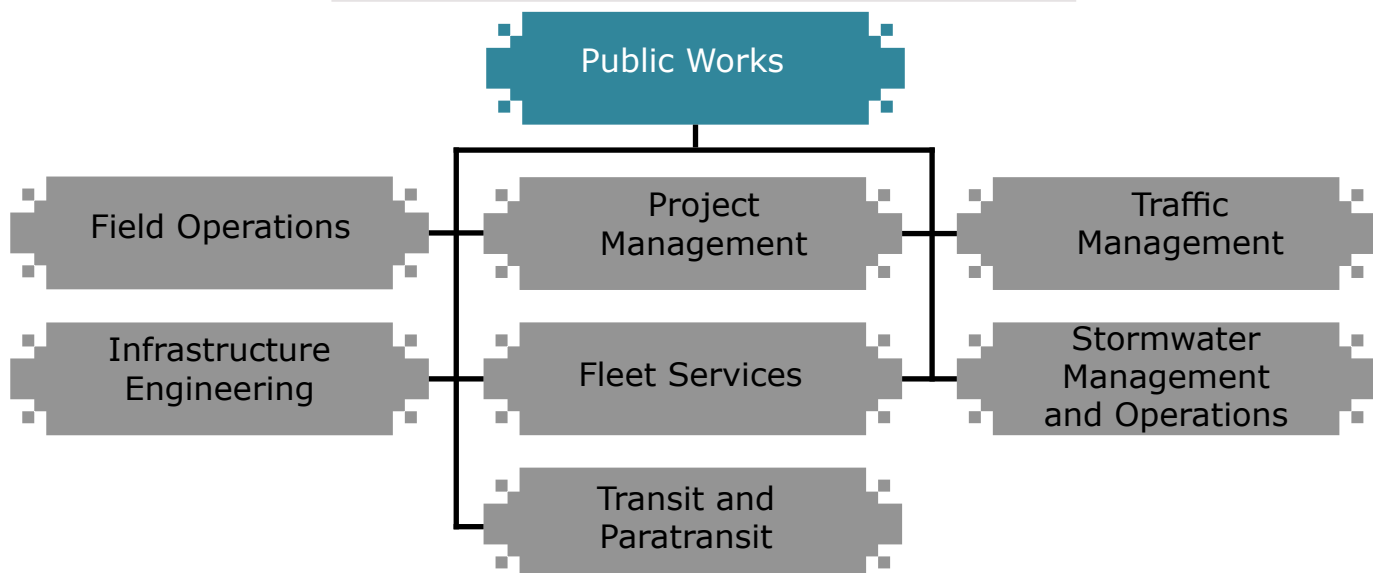
The Infrastructure Engineering program is comprised of the Transportation Infrastructure Engineering and Utilities Infrastructure Engineering divisions. These divisions provide the optimum level of coordination among project initiatives and maintenance throughout Manatee County.

The Fleet Services program provides vehicle and equipment maintenance and replacement, Fuel Services, and operates via internal service funds.

The Stormwater Management program contains the Stormwater Management and Operations divisions, and manages the stormwater section of the Field Operations division and Stormwater Engineering. Providing a dedicated program for the stormwater functions enables the department to collect accurate data specific to the cost of providing stormwater services in Manatee County.

The Transit and Paratransit program provide daily fixed route bus, trolley, and paratransit service throughout the cities and unincorporated areas in Manatee County.

## Organizational Structure



# Public Works

## Sources of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	14,117,012	19,448,394	24,103,832	21,242,820
Contributions	333,532	8,000	10,000	10,000
Gas Taxes	2,811,455	3,473,614	3,232,631	3,232,361
Gen Fund/General Revenue	213	235,432	0	0
Grants	2,197,522	1,600,000	1,241,222	1,167,250
Program/ General Revenue	20,722,168	25,184,688	25,658,328	26,553,548
Southwest TIF	0	0	0	0
Unincorporated MSTU Fund	2,680,212	3,163,982	3,537,228	3,504,528
Utilities System Charges	6,544,579	6,981,873	8,263,652	8,164,342
<b>Totals:</b>	<b>49,406,693</b>	<b>60,095,983</b>	<b>66,046,893</b>	<b>63,874,849</b>

## Uses of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Field Operations	9,621,090	10,079,572	12,473,363	11,789,714
Project Management	2,002,125	2,410,759	2,466,399	2,433,823
Traffic Management	6,369,177	8,134,220	8,113,610	7,582,109
Infrastructure Engineering	1,938,848	2,245,859	2,569,474	2,569,206
Fleet Services	12,898,948	19,096,829	20,584,296	19,744,992
Stormwater Management & Operations	6,957,844	8,014,282	8,936,889	8,841,860
Transit & Paratransit	9,618,661	10,114,462	10,902,862	10,913,145
<b>Totals:</b>	<b>49,406,693</b>	<b>60,095,983</b>	<b>66,046,893</b>	<b>63,874,849</b>

<b>Budgeted Positions:</b>	<b>456</b>	<b>457</b>	<b>484</b>	<b>493</b>
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## Field Operations

### Program Purpose and Description

The Field Operations program covers the maintenance of all county rights-of-way (ROW) and structures located within them. This includes pavement maintenance, ROW mowing, road grading, sidewalk and curb repair, and median maintenance.

Field Operations is comprised of the Field Maintenance division and key administrative, fiscal, and material inventory functions. Each provides an invaluable function in the general upkeep of the county systems that facilitate everyday life.

The Field Maintenance division is responsible for the complete maintenance of ROW, except for water and sewer lines. Shell roads are graded on a weekly to bi-weekly basis depending on the traffic volume. Roadside mowing is performed four times each year on designated routes, mainly in rural areas, while some areas in Bradenton also receive this service. Brush clearing and trash pickup is performed continuously by in-house staff and road gang crews on the roadsides. Pothole and sidewalk trip concerns are addressed by in-house staff to maintain a safe environment for the public. In-house construction crews complete small scale projects to keep costs to a minimum. In addition, the Field Maintenance division performs maintenance on countywide bridges with an in-house crew.

Field Operations provides first-in team road clearing crews for hurricane season that represent the A and B team shifts for keeping traffic signals in operation before a storm event and immediately after the event. The remainder of the division has assigned tasks before and after a storm. These tasks range from regular duties, filling sandbags, removal of downed trees, flooding washout repairs, and general debris hauling. Personnel in Field Operations also receive calls from the Citizen's Action Center; Sheriff's Office; Florida Highway Patrol; and other sources in after-hours situations due to downed trees, emergency road repairs and clean up, dead animal removal, street flooding, and other emergency situations.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gas Taxes	2,069,216	1,995,686	2,058,587	2,058,317
Program/ General Revenue	7,551,875	8,083,886	10,414,776	9,731,397
Totals:	9,621,091	10,079,572	12,473,363	11,789,714

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	4,338,315	4,352,929	4,936,207	5,312,450
Operating	5,145,978	5,726,643	6,282,406	6,328,426
Capital	136,798	0	1,254,750	148,838
Totals:	9,621,091	10,079,572	12,473,363	11,789,714
Budgeted Positions:	75	75	82	90

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Paved Roads (Center Line Miles)	1,384	1,350	1,405	1,410
Unpaved Road (Center Line Miles)	64	65	53	50
Service Vehicles	1,368	1,368	1,368	1,368
Graded Roads (Miles)	3,068	2,400	3,068	3,068
Rights of Way Cleared (Linear Feet)	261,435	300,000	300,000	300,000

## Project Management

### Program Purpose and Description

The Project Management program is comprised of Project Management and Infrastructure Inspections. These two areas administer and monitor capital projects and are supported by administrative and fiscal staff. Program oversight provides support for planning, design, land acquisition, and construction elements for transportation, stormwater, potable water, wastewater, and solid waste capital improvement programs. Personnel service projects such as: improvements and expansion of existing roadways, stormwater improvements, utility plant expansion projects for potable water and wastewater, rehabilitation and extension of potable water and wastewater distribution lines, and landfill expansion and improvement projects. The Infrastructure Inspections division and Bonds Administration section coordinate all activity related to private developer securities for performance and defects tied to development construction.

Project management services are comprehensive, and commence during the planning phase of the five-year Capital Improvement Program (CIP). As part of each CIP programming cycle, staff assess current projects relative to status, funding, and schedule. Project commitments create the framework for new CIP funding request. New project priorities are put forward based on potential growth and development, engineering assessments, and rehabilitation requirements to meet standards and service demands. Projects are scheduled in the five-year CIP based on priority and the availability of funding. In addition to capital projects, annual funding is programmed for transportation and utility rehabilitation programs. This ensures that roadway resurfacing, bridge rehabilitation, intersection upgrades, and potable water/wastewater rehabilitation occur each year to address repair and rehabilitation of existing infrastructure.

The Project Management staff work with client departments to establish the project scope and coordinate with in-house engineering to determine the appropriate engineering method, as some projects are designed in-house, while others utilize consulting services. They manage each project through the design phase, work with in-house land acquisition staff when appropriate to contract for services and oversee the project schedule during land acquisition activity. Finally, they coordinate with the Purchasing division for project procurement and oversee and coordinate construction activity.

Infrastructure Inspections monitors all project construction to ensure compliance with Manatee County standards. Projects inspected and monitored include those initiated by Manatee County, as well as all developer construction projects. This division performs on-site inspections during the construction phase, and observes and approves project testing activities. The division also coordinates with Bonds Administration staff to ensure developer compliance with bonded improvements prior to release of project securities.



## Project Management

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	213	235,432	0	0
Southwest TIF	0	0	0	0
Utilities System Charges	318,523	292,527	328,070	328,036
Unincorporated MSTU Fund	1,683,389	1,882,800	2,138,329	2,105,787
Totals:	2,002,125	2,410,759	2,466,399	2,433,823

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	3,656,568	4,613,853	4,814,958	4,814,380
Operating	-1,654,443	-2,203,094	-2,380,559	-2,380,557
Capital	0	0	32,000	0
Totals:	2,002,125	2,410,759	2,466,399	2,433,823

Budgeted Positions:	49	49	59	58
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<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Project Expenditures	\$78,272,195	\$63,000,000	\$105,000,00	\$63,000,000
Active Commercial/Development Projects	471	475	0 475	475
Projects & Capital Improvement	138	126	236	236
Projects Bond Release Inspections	131	110	150	150

## **Traffic Management**

### **Program Purpose and Description**

The Traffic Management program is comprised of Transportation Planning, Traffic Design, Traffic Operations, and the Traffic Management Center (TMC).

Transportation Planning focuses on long-range planning, review of new developments impact to transportation, and provides testimony at public hearings. Additional responsibilities include concurrency, providing the Board of County Commissioners comprehensive overviews, traffic study coordination, policy reviews for impact fees and concurrency stipulations, and development order preparation.

Traffic Design develops, implements, and administers traffic engineering functions to include traffic engineering studies, construction plan review, vehicle count data, and administration of vehicular crash record data. In addition, this division conducts signal timing and coordination for the county's traffic signals. This division also includes the regional TMC. The TMC operates the traffic control system, which manages the operation of traffic signals, cameras and vehicle detection devices to improve traffic flow within the region.

Traffic Operations provides maintenance and repair for the county's signalized intersections (many are owned by the Florida Department of Transportation and maintained by the county), school zone flashers, street lights, traffic signs, pavement markings, and the intelligent transportation system field infrastructure. The division works in conjunction with Traffic Design and the TMC to administer adjustments to these devices and respond to emergencies that help facilitate traffic flow.

The Traffic Management Center provides a unified intelligent transportation management system for Manatee and Sarasota counties. Pursuant to an interlocal agreement executed in 2005, Manatee County, the City of Sarasota, Sarasota County, the City of Bradenton, and the Florida Department of Transportation agreed to cooperate and coordinate in the operation of the unified intelligent transportation management system. Per the agreement, each party bears a proportional share of the ongoing operational costs of the Traffic Management Center, with the basis of proportional share being population numbers from the most recent census data available. Each governmental unit began contributing its identified proportional share in FY15.

## Traffic Management

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Program/ General Revenue	5,494,002	6,974,239	6,946,486	6,415,133
Unincorporated MSTU Fund	875,175	1,159,981	1,167,124	1,166,976
Totals:	6,369,177	8,134,220	8,113,610	7,582,109

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	3,839,008	4,431,063	4,544,330	4,512,829
Operating	2,360,345	3,668,157	3,519,280	3,019,280
Capital	169,824	35,000	50,000	50,000
Totals:	6,369,177	8,134,220	8,113,610	7,582,109

Budgeted Positions:	62	63	64	64
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<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Accident Reports Processed	17,216	12,500	16,000	17,000
Traffic Study Requests	823	750	850	875
Streetlights Repaired	798	672	825	850
CLOS Compliance Application Reviews	353	360	375	375
TMC - Incidents Detected	1,522	2,000	1,600	1,700
Traffic Ops - After Hours Calls	371	502	425	450
Development Plans & Traffic Studies	942	900	1,000	1,050
Signs Maintained	5,559	8,308	6,200	6,400
Pavement Markings Refurbished (Linear Feet)	613,334	631,734	631,734	631,734

## Infrastructure Engineering

### Program Purpose and Description

The Infrastructure Engineering program consists of two separate engineering divisions: Transportation Infrastructure Engineering and Utilities Infrastructure Engineering. It provides engineering design and review for the Capital Improvement Program that includes roadways, bridges, potable water, wastewater, and reclaimed water projects. Additionally, this program ensures safe and efficient infrastructure to accommodate multi-modal movement throughout Manatee County. The Infrastructure Engineering program also reviews the residential and commercial development plans within Manatee County, and issues right of way use permits.

Transportation Infrastructure Engineering provides essential engineering design for Manatee County transportation capital projects, as well as for maintenance and rehabilitation projects for intersections and bridges. The division regulates all activities within the public right of way and administers Manatee County Ordinance 08-70, which provides regulation and control of all construction activity within the public right of way. In addition, the division reviews all residential and commercial development plans within Manatee County.

Utilities Infrastructure Engineering provides professional engineering services to support Manatee County's potable water, wastewater, and reclaimed water utility systems. Ongoing design services provide support to the annual renewal and rehabilitation programs for the water and wastewater systems, lift station rehabilitation, and the installation of generators at lift stations countywide. Utility Infrastructure Engineering also provides review services for conceptual and final designs, project analysis and cost estimating, construction certification, utility conflict resolution, origination of utility standards and specifications, and master planning to determine system requirements in the future.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Program/ General Revenue	843,033	944,320	987,897	987,781
Utilities System Charges	974,167	1,180,338	1,349,802	1,349,660
Unincorporated MSTU Fund	121,648	121,201	231,775	231,765
Totals:	1,938,848	2,245,859	2,569,474	2,569,206

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	1,752,783	1,920,910	2,256,989	2,256,721
Operating	186,065	324,949	312,485	312,485
Capital	0	0	0	0
Totals:	1,938,848	2,245,859	2,569,474	2,569,206

Budgeted Positions:	23	24	26	26
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<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Right of Way Use Permits Issued	400	400	400	400
Construction Plans Reviewed	157	157	157	157



## Fleet Services

### Program Purpose and Description

The Fleet Services program consists of two internal service functions: Fleet Services and Fuel Services. Each provide support to Manatee County and other designated governmental service agencies.

Fleet Services is a customer service operation that functions as an internal service fund, providing vehicle and equipment maintenance for vehicles, construction units, small engine, and light turf units that comprise the fleet. The division operates four separate maintenance facilities with a material distribution center located at each site, and is staffed by highly trained professionals experienced in vehicle and equipment maintenance and management. Services include: maintenance and repair, replacement planning, specification and purchase coordination, field services, operation and care instruction, and other integrated services provided by total fleet management programs. The division's mission is to keep the county moving, and the goal is to be recognized by customers as continually improving efficiency and effectiveness by providing the highest level of fleet services at the lowest possible cost.

Fleet Services administrative offices are located within the 26th Avenue East Fleet facility. This location includes a full-service maintenance operation and associated material distribution center. It maintains emergency vehicles, construction and agriculture equipment, and general service vehicles. The 66th Street West Fleet facility maintains water and sewer trucks and equipment, construction and agriculture equipment, and general service vehicles. This location also provides a full-service materials distribution center. The Lena Road Fleet facility maintains heavy specialized off-road landfill equipment, agriculture equipment, and general service vehicles. The facility located at the Transit/Fleet complex on Tallevast road provides maintenance of Transit passenger, support vehicles, and equipment.

Fuel Services operates as an internal service fund. It provides fuel and lubricants to the vehicles assigned to: the Board of County Commissioners, Manatee County Sheriff's Office, fire departments, the Manatee County School Board, Tax Collector, Health Department, Property Appraiser, States Attorney, City of Anna Maria, City of Bradenton Beach, and the Manatee County Housing Authority. This program services over 70 fuel tanks monthly with a capacity of over 400,000 gallons. It also supplies fuel for additional county owned small lift station tanks and portable generator tanks.

## Fleet Services

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	12,898,948	19,096,829	20,584,296	19,744,992
Totals:	12,898,948	19,096,829	20,584,296	19,744,992

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	4,796,368	3,042,848	3,091,532	3,091,156
Operating	8,102,472	8,653,097	8,596,652	8,489,642
Capital	108	7,400,884	8,896,112	8,164,194
Totals:	12,898,948	19,096,829	20,584,296	19,744,992
Budgeted Positions:	43	42	42	42

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Work Orders	8,000	8,800	8,500	8,500
Preventative Maintenance	2,624	2,300	2,750	3,000
Towing for Breakdowns	250	250	250	250
Direct Labor Hours	40,000	33,000	40,000	40,000
% of Scheduled Work	60%	50%	60%	60%
Part Issues	93,948	90,000	95,000	95,000

## **Stormwater Management & Operations**

### **Program Purpose and Description**

The administrative function of the Stormwater Management & Operations program provides the minimal level of management support services and supervision of stormwater operations and engineering. This base decision unit consists of three levels of management which includes a Stormwater Field Operations Chief, two superintendents, and four supervisors that oversee stormwater and drainage maintenance within Manatee County.

The Field Operations Chief oversees and manages all maintenance activities within the Stormwater section. This section is separated into two sub groups, Mechanical and Aquatics with a superintendent heading up each group. Superintendents are tasked with service requests and Citizen Action Center requests for site inspections to determine scope of repairs needed. Most work is off-road and considerable efforts are made by the superintendents gaining entry to properties. These jobs are prioritized and filtered to the supervisors for scheduling.

The supervisors' main duties are the guidance of field technicians and scheduling equipment and day to day work activities, responding to emergency situations, at times operating equipment and working with their crews as necessary. The Administrative Specialist duties include procurement, recording and updating shared file information, contractual scheduling, records research, landscape contract management, field investigation, work zone safety and maintenance of traffic.

The Stormwater Engineering Division includes the Stormwater Division Manager, who performs stormwater engineering design and permitting, certification, inspection, and assistance to internal and external customers including Citizen Action Center requests. This base unit is responsible for the management of related staff, creation and administration of a budget, and coordination and consultation with other divisions serving under the Deputy Director of Engineering Services. This decision unit provides coordination, consultation, and assistance for the Building and Development Services department (B&DS) with respect to comprehensive planning, the Land Development Code, and code enforcement, and also reviews and submits comments on all land development projects countywide with respect to stormwater engineering.

Staff in this decision unit attend and provide testimonial presentation for land use meetings held by the Planning Commission and the Board of County Commissioners, and serve as liaison between departments with respect to engineering design and permitting procedures, policy, and decision making. Staff in this decision unit administer, maintain, and coordinate certification, management, compliance of state and federal environmental, flood, and pollutant reduction and elimination permits.

All positions in this decision unit are proactive with emergency response and play a role coordinating efforts when emergency assets are staged or deployed. This unit is responsible for investigation and resolution of drainage complaints.

## Stormwater Management & Operations

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gas Taxes	742,239	1,477,928	1,174,044	1,174,044
Program/ General Revenue	963,716	1,027,346	1,177,065	1,181,170
Utilities System Charges	5,251,889	5,509,008	6,585,780	6,486,646
Totals:	6,957,844	8,014,282	8,936,889	8,841,860

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	3,540,665	3,703,372	4,058,855	4,163,070
Operating	3,409,425	4,310,910	4,418,659	4,425,214
Capital	7,754	0	459,375	253,576
Totals:	6,957,844	8,014,282	8,936,889	8,841,860
Budgeted Positions:	61	61	66	68

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Canal Cleaning	62,708	100,000	100,000	100,000
Roadside Ditch Cleaning	156,995	255,000	200,000	200,000
Street Sweeping	8,250	8,250	8,250	8,250
Pipe Cleaning	134,082	155,000	155,000	155,000
Inlet Cleaning	1,235	1,600	1,600	1,600



## **Transit & Paratransit**

### **Program Purpose and Description**

The core mission of Manatee County Area Transit is: provide alternative transportation options to reduce the use of privately operated automobiles for both citizens and visitors of Manatee County by utilizing high occupancy, environmentally friendly, and efficient vehicles as mass transportation, while also providing traffic and parking mitigation solutions.

Manatee County Area Transit (MCAT) provides daily fixed route bus and trolley services with complementary paratransit services for those with Americans with Disability Act and Transportation Disadvantaged requirements. Manatee County Area Transit serves Bradenton, Ellenton, Palmetto, the Gulf Beach communities, and limited unincorporated areas of Manatee and neighboring counties. Fixed route bus service operates from 6:00 a.m. to 7:00 p.m., Monday through Saturday. Fixed route service is not offered on Sundays.

Manatee County Area Transit fixed bus routes connect with the free Manatee Trolley on Anna Maria Island. Daily trolley service operates from 6:00 a.m. to 10:30 p.m. from the Anna Maria City Pier to Coquina Beach in 20 minute intervals. MCAT fixed bus routes also connect with the Longboat Key Shuttle service at Coquina Beach. The Longboat Key Shuttle is an on-demand service that operates within a defined service area on the Key, between Coquina Beach and the Bay Isles Shopping Center.

Manatee County Area Transit also offers origin to destination paratransit service by appointment for people who qualify due to age or disability. It is the state designated Community Transportation Coordinator for Manatee County for coordination of paratransit services provided by private providers. Through cooperative agreements, MCAT works in conjunction with Lighthouse for the Blind, Community Care for the Elderly, Easter Seals, United Cerebral Palsy, Agency for persons with Disabilities, Veterans Services through the Neighborhood Services department, and other local agencies to meet transportation needs of their clients. Manatee County Area Transit also serves as the primary provider of emergency transportation services for citizens without other transportation choices during emergency events and evacuations.

## Transit & Paratransit

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	1,218,064	351,565	3,519,536	1,497,828
Contributions	333,532	8,000	10,000	10,000
Grants	2,197,522	1,600,000	1,241,222	1,167,250
Program/ General Revenue	5,869,543	8,154,897	6,132,104	8,238,067
Totals:	9,618,661	10,114,462	10,902,862	10,913,145

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	7,324,760	7,894,764	8,296,036	8,306,322
Operating	2,293,901	2,219,698	2,606,826	2,606,823
Capital	0	0	0	0
Totals:	9,618,661	10,114,462	10,902,862	10,913,145
Budgeted Positions:	143	143	145	145

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Fixed Route Ridership	922,385	980,000	950,300	959,800
Fixed Route Mileage	1,196,468	1,115,000	1,196,500	1,196,500
Trolley Ridership	445,831	500,000	459,300	463,900
Trolley Mileage	275,512	245,000	283,900	286,700
Cost Per Mile	\$4.79	\$5.89	\$4.93	\$4.98

# Redevelopment and Economic Opportunity

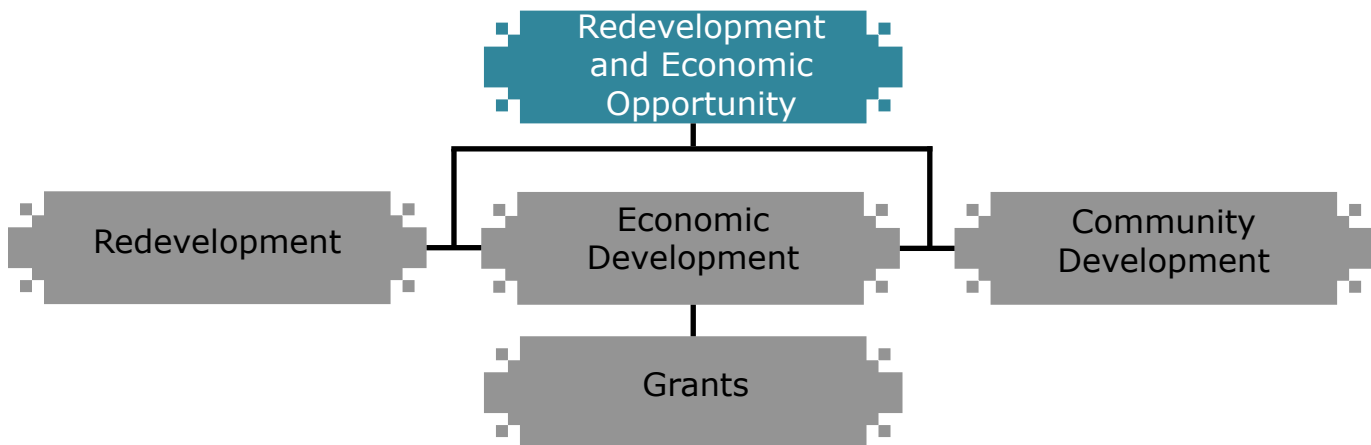
The Redevelopment and Economic Opportunity Department (REO) was created in October 2016 to focus county efforts on the redevelopment and revitalization of older, urban areas of the county with an emphasis on the southwest quadrant of the county and to create greater linkages and economic opportunities between housing, community and economic development projects and programs. This includes a strong emphasis on improving the tax base; job retention and creation through economic opportunities working with local businesses; implementing the redevelopment plan for the Southwest County Improvement District and Tax Increment Financing District; and providing opportunities for new, affordable rental and homeownership projects. The Department consists of three programs: Redevelopment, Economic Development and Community Development.

REO provides administrative and policy leadership in these areas and explores enhanced and new redevelopment, economic development and housing and community development projects, programs, and initiatives crossing the broad spectrum of business types and income groups. This is accomplished through additional business and employment growth and new infill, mixed-use and housing opportunities through targeted incentive programs leveraging local, regional, and national expertise and resources and engaging in strategic partnerships.

The Redevelopment program encompasses the implementation of the Southwest District Strategic Plan, whose programs and projects serve to build the tax base, attract private investment, grow quality jobs, increase connectivity and infrastructure capacity, and create a SWD brand and place. The Economic Development program promotes quality job creation through incentives and assistance for the expansion of existing local business, and attraction of new businesses to the area. The Community Development program administers between \$15-\$20 million dollars in grant and program funds from the state and federal governments for affordable housing and community development programs.

These programs work together to achieve the county's goals of a diversified economic tax base, and improved quality of life with better economic and housing opportunities for residents and businesses.

## Organizational Structure



# Redevelopment and Economic Opportunity

## Sources of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	745,722	1,147,782	1,404,980	1,253,071
Grants	2,240,195	0	0	0
Impact Fees	150,628	702,257	1,202,155	1,400,155
Southwest TIF	553,994	1,067,158	2,012,974	2,540,516
Transportation Trust Fund	0	300,000	300,000	300,000
Unincorporated MSTU Fund	1,041,405	1,572,559	1,604,635	1,587,636
<b>Totals:</b>	<b>4,731,944</b>	<b>4,789,756</b>	<b>6,524,744</b>	<b>7,081,378</b>

## Uses of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Redevelopment	801,852	1,514,341	2,620,591	2,976,291
Economic Development	1,304,614	2,247,591	2,304,557	2,311,637
Community Development	385,284	1,027,824	1,599,596	1,793,450
Grants - Redevelopment & Economic Opportunity	2,240,194	0	0	0
<b>Totals:</b>	<b>4,731,944</b>	<b>4,789,756</b>	<b>6,524,744</b>	<b>7,081,378</b>

<b>Budgeted Positions:</b>	<b>19</b>	<b>19</b>	<b>20</b>	<b>20</b>
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## **Redevelopment**

### **Program Purpose and Description**

The Redevelopment program serves as the core administrative function for the Redevelopment and Economic Opportunity department as well as the lead for planning and implementation of projects, programs and activities within the Southwest County Improvement District, commonly referred to as the Southwest District (SWD).

Department staff perform administrative and fiscal responsibilities for the department and support programs. Administrative functions in this program include departmental reports to the Board of County Commissioners and the County Administrator regarding the department's projects, fiscal payments, advisory board administrative functions, reporting, policies and procedures to carry out the business of the department, agenda functions, human resource requirements, employee benefits coordination, and management of fiscal functions.

The focus for the department's redevelopment work is the implementation of the Southwest District Strategic Plan approved by the Board in January 2019. Strategies include a wide range of projects, programs and activities that accomplish the goals of the Plan: building the tax base, attracting private investment, growing quality jobs, increasing connectivity and infrastructure capacity, and creating a SWD brand and place. Economic development activities such as business scoping and rapid response permitting are extended to all SWD businesses with the goal of job creation and additional investment in the area. This program also manages the work activities of the two former Community Redevelopment Agency areas, which are now within the boundaries of the SWD. To accomplish these goals, staff work collaboratively with Neighborhood Services, Public Works, Building and Development Services, Property Management, Utilities and Parks and Natural Resources to identify project and capital improvement needs with a focus on urban corridors and impacted neighborhoods.

New initiatives for this program include implementing the Southwest District Strategic Plan and Work Program. Focus will include land acquisition and placemaking strategies, development of an inclusive economic development strategy, analyzing opportunity sites for catalytic projects, and targeted outreach and marketing of SWD opportunities.

## Redevelopment

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	206,586	399,056	525,539	370,776
Southwest TIF	553,994	1,067,158	2,012,974	2,540,516
Unincorporated MSTU Fund	41,272	48,127	82,078	64,999
Totals:	801,852	1,514,341	2,620,591	2,976,291

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	542,173	540,883	677,667	677,831
Operating	257,877	973,458	1,409,424	1,298,460
Capital	1,802	0	533,500	1,000,000
Totals:	801,852	1,514,341	2,620,591	2,976,291

Budgeted Positions:	6	6	7	7
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<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
EDI - Expanded SWD Target	2	4	5	5
Business Improvement Program	2	3	3	3
Rapid Response Permits - SWD - # of Companies	50	50	35	40
Growth in Tax Base from Base Year FY14	22%	33%	46%	53%
SWD Median Income (Base Year FY14=\$35,001)	41,352	43,006	44,726	46,515

## **Economic Development**

### **Program Purpose and Description**

The Economic Development program works to promote quality job creation through retention and expansion of existing businesses and attraction of new companies throughout Manatee County. The county demonstrates a business-friendly profile through increased communication, cooperation and involvement of staff and administration with its community partners to promote economic development.

Economic Development program staff coordinate all incentive requests from businesses and manage contracts with area companies who have Board adopted, performance based incentives. Relationships play a crucial role in the success of this program, with partnerships facilitated with area business organizations and Chambers of Commerce. Staff facilitates work through government interface with county departments, public and private sector economic development partners, neighborhood planning associations, and other state and local programs. In addition, economic development and community revitalization goals are coordinated with municipalities, community service organizations, the school district, universities, and the business community.

The Economic Development team manages the program that includes incentive grants, rapid response permitting, and business scoping. As of December 2018, approximately 90 active projects, including businesses that are new or have been retained and expanded, have received Board approval for incentives. In addition, over 6,000 jobs are projected to be created and retained over a five to seven year period, with an average wage of \$54,914. This is 37% higher than the 2017 average wage in Manatee County. Based on the incentives awarded, the calculated return on investment to the community over a 5 to 10 year period, in direct and indirect jobs and wages, is expected to be more than \$2 billion. In addition, for every \$1 spent on incentives, there is approximately \$68 in capital investment in the county.

Specific activities in the program include business friendly customer service, research and information, site location assistance, and rapid response permitting for inquiring companies. Staff coordinates incentives provided by the State Department of Economic Opportunity, including the Qualified Targeted Industries Tax Refund, and is a key player in the post-disaster recovery plan. Additionally, management participates in national and international trade missions to attract businesses to the county. In addition, staff prepares an annual report to the State Office of Economic and Demographic Research (Local Economic Development Incentives Report) on the county's progress.

This program includes new initiatives to develop strategies for inclusive economic development in underserved areas in coordination with the Community Development division. In addition, focus on business retention and expansion is increasing by providing connections to community resources, the Business Recovery Directory and informational sessions, business walks, and two annual expos.

### Economic Development

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	304,481	423,770	482,000	489,000
Transportation Trust Fund	0	300,000	300,000	300,000
Unincorporated MSTU Fund	1,000,133	1,523,821	1,522,557	1,522,637
Totals:	1,304,614	2,247,591	2,304,557	2,311,637

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	234,888	229,198	241,035	240,999
Operating	1,069,726	2,018,393	2,059,522	2,070,638
Capital	0	0	4,000	0
Totals:	1,304,614	2,247,591	2,304,557	2,311,637

Budgeted Positions:	3	3	3	3
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<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
EDI Adopted Incentives	\$277,903	\$950,000	\$950,000	\$950,000
EDI Average Wage	\$67,035	\$69,046	\$71,117	\$61,933
EDI Projected Capital Investment	\$24,644,500	\$50,000,000	\$60,000,000	\$50,000,000
EDI Projected Jobs	279	350	350	350

## **Community Development**

### **Program Purpose and Description**

The Community Development program implements and administers federal, state and local housing and community development grants, programs and initiatives such as the Federal Community Development Block Grant Program (CDBG), HOME Investment Partnership Program, Emergency Solutions Grant (ESG), Fair Housing Initiatives; State Housing Initiative Partnership (SHIP), and the county's Livable Manatee Incentive Program.

Community Development provides affordable housing services to income-eligible residents to assist with down payment assistance for the purchase of new and existing housing by first-time homebuyers, and substantial rehabilitation or complete replacement of dilapidated homes for existing low-income homeowners countywide. Community development initiatives encompass funding public services that benefit low to moderate-income beneficiaries, enhancing blighted communities through infrastructure improvements, as well as funding homeless initiatives in partnership with homeless providers to provide homeless prevention and rapid rehousing.

The program also administers the Livable Manatee Incentive Program for new single and multi-family development within unincorporated Manatee County to incentivize developers to provide affordable housing within the county. Incentive options can include Rapid Response on plans review for project development, fast tracking of permits for affordable housing, and payment of impact fees including education, county and utility impact fees for affordable units within a development or on infill sites.

Community Development initiatives include the implementation of Manatee County's Local Housing Assistance Plan (LHAP) through State funding; the 5-Year Consolidated Plan and Annual Action Plans through the US Department of Housing and Urban Development to provide decent and safe housing, a suitable living environment, and expand economic opportunities for low and moderate-income persons; Manatee County's Affirmatively Furthering Fair Housing (AFFH) plan which establishes initiatives to create housing and economic opportunities in racially and ethnically concentrated areas of poverty; and the implementation of the county's All Things Housing Reset goals and objectives.



## Community Development

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	234,656	324,956	397,441	393,295
Impact Fees	150,628	702,257	1,202,155	1,400,155
Unincorporated MSTU Fund	0	611	0	0
Totals:	385,284	1,027,824	1,599,596	1,793,450

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	191,048	189,344	224,292	225,030
Operating	194,236	838,480	870,304	1,068,420
Capital	0	0	505,000	500,000
Totals:	385,284	1,027,824	1,599,596	1,793,450

Budgeted Positions:	3	3	3	3
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<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Down Payment Assistance - # Households	15	18	18	18
Rehab/Replacement - # Households	12	12	14	15
Livable Manatee - #Singe-Family Households/\$Expended	10/\$55,817	30/\$500,000	30/\$500,000	30/\$500,000
Livable Manatee - #Mult-Family #Households/\$Expended	0	0	0	121/\$737,500
CDBG \$ Expended	\$3,391,390	\$1,410,611	\$6,300,000	\$6,400,000

## Grants - Redevelopment & Economic Opportunity

### Program Purpose and Description

Prior year actuals are reflected below. Amounts for recommended, proposed or adopted columns are shown at zero, as grants are not budgeted until received and accepted during the fiscal year. Grants for the Redevelopment & Economic Opportunity Department include CDBG, HOME, ESG, and SHIP.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Grants	2,240,194	0	0	0
Totals:	2,240,194	0	0	0

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	467,427	0	0	0
Operating	1,767,361	0	0	0
Capital	5,406	0	0	0
Totals:	2,240,194	0	0	0
Budgeted Positions:	7	7	7	7

# Utilities

The Utilities department is comprised of four programs: Potable (drinking) Water, Wastewater, Solid Waste, and Business Operations.

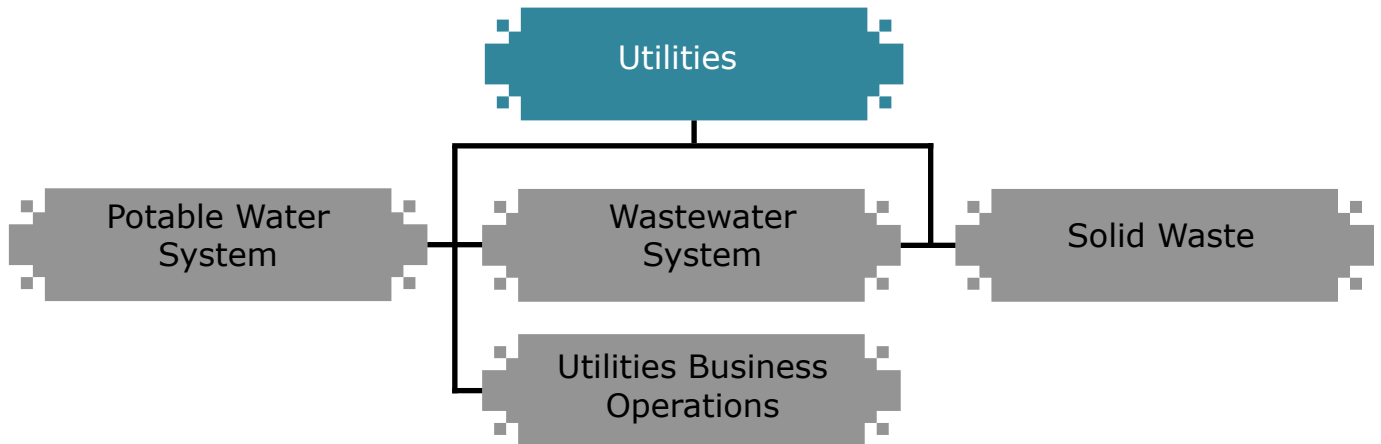
The Potable Water program supplies, treats, distributes, and meters potable water for retail and wholesale water customers. This program also includes the quality control laboratory, water conservation, the maintenance team, the infrastructure locates group, and utility records.

The Wastewater program provides collection, pumping, and treatment of wastewater for retail and wholesale customers. It also includes laboratory services, oversight of an industrial pretreatment program, and distribution of reclaimed water.

The Solid Waste program provides garbage and recycling services to retail accounts (both residential and commercial) by contracted waste haulers. The collected material, as well as household hazardous and other diverted waste, is managed by the county's landfill. The Solid Waste program also oversees recycling service to residential customers.

The Business Operations program performs administrative duties such as: customer service, billing, collection, fiscal services, safety, and communication services for the Utilities department's customer base and operating divisions. It also includes the infrastructure locates group, utility records, and the maintenance team.

## Organizational Structure



# Utilities

## Sources of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Utilities System Charges	106,733,551	118,935,787	126,115,575	129,349,471
<b>Totals:</b>	<b>106,733,551</b>	<b>118,935,787</b>	<b>126,115,575</b>	<b>129,349,471</b>

## Uses of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Potable Water System	19,526,312	23,844,333	21,479,045	22,244,500
Wastewater System	29,363,504	32,316,094	34,656,154	36,228,855
Solid Waste	33,085,550	38,690,521	41,280,881	41,967,342
Utilities Business Operations	24,758,185	24,084,839	28,699,495	28,908,774
<b>Totals:</b>	<b>106,733,551</b>	<b>118,935,787</b>	<b>126,115,575</b>	<b>129,349,471</b>

<b>Budgeted Positions:</b>	<b>407</b>	<b>415</b>	<b>423</b>	<b>430</b>
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## **Potable Water System**

### **Program Purpose and Description**

The Manatee County Water program provides retail potable (drinking) water service to over 350,000 county and seasonal residents in unincorporated Manatee County; and the cities of Bradenton Beach, Holmes Beach, and Anna Maria. It also provides wholesale services to the neighboring communities of Palmetto, Longboat Key, Bradenton, and Sarasota County. This large and complex program is responsible for the supply, quality, operation, and maintenance of the potable system; and the treatment of an annual daily average of 40 million gallons of water per day.

Lake Manatee is the primary source of raw water for the system. The lake's drainage basin (watershed) covers 82,240 acres, and the reservoir volume is 5.9 billion gallons. In addition, the system receives raw water from two-well fields. The largest is in Duette Park, a 23,000-acre watershed conservation area, owned and managed by the county for the protection of the Lake Manatee water supply.

Manatee County is a member of the Peace River Manasota Regional Water Supply Authority; whose purpose is to develop and protect future water supplies that serve customers in Charlotte, DeSoto, Manatee, and Sarasota counties.

All potable water distributed by the water program is purified at the Lake Manatee Water Treatment Facility. The water quality control laboratory monitors water quality throughout the system, performing over 45,000 chemical analyses annually to ensure the safety of the potable water. This section is also responsible for algae control, chemical treatment quality control, and customer complaint response. The water treatment section operates and maintains the plant and the dam; with all its associated pumps, basins, generators, electrical components, computers, and equipment. This requires around the clock operation, scheduled preventive maintenance, and necessary emergency repairs.

Fifteen high-service pumps move finished water to the transmission main lines. The distribution system consists of over 2,000 miles of water lines ranging in size from 2 inches to 54 inches in diameter, and five booster pump stations. Water storage capacity includes 32 million gallons in storage tanks located at strategic points throughout the county.

Crews read over 132,000 meters every month to ensure accurate and timely billing. In addition, the field services section installs new meters, replaces aging or malfunctioning meters, disconnects service, and investigates service questions. This program maintains a meter repair and testing facility on site, and all large meters are tested for accuracy on either a semi-annual or annual basis.

The in-house maintenance and distribution crews repair line breaks, replace aging infrastructure (services, lines and valves), locate and test valves, extend lines, and work with the Public Works department to assist with infrastructure changes and additions. The Locates and Records section marks over 4,800 miles of underground facilities, and maps the digital spatial information about this infrastructure.

The Water Compliance Division oversees compliance with all federal, state, regional, and local requirements; and permit conditions. This division also includes the Water Conservation program and the Cross Connection Control program. The Water Conservation program increases community awareness of water related issues, educates residents about conservation and responsible irrigation, and provides incentives for customers to implement conservation measures. The Cross Connection Control program ensures compliance of over 75,000 backflow prevention devices attached to the county water system.

The Potable Water program includes the protection; quality control, operation, and maintenance of the entire system, from the water source to a customer's tap. The drinking water program operates 24 hours a day, 7 days a week. The goal is to be "always on, always safe, always affordable."



## Potable Water System

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Utilities System Charges	19,526,312	23,844,333	21,479,045	22,244,500
Totals:	19,526,312	23,844,333	21,479,045	22,244,500

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	7,597,932	9,297,552	8,323,578	8,340,582
Operating	11,928,380	14,224,531	12,920,642	13,478,688
Capital	0	322,250	234,825	425,230
Totals:	19,526,312	23,844,333	21,479,045	22,244,500
Budgeted Positions:	139	142	123	123

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Treatment & Lab/Million Gallons	681	693	758	779
Distribution/Million Gallons Retail	450	381	400	412
Total Cost/Million Gallons	\$1,329	\$1,470	\$1,424	\$1,445

## Wastewater System

### Program Purpose and Description

The Manatee County Wastewater program encompasses all stages of wastewater operations including conveyance, treatment, distribution and compliance. This includes maintenance of over 1700 miles of collection lines and approximately 25,000 manholes. Over 650 pump (lift) stations convey raw sewage to three water reclamation facilities for treatment. The three facilities treat approximately 22 million gallons a day of wastewater to reuse standards. A state of the art bio solids dryer treats solid residuals, and the final product is sold as fertilizer.

The Master Reuse System delivers approximately 18 million gallons a day of highly treated wastewater through an interconnected distribution system to a variety of customers including agricultural, residential, and recreational. These customers use the reclaimed water for irrigation, thereby offsetting the use of potable water for that purpose. The system consists of over 200 miles of reclaimed water mains, three pumping stations, and four large storage tanks, with a total capacity of 33.75 million gallons.

Wastewater operations are highly regulated by the Florida Administrative Code and the Department of Environmental Protection. Florida Administrative Code sections include requirements for pretreatment monitoring of industrial customers, wastewater sampling, testing and reporting, minimum staffing levels and training, operation of collection systems, laboratory methodology, and treatment levels, among others. The Central Wastewater Laboratory performs analytical tests to ensure water quality requirements are met, per the Florida Department of Environmental Protection operating permits.

Maintenance of the wastewater system is ongoing and complex, as the corrosive environment affects the useful life of the pipes, pumps, valves, and plant components. Robust preventive maintenance programs for the plants, lift stations, and collection lines are critical. It allows staff to anticipate issues and reduce emergency repairs. Replacement and rehabilitation of the system components is an ongoing process. The Wastewater program operates 24 hours a day, seven days a week; and includes all the functions necessary to ensure the safety of the community, the staff, and the environment.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Utilities System Charges	29,363,504	32,316,094	34,656,154	36,228,855
Totals:	29,363,504	32,316,094	34,656,154	36,228,855

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	10,874,798	10,798,259	11,232,262	11,644,497
Operating	18,488,706	21,260,135	22,800,614	23,391,556
Capital	0	257,700	623,278	1,192,802
Totals:	29,363,504	32,316,094	34,656,154	36,228,855
Budgeted Positions:	161	165	167	174

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Treatment Cost/Million Gallons	\$1,548	\$1,484	\$1,705	\$1,663
Reclaimed Cost/Million Gallons Billed	350	562	418	415
Total Cost/Millions Gallons	\$3,908	\$3,589	\$4,332	\$4,529

## Solid Waste

### Program Purpose and Description

The Solid Waste program encompasses all aspects of solid waste disposal, as well as collection within the unincorporated parts of the county. This begins with management of the waste hauler franchise agreements for garbage collection. Residential customers receive solid waste, yard waste, and recycling collection. Solid Waste offers commercial customers options for the service that best meets their needs. Additionally, the program handles the disposal of solid waste from municipalities located within Manatee County.

The Solid Waste Enforcement section serves as liaisons between the waste haulers, customers, and other county staff on field related matters. They ensure haulers deliver services as specified in their agreements and related county ordinances. This section also manages disaster debris contractors retained by the county. This includes coordinating efforts with the Emergency Operations Center for reestablishing routes to the county's critical care facilities, debris collection, and management, as well as ensuring franchise haulers have access to residents and business after a disaster event.

The Solid Waste program includes operation of the Lena Road Landfill, which is a Class I Solid Waste Management Facility in east Manatee County on 1,200 acres, at 3333 Lena Road. The landfill operates six days a week; and manages 418,000 tons of material delivered annually by contracted waste haulers, other municipalities within the county, and residents. The days and hours of operation are Monday through Saturday, 8:00am - 5:00pm. Currently, the Lena Road Landfill is the only Class I solid waste disposal facility in the county.

The Manatee County landfill operates under permits, issued by the Florida Department of Environmental Protection (FDEP). These permits regulate much of the operation, including: the type of waste accepted, maintenance of the leachate, stormwater and gas collection systems, the type and amount of cover material used, the dollars reserved annually for eventual closure of the landfill, security, the level of training and certification of management staff and operators, and the litter control required across the entire facility.

Vehicles that enter the landfill must weigh in at the Scale House. This highly automated facility performs several critical functions. It determines the origin of the waste, the type of material, and the incoming and outgoing weight of each vehicle. This information provides the basis for billing, tonnage received, and reporting that information to FDEP. In addition, the Scale House attendants direct the non-franchise vehicle traffic.

The Recycling section is a critical element in the management of solid waste in the county. It receives special waste at the landfill and works to educate and promote good recycling habits to the residents and businesses of Manatee County.

The Household Hazardous Waste and Electronic Scrap Collection Programs currently operate from the main facility at the Lena Road Landfill on the third Saturday of each month from 9:00am - 3:00pm. The program also reaches out to the community with mobile, off-site collection days and serves: the island cities, north river, and the south/west areas of the county. These programs are critical to protecting the environment and the landfill from disposal of potentially harmful waste. Their success is a tribute to the citizens of Manatee County who participate and choose to support sound environmental practices, and to the foresight of the county in developing the facilities and program.

The Solid Waste program provides the highest level of solid waste management service in a cost-effective manner while adhering to all regulatory requirements and protects the health and safety of the environment and citizens of Manatee County.

## Solid Waste

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Utilities System Charges	33,085,550	38,690,521	41,280,881	41,967,342
Totals:	33,085,550	38,690,521	41,280,881	41,967,342

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	3,200,220	3,400,238	3,528,029	3,527,546
Operating	29,885,330	33,893,283	35,664,852	38,439,796
Capital	0	1,397,000	2,088,000	0
Totals:	33,085,550	38,690,521	41,280,881	41,967,342
Budgeted Positions:	40	40	41	41

<u>Program Measures</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Total Tons Landfilled	323,019	324,450	332,496	340,742
Landfill Cost Per Ton	\$19.78	\$30.57	\$29.75	\$26.59
Total Tons Recycled	58,257	48,196	61,170	64,228
Households in Household Hazardous Waste Program	10,109	10,344	10,000	10,000
Households in E-Scrap Program	9,014	9,368	9,000	9,000

**Utilities Business Operations**  
**Program Purpose and Description**

The Utilities Department Business Operations program administers the Utilities programs (potable water, wastewater, and solid waste), all customer service functions, and support services to operations, including the Utilities warehouse. Additional Business Operations responsibilities include safety, security, radio communications, and emergency services for the Utilities Department.

Annually, the Utilities Customer Service section answers over 150,000 phone inquiries and handles over 30,000 e-mail contacts with customers through the county website. Customer Service processes requests from new and existing customers for connections and disconnections, payment arrangements, special service needs, investigation, and complaint resolution. Utilities customers may utilize the call center and website, visit the office, or call after business hours to an answering service that is available 24/7.

Utilities Business Operations mails/emails over 1,400,000 bills annually; and customers make payments electronically, with cash, or by check. The Business Operations division responsibilities include: billing and collection services, payment processing and financial control, and revenue reporting. In addition, the Systems Support section acts as a liaison with the Information Technology department for the maintenance of the customer information system, as well as other hardware and software needs. They also provide training and reporting assistance.

The Utilities warehouse maintains inventory of frequently used materials for the Water Distribution, Sewer Collection, Lift Station, In-House Maintenance, and other crews. This consolidation provides for better inventory control and a streamlined process for the field crews.

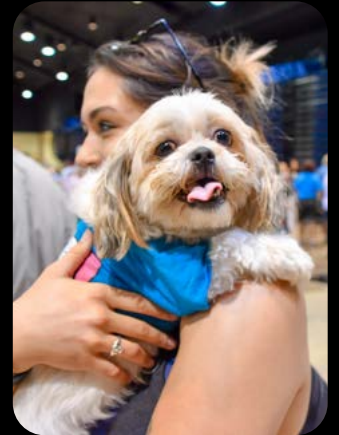
The Utilities Mapping section (Records and Locates) is responsible for marking over 5,700 miles of underground facilities and maintaining all record drawings associated with these facilities.

Operating Division administration includes budget preparation and management. The fiscal division accomplishes this and: processes purchases, pays vendors, processes travel requests and reimbursements, bills for infrastructure damage, and monitors work assignments.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Utilities System Charges	24,758,185	24,084,839	28,699,495	28,908,774
Totals:	24,758,185	24,084,839	28,699,495	28,908,774

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Personnel	5,969,680	5,398,365	7,416,982	7,411,422
Operating	18,788,505	18,686,470	21,202,051	21,461,890
Capital	0	0	80,462	35,462
Totals:	24,758,185	24,084,839	28,699,495	28,908,774
Budgeted Positions:	67	68	92	92









# **Other County Funded Programs/Agencies**

# Economic Development

## Program Purpose and Description

Economic Development Programs include Community Redevelopment Agencies and Downtown Development Authorities for 14th Street, Bradenton Downtown, Bradenton Beach, Bradenton Central, and Palmetto.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
CRA Revenues	4,210,798	4,686,866	5,100,824	5,100,824
<b>Totals:</b>	<b>4,210,798</b>	<b>4,686,866</b>	<b>5,100,824</b>	<b>5,100,824</b>

## Uses of Funds

<u>Sub Programs</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Palmetto Downtown Development Authority(DDA)	1,859,800	1,979,280	2,133,604	2,133,604
Bradenton Community Redevelopment Area (CRA)	1,275,657	1,515,785	1,610,439	1,610,439
Bradenton Beach DDA	372,202	412,510	456,234	456,234
14th Street CRA (City)	251,688	293,662	376,977	376,977
Central CRA	451,451	485,629	523,570	523,570
<b>Totals:</b>	<b>4,210,798</b>	<b>4,686,866</b>	<b>5,100,824</b>	<b>5,100,824</b>

# General Government

## Program Purpose and Description

General Government programs are not affiliated with specific county departments, but are general governmental expenditures.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	1,582,619	1,550,918	1,557,229	1,559,211
Unincorporated MSTU Fund	1,414,261	1,358,077	674,915	674,915
<b>Totals:</b>	<b>2,996,880</b>	<b>2,908,995</b>	<b>2,232,144</b>	<b>2,234,126</b>

## Uses of Funds

<u>Sub Programs</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
General County	1,568,539	1,527,918	1,534,229	1,536,211
General County MSTU	1,414,261	1,358,077	674,915	674,915
Ordinance Codification	14,080	23,000	23,000	23,000
<b>Totals:</b>	<b>2,996,880</b>	<b>2,908,995</b>	<b>2,232,144</b>	<b>2,234,126</b>



# Human Services

## Non-Profit Agencies - Adults

### Program Purpose and Description

Non-Profit Agencies-Adults is administered by the Neighborhood Services department, Human Services division, to provide funding to community-based non-profit agencies to meet a variety of human service needs.

Some human services for adults (e.g. services provided for the physically impaired, developmentally challenged, alcoholism, mental illness, homelessness, or spousal abuse) may be more effectively addressed by qualified local agencies outside of the county government. These community agencies often have expertise and resources that cannot be duplicated by the county.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	1,000,746	1,080,168	1,080,168	1,080,168
Totals:	1,000,746	1,080,168	1,080,168	1,080,168

### Uses of Funds

<u>Sub Programs</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Catholic Charities	18,349	30,471	30,471	30,471
Community Coalition on Homelessness	554,310	591,617	591,617	591,617
HOPE Family Services	56,044	56,044	56,044	56,044
Manasota Lighthouse for the Blind	16,250	16,250	16,250	16,250
UCP of Southwest Florida	31,576	32,203	32,203	32,203
Meals On Wheels	88,496	91,704	91,704	91,704
Myakka Community Center - Adults	13,296	13,301	13,301	13,301
Our Daily Bread	15,000	15,000	15,000	15,000
Salvation Army	17,361	17,361	17,361	17,361
Suncoast Center for Independent Living	28,937	28,855	28,855	28,855
United Way 211 Program	35,765	62,000	62,000	62,000
Suncoast Partnership to End Homelessness	75,000	75,000	75,000	75,000
Women's Resource Center	24,034	24,034	24,034	24,034
Easter Seals of SW Florida	26,328	26,328	26,328	26,328
Totals:	1,000,746	1,080,168	1,080,168	1,080,168



## Non-Profit Agencies - Youth

### Program Purpose and Description

Non-Profit Agencies-Youth program is administered by the Community Services department, Human Services division. It provides funding for programs pursuant to the Children's Services Ordinance, and from other sources, to community-based non-profit agencies which meet a variety of youth services needs.

This program provides funds for a broad spectrum of human services, to include, but not limited to: child abuse, developmental challenges, mental illnesses, and child day care. These services may be more effectively addressed by qualified local agencies outside the county government. Funds are also provided to non-profit community agencies with drug prevention programs that can reach youth most affected by substance abuse. These programs may be residential or outpatient treatment. Community agencies often have expertise and resources that cannot be duplicated by the county.

Recommendations for funding of specific programs and amounts are made by the Children's Services Advisory Board following an extensive application and review process.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue				
Children's Services Tax	11,803,888	11,314,875	11,621,410	11,621,410
Totals:	11,803,888	11,314,875	11,621,410	11,621,410

### Uses of Funds

<u>Sub Programs</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Children's Services Tax Programs	11,803,888	11,314,875	11,621,410	11,621,410
Totals:	11,803,888	11,314,875	11,621,410	11,621,410

## Health Care Programs

### Program Purpose and Description

Health Care Programs is administered by the Community Services department, Human Services division, and provides funding to non-profit agencies and private medical providers to meet a variety of health-related needs of eligible citizens of Manatee County.

Funding is provided for health-related services, such as mental health, public health, hospital, physician, maternal, and acute care to indigent residents of Manatee County in accordance with Ordinance 08-26 and the Indigent Care Agreement. Funding to non-profit agencies is recommended after the needs of the community are evaluated and it is determined that the agency, with the assistance of the county, can address the identified need.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	12,939,438	8,118,031	14,566,732	14,566,732
Program/ General Revenue				
Totals:	12,939,438	8,118,031	14,566,732	14,566,732

<u>Uses of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
<u>Sub Programs</u>				
Hospital Costs	2,283,274	0	3,526,586	3,526,586
Indigent - Doctors Payments	1,581,631	0	1,250,000	1,250,000
Rural Health Services	1,460,800	41,532	1,510,800	1,510,800
Prescriptions/Emergency Room	35,684	200,000	100,000	100,000
Other Eligible Benefits	10,304	250,000	250,000	250,000
Public Health Department	1,046,557	1,081,032	1,081,733	1,081,733
We Care Manatee, Inc.	71,871	82,000	82,000	82,000
Medicaid Matching Funding	4,347,414	4,341,074	4,313,220	4,313,220
Mental Health & Transportation	2,101,903	2,122,393	2,122,393	2,122,393
Health Care Programs	0	0	330,000	330,000
Totals:	12,939,438	8,118,031	14,566,732	14,566,732

# Judicial

## Courts/Judicial

### Program Purpose and Description

Courts and Judicial programs include only the county funded portion of court requirements including Drug Court, Court Administration, State Attorney, Public Defender, Judicial Center, Guardian Ad Litem, Legal Aid, and court related technology.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Program/ General Revenue	3,418,233	2,986,434	3,370,084	3,340,766
<b>Totals:</b>	<b>3,418,233</b>	<b>2,986,434</b>	<b>3,370,084</b>	<b>3,340,766</b>

### Uses of Funds

<u>Sub Programs</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
State Attorney	276,730	286,783	271,991	271,991
Public Defender	147,867	93,268	111,735	111,735
Court Facilities/Support Costs	159,648	176,156	241,420	241,420
Court Technology	1,149,673	800,492	1,050,334	1,018,534
Drug Court	494,281	475,040	476,765	476,747
Circuit Court - Criminal	14,103	20,000	22,500	25,000
Circuit Court - Civil	300	1,500	1,500	1,500
Circuit Court - Juvenile	15,908	57,888	53,988	53,988
County Court - Civil	55,470	55,700	58,084	58,084
Judicial Center Support	1,034,045	949,399	1,011,559	1,011,559
Bar Association Legal Aid Society	70,208	70,208	70,208	70,208
<b>Totals:</b>	<b>3,418,233</b>	<b>2,986,434</b>	<b>3,370,084</b>	<b>3,340,766</b>

Other County Funded Programs/Agencies

# Miscellaneous

## Program Purpose and Description

Miscellaneous Programs are not affiliated with specific county departments, but include assessment districts, countywide programs, and agencies associated with the Board of County Commissioners.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Beach Erosion Fund	253,204	300,000	300,000	300,000
Charges for Services	76,350	76,003	76,928	77,509
Gen Fund/General Revenue	810,395	685,810	1,070,061	1,070,061
Metro Planning Organization Fund	1,310,193	1,824,318	1,980,611	1,980,611
Palm Aire MSTU Fund	66,063	141,678	155,616	163,054
<b>Totals:</b>	<b>2,516,205</b>	<b>3,027,809</b>	<b>3,583,216</b>	<b>3,591,235</b>

## Uses of Funds

<u>Sub Programs</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Longboat Key Erosion Control	253,204	300,000	300,000	300,000
Street Lighting Districts	76,350	76,003	76,928	77,509
Palm Aire MSTU	66,063	141,678	155,616	163,054
Juvenile Detention	810,395	685,810	1,070,061	1,070,061
Sarasota-Manatee Metro Planning Organization (MPO)	1,310,193	1,824,318	1,980,611	1,980,611
<b>Totals:</b>	<b>2,516,205</b>	<b>3,027,809</b>	<b>3,583,216</b>	<b>3,591,235</b>

# Other Community Services

## Program Purpose and Description

Other Community Services consists of programs not associated with specific departments within the county. These programs assist various facets within the community, and include non-profit organizations.

<u>Sources of Funds</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Gen Fund/General Revenue	2,301,479	2,306,362	2,423,646	2,423,646
Unincorporated MSTU Fund	0	1,000	1,000	1,000
<b>Totals:</b>	<b>2,301,479</b>	<b>2,307,362</b>	<b>2,424,646</b>	<b>2,424,646</b>

## Uses of Funds

<u>Sub Programs</u>	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Combat Duty Grants for Ad Valorem Tax Assistance	0	5,000	5,000	5,000
Hardship Assessment & Fee Assistance	0	11,000	6,000	6,000
Medical Examiner & Transport	1,782,112	1,813,178	1,925,472	1,925,472
Manatee Educational TV	268,174	150,000	150,000	150,000
Keep Manatee Beautiful	53,182	53,114	53,114	53,114
Mote Marine	18,015	18,015	18,015	18,015
Solution to Avoid Red Tide (START)	9,500	9,500	9,500	9,500
Indigent Burials	90,775	92,555	100,045	100,045
Neglected Cemeteries	3,548	5,000	7,500	7,500
Rubonia Community Center	51,173	125,000	125,000	125,000
Manatee Community Foundation	25,000	25,000	25,000	25,000
<b>Totals:</b>	<b>2,301,479</b>	<b>2,307,362</b>	<b>2,424,646</b>	<b>2,424,646</b>



# Port Authority

Port Manatee is located in the northwestern corner of Manatee County. It fronts Tampa Bay and borders the Manatee-Hillsborough county line. Port Manatee is the fourth largest of Florida's 14 deepwater seaports. Port Manatee is governed by the Manatee County Port Authority, a seven-member board consisting of the Board of County Commissioners.

## Sources of Funds

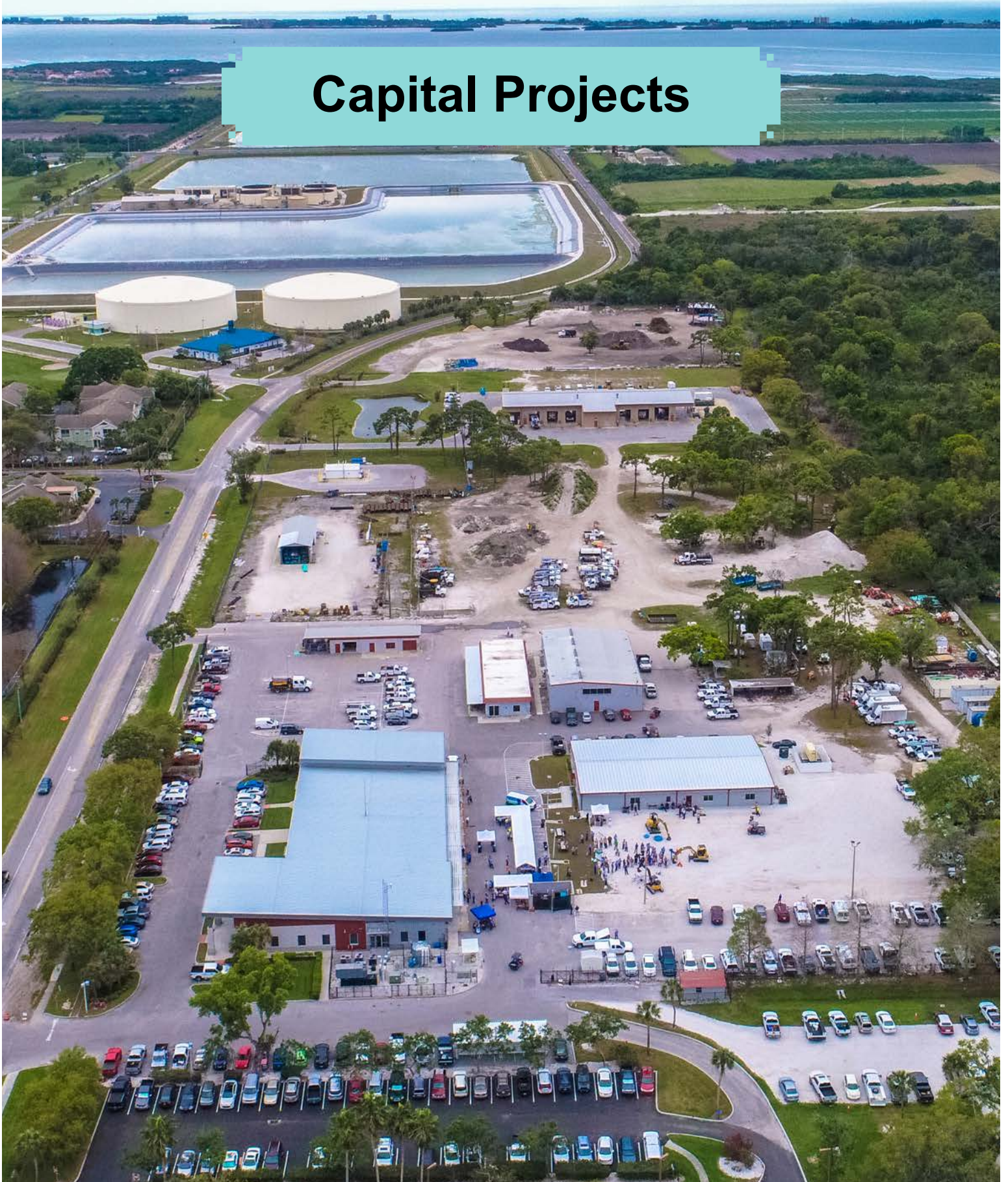
	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	11,525,733	14,977,228	17,732,409	17,732,409
Gen Fund/General Revenue	446,500	446,500	446,500	446,500
<b>Totals:</b>	<b>11,972,233</b>	<b>15,423,728</b>	<b>18,178,909</b>	<b>18,178,909</b>

## Uses of Funds

	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Port Authority - Admin	2,550,891	2,806,587	2,964,925	2,964,925
Port - Sales & Marketing	324,087	372,054	384,172	384,172
Port - Operations	1,236,798	1,113,647	1,336,265	1,336,265
Port - Engineering & Mtc	2,159,949	1,976,288	3,111,135	3,111,135
Port - Railroad	348,442	347,724	409,864	409,864
Port - Security & Safety	1,536,061	1,799,847	2,118,282	2,118,282
Port - Scales	233,208	265,344	280,677	280,677
Port - Capital Projects	0	0	0	0
Port - Debt Service	3,582,798	3,239,008	3,140,278	3,140,278
Port - Reserves	0	3,503,229	4,433,311	4,433,311
Grants - Port Manatee	0	0	0	0
<b>Totals:</b>	<b>11,972,233</b>	<b>15,423,728</b>	<b>18,178,909</b>	<b>18,178,909</b>



# Capital Projects





# Capital Improvement Plan

## Introduction

The Manatee County Comprehensive Plan (Objective 10.1.6) requires Manatee County to develop a Capital Improvement Plan (CIP) that provides programming and funding of capital projects consistent with the goals, objectives and policies of the Comprehensive Plan and the Future Land Use Map, to maintain adopted level of service standards and to meet other public facility needs not dictated by level of service standards.

The Capital Improvement Plan meets this requirement by providing a planned and programmed approach to utilizing the county’s financial resources in the most responsive and efficient manner to meet its infrastructure, equipment and facility needs. The CIP serves as a “blueprint” for the future of the community’s growth and development. Under direction of the Financial Management Department, the CIP outlines an annual budget for the county’s capital projects and a plan for the county’s capital investments over the next five years. As defined by the Manatee County Comprehensive Plan, capital improvements include physical assets that are constructed or purchased to provide, improve, or replace a public facility, and which are large scale and high in cost. The cost of a capital improvement is generally non-recurring and may require multi-year financing.

The CIP has been adjusted to identify two types of categories for our projects which are Governmental and Enterprise projects. To be reflective of the Categories with Infrastructure Sales Tax (IST) Projects, we have further subdivided the CIP project categories similar to the IST projects. As a result, the CIP is divided in to the following:

Governmental	Enterprise
<p><b>General – Building/Renovations</b></p> <p><b>Libraries</b></p> <p><b>Parks and Natural Resources</b></p> <ul style="list-style-type: none"> <li>o Athletic Fields</li> <li>o Beaches/Waterways</li> <li>o Boat Ramps</li> <li>o Parks &amp; Aquatics</li> <li>o Preserves</li> <li>o Recreational Buildings and Playgrounds</li> </ul> <p><b>Public Safety</b></p> <ul style="list-style-type: none"> <li>o 911 &amp; Technology</li> <li>o Animal Services</li> <li>o Criminal Justice and Public Safety</li> <li>o Law Enforcement</li> </ul> <p><b>Technology</b></p> <p><b>Transportation</b></p> <ul style="list-style-type: none"> <li>o Intersections</li> <li>o Road Improvements</li> <li>o Sidewalks</li> </ul>	<p><b>Potable Water</b></p> <ul style="list-style-type: none"> <li>o Distribution</li> <li>o Renewal/Replacement</li> <li>o Supply</li> <li>o Transportation Related</li> <li>o Treatment</li> </ul> <p><b>Stormwater</b></p> <p><b>Solid Waste</b></p> <p><b>Wastewater</b></p> <ul style="list-style-type: none"> <li>o Collections</li> <li>o Growth Related</li> <li>o Lift Stations</li> <li>o Master Reuse System</li> <li>o Restore/Rehab</li> <li>o Transportation Related</li> <li>o Treatment</li> </ul>

# **Infrastructure Sales Tax Introduction**

Manatee County Board of County Commissioners recognized that it would be in the best interest of Manatee County to provide for safer neighborhoods, reduce traffic congestion, and improve roadways and public facilities as authorized by law, and to levy and collect a half cent sales surtax to pay the cost thereof. Wherein, Ordinance 16-35 provided for a levy, imposition, and setting of a Discretionary Local Government Infrastructure Sales Tax (IST), at a rate of one-half percent for a period of fifteen years pursuant to section 212.055(2), Florida Statutes, subject to approval by the electors of the County in a referendum which was held and passed by Manatee County voters in the general election on November 8, 2016 and became effective January 1, 2017. Unless extended by voters in a lawful referendum, the Infrastructure Sales Tax shall sunset and expire on December 31, 2031.

Infrastructure Sales Tax proceeds are collected by the Florida Department of Revenue and distributed to the County and the municipalities within the boundaries of the County and shall be used to finance, plan, and construct infrastructure (as defined in Section 212.055(2), Florida Statutes), which shall be limited to the following types of projects and equipment: roadways, sidewalks, intersections, street lights, infrastructure for law enforcement, emergency response, libraries, parks, waterways, public buildings and stormwater. In addition, all expenditures of Infrastructure Sales Tax proceeds, and any interest or investment earnings thereon, shall comply with the limitations imposed by Section 212.055(2), Florida Statutes.

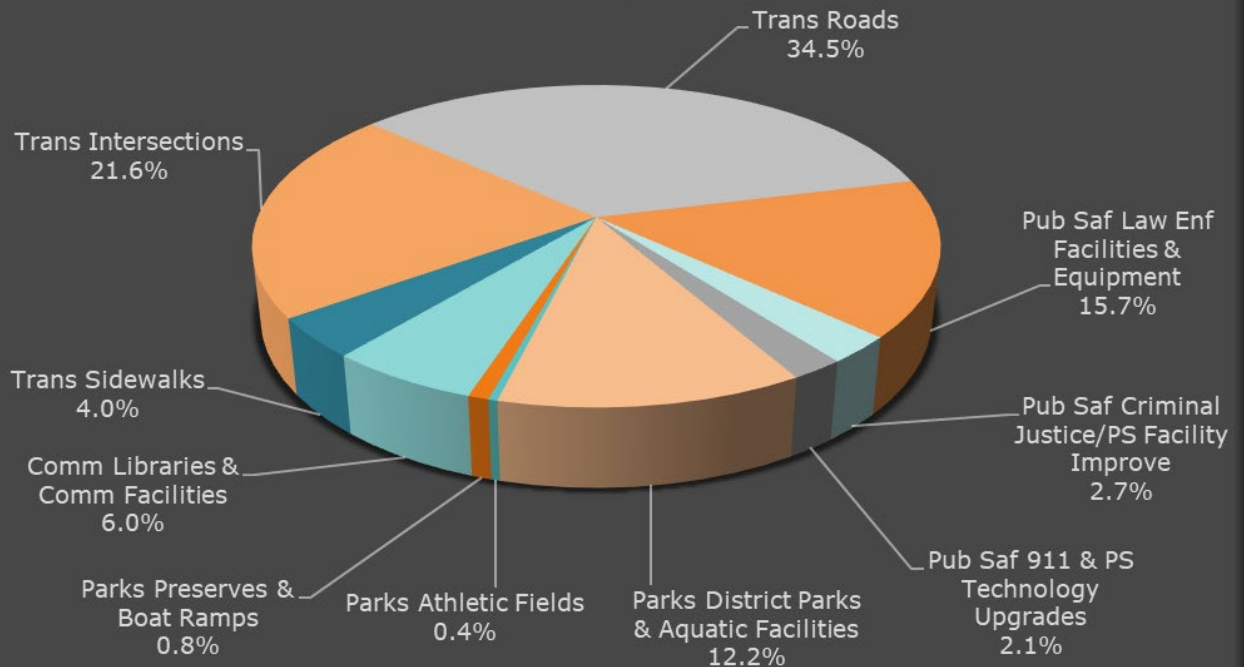
Established by Ordinance 16-35 are restrictions on the use of the Infrastructure Sales Tax, provisions for the collection and distribution of the Infrastructure Sales Tax and providing for citizen oversight with the establishment of a Citizens Oversight Committee for Infrastructure Sales Tax Advisory Board.

The Citizens Oversight Committee was established with Resolution R-16-128 and provides for citizen review of its expenditures of Infrastructure Sales Tax proceeds and serves as an advisory and reporting body to the County. The Resolution establishes the Infrastructure Sales Tax proceeds for Manatee County will be spent in accordance with two items: an "Infrastructure Sales Tax Funding Categories List" establishing subcategories and percentages for expenditure of sales tax proceeds. Which further defines that future changes to the categories or percentages requires an amendment to the resolution to be adopted at a Public Hearing and creates an "Infrastructure Sales Tax Project and Equipment List" for projects and equipment to be funded by the sales tax proceeds. Future changes of projects and equipment on the list must be made through the County's Five-Year Capital Improvement Plan (CIP) or by amendment to the resolution at a Public Hearing. The seven-member Committee is appointed by the Board of County Commissioners and shall provide an annual report to the County on the expenditure of Infrastructure Sales Tax proceeds by the County no later than December 31st of each calendar year in which Infrastructure Sales Tax proceeds are expended. The Committee, its members and all its proceedings shall be governed by and comply with all applicable laws, including without limitation (1) the Florida Government in the Sunshine Law, Chapter 286, Florida Statutes, (2) the Florida Public Records Law, Chapter 119, Florida Statutes, and (3) the Florida Public Ethics Code, Chapter 112, Florida Statutes.

## FY20-24 Infrastructure Sales Tax Projects

	Prior Yrs	FY2020	FY2021	FY2022	FY2023	FY2024	Future	Total
<b>Transportation</b>								
Sidewalks	\$ 5,377,588	\$ 1,755,780	\$ 3,873,149	\$ 1,410,450	\$ 300,300	\$ 300,050	\$ -	\$ 13,017,317
Intersection Improvements	4,569,963	9,445,304	2,584,743	735,000	-	-	-	17,335,010
Major Road Improvements	11,374,850	15,111,250	43,520,860	16,672,787	8,661,750	19,661,250	23,010,500	138,013,247
<b>Transportation Expenditure Total</b>	<b>\$ 21,322,401</b>	<b>\$ 26,312,334</b>	<b>\$ 49,978,752</b>	<b>\$ 18,818,237</b>	<b>\$ 8,962,050</b>	<b>\$ 19,961,300</b>	<b>\$ 23,010,500</b>	<b>\$ 168,366,574</b>
<b>Public Safety &amp; Law Enforcement</b>								
Law Enforcement Facilities & Equipment	\$ 80,000	\$ 6,892,250	\$ 6,780,000	\$ -	\$ -	\$ -	\$ -	\$ 13,752,250
Crim Justice & Pub Safety Facility Improv	4,633,980	1,194,800	1,953,163	8,630,037	-	-	-	16,411,980
911 & Public Safety Technology Upgrades	2,710,000	938,200	1,473,500	779,000	-	-	-	5,900,700
Animal Services & Sheltering	400,000	-	8,000,000	-	-	-	-	8,400,000
<b>Public Safety &amp; Law Enforcement Total</b>	<b>\$ 7,823,980</b>	<b>\$ 9,025,250</b>	<b>\$ 18,206,663</b>	<b>\$ 9,409,037</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 44,464,930</b>
<b>Parks &amp; Community Facilities</b>								
District Parks & Aquatic Facilities	\$ 6,823,864	\$ 5,342,000	\$ -	\$ 287,500	\$ 63,000	\$ 237,000	\$ -	\$ 12,753,364
Athletic Fields	5,850,500	160,000	-	-	-	-	-	6,010,500
Recreation Buildings & Playgrounds	3,460,000	-	-	-	-	937,500	-	4,397,500
Environmental Preserves & Boat Ramps	3,105,899	364,500	364,501	222,500	-	-	-	4,057,400
Libraries & Community Facilities	-	2,647,400	3,300,000	2,369,908	482,692	-	-	8,800,000
<b>Parks &amp; Community Facilities Total</b>	<b>\$ 19,240,263</b>	<b>\$ 8,513,900</b>	<b>\$ 3,664,501</b>	<b>\$ 2,879,908</b>	<b>\$ 545,692</b>	<b>\$ 1,174,500</b>	<b>\$ -</b>	<b>\$ 36,018,764</b>
<b>Total Expenditures</b>	<b>\$ 48,386,644</b>	<b>\$ 43,851,484</b>	<b>\$ 71,849,916</b>	<b>\$ 31,107,182</b>	<b>\$ 9,507,742</b>	<b>\$ 21,135,800</b>	<b>\$ 23,010,500</b>	<b>\$ 248,849,268</b>
Additional Funding included with IST	15,472,768	6,211,700	6,266,881	5,373,311	909,308	1,133,000	-	35,366,968
<b>Total Infrastructure Sales Tax Vol. III</b>	<b>63,859,412</b>	<b>50,063,184</b>	<b>78,116,797</b>	<b>36,480,493</b>	<b>10,417,050</b>	<b>22,268,800</b>	<b>23,010,500</b>	<b>284,216,236</b>

### FY20 Infrastructure Sales Tax Projects Adopted

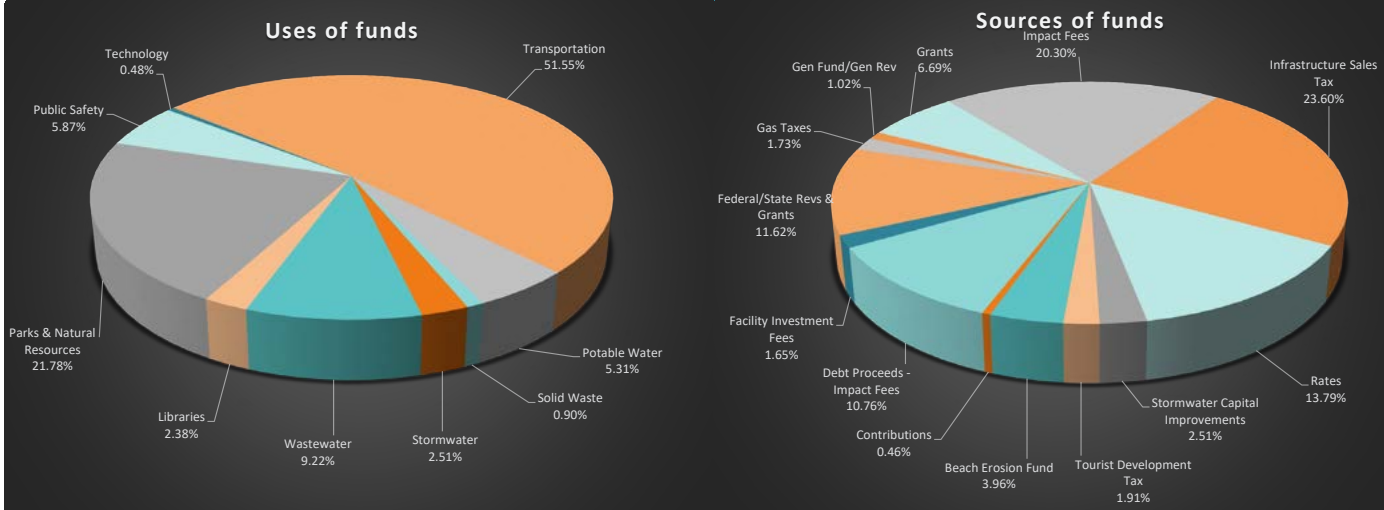




# Summary Information for FY20-24 CIP Projects

The CIP spans a five-year period beginning with Fiscal Year 2020 and ending with Fiscal Year 2024. The total projected costs for projects within the FY20-FY24 plan is \$1,318,418,586. Included within that amount, \$701,407,116 represents prior adopted projects which are carried forward from prior years and not yet completed. Future years amount totals \$41,775,430. The total projects anticipated for years 2020 through 2024 total \$575,236,040.

## Countywide Sources and Uses

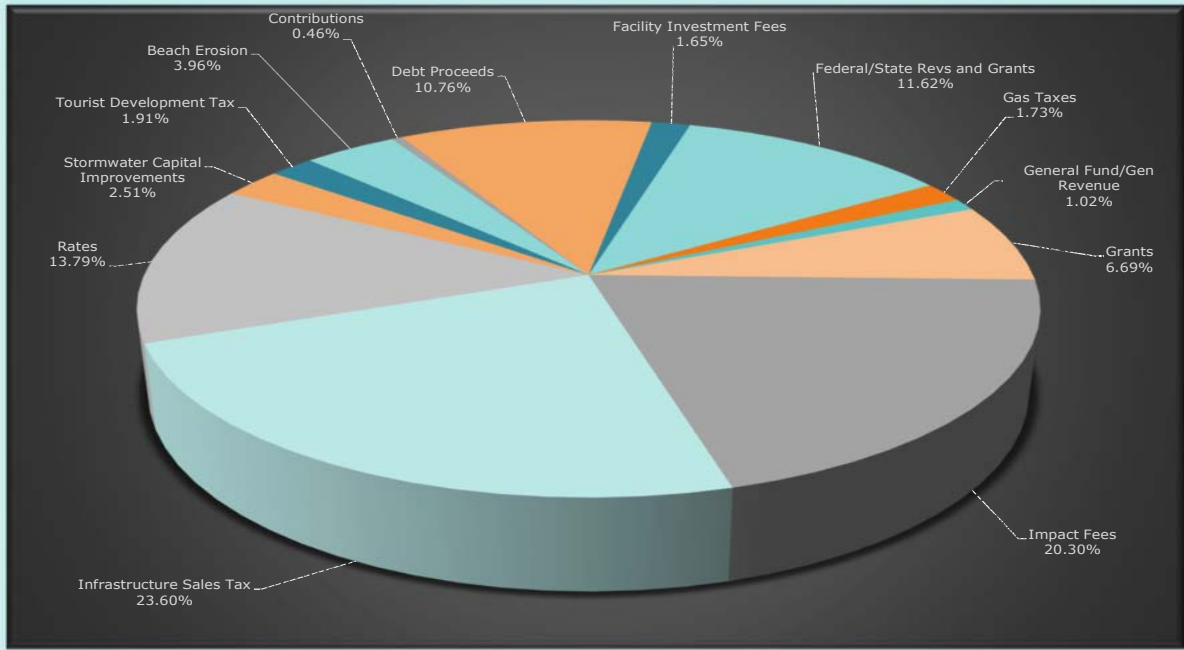


Uses of Funds		FY20	%	FY20-FY24	%	Sources of Funds		FY20	%	FY20-FY24	%
<b>GOVERNMENTAL</b>											
Libraries		\$4,424,400	2.38%	\$12,177,000	1.97%	Beach Erosion Fund		\$7,355,525	3.96%	\$10,723,425	1.74%
Parks & Natural Resources		40,466,169	21.78%	55,922,070	9.06%	Contributions		850,000	0.46%	2,850,000	0.46%
Public Safety		10,902,000	5.87%	48,094,200	7.80%	Debt Proceeds - Impact Fees		20,000,000	10.76%	20,000,000	3.24%
Technology		900,000	0.48%	3,990,000	0.65%	Debt Proceeds - Utility Rates		0	0.00%	28,900,000	4.68%
Transportation		95,762,922	51.55%	254,606,308	41.26%	Facility Investment Fees		3,057,000	1.65%	15,577,280	2.52%
<b>Total Governmental</b>		<b>\$152,455,491</b>	<b>82.06%</b>	<b>\$374,789,578</b>	<b>60.74%</b>	Federal/State Revs & Grants		21,598,375	11.62%	28,274,375	4.58%
<b>ENTERPRISE</b>											
Potable Water		\$9,869,455	5.31%	\$60,181,891	9.76%	Gas Taxes		3,215,688	1.73%	10,734,688	1.74%
Solid Waste		1,672,000	0.90%	5,016,575	0.81%	Gen Fund/Gen Revenue		1,900,000	1.02%	6,254,000	1.01%
Stormwater		4,667,070	2.51%	25,013,479	4.05%	Grants		12,425,000	6.69%	14,158,435	2.30%
Wastewater		17,137,557	9.22%	152,009,947	24.64%	Impact Fees		37,708,650	20.30%	77,781,262	12.61%
<b>Total Enterprise</b>		<b>\$33,346,082</b>	<b>17.94%</b>	<b>\$242,221,892</b>	<b>39.26%</b>	Infrastructure Sales Tax		43,851,484	23.60%	200,462,624	32.49%
						Rates		25,622,012	13.79%	172,731,133	28.00%
						Stormwater Capital Improvemen		4,667,070	2.51%	25,013,479	4.05%
						Tourist Development Tax		3,550,769	1.91%	3,550,769	0.58%
<b>Total Use of Funds</b>		<b>\$185,801,573</b>	<b>100.00%</b>	<b>\$617,011,470</b>	<b>100.00%</b>	<b>Total Use of Funds</b>		<b>\$185,801,573</b>	<b>100.00%</b>	<b>\$617,011,470</b>	<b>100.00%</b>



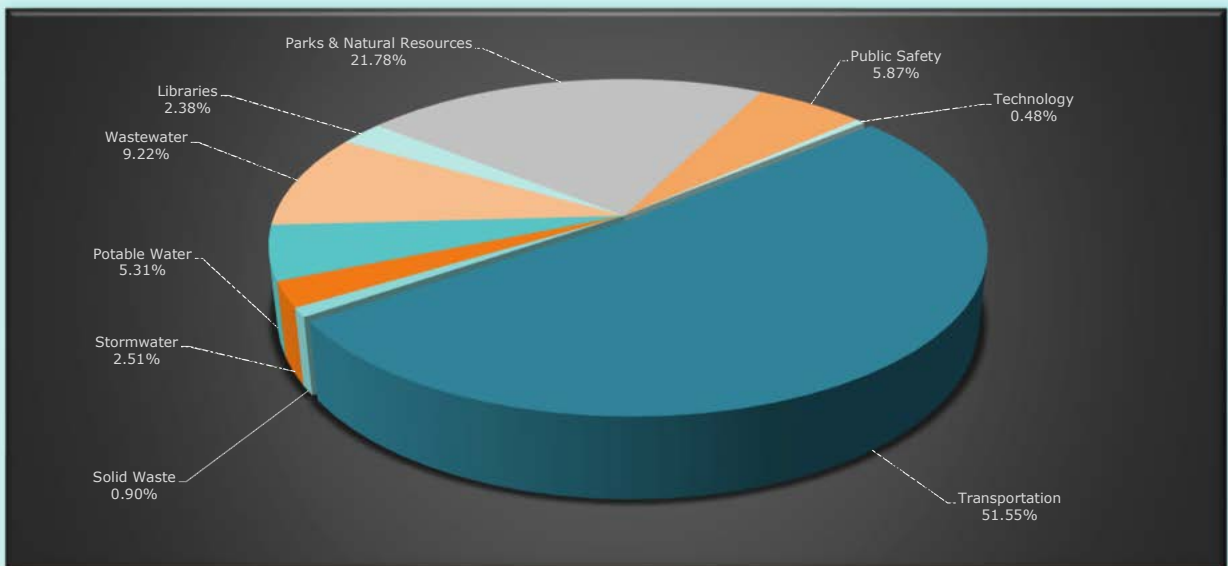
# Sources of Funds

The FY20 sources of revenues reflect rates at 13.79% with Infrastructure Sales Tax at 23.60% which is a 131.38% increase from FY19. Impact Fees attributed to 20.30% while Debt Proceeds consist of 10.76% for FY20. Grants consist of 18.31% of the FY20 CIP. Beach Erosion, Contributions, Gas Taxes, Facility Investment Fees, General Fund/Gen Revenue, Tourist Development Tax and Stormwater are the sources for the remaining 13.24% of the revenue for the FY20 CIP.



# Uses of Funds

The CIP budget for FY20 reflects a 10.64% decrease from FY19. The largest use of funds in FY20 is Transportation at 51.55%, followed by Parks and Natural Resources with 21.78% and Wastewater consisting of 9.22%. The Potable Water category contains 5.31% of the program costs with Libraries, Public Safety, Technology, Solid Waste, and Stormwater completing the remaining 12.14%.



# FY20 Capital Improvement Projects

## By Category

### Governmental

#### Libraries

	<u>Project #</u>	<u>Status</u>	<u>Amount</u>
Braden River Library Expansion	6003801	Existing	\$ 1,077,000
East County Library	6093304	Existing	3,347,400

**\$ 4,424,400**

#### Parks & Natural Resources

Artificial Reef	NR01805	Requested	\$ 1,800,000
Blackstone Park Soccer Field	NR01865	Requested	160,000
Braden River Park Improvements	6004014	Existing	375,000
Central Beach Nourishment	NR01803	Requested	13,881,900
Coquina Beach Nourishment	NR01804	Requested	5,300,000
Coquina Beach Stabilization Structures	NR01807	Requested	225,000
Coquina Beach Storm Damage Repair	NR01808	Requested	3,217,000
Coquina Parking Drainage Improvements	6005723	Existing	3,550,769
East Bradenton Park Improvements	6006704	Existing	442,000
Emerson Point Preserve - Boardwalk Repair	5400016	Existing	95,833
G.T. Bray Park - Tennis Court Replacement	6007517	Existing	125,000
G.T. Bray Park District Park Pickleball	6007507	Existing	2,600,000
Kingfish Boat Ramp Renovation	6071507	Existing	4,500,000
Kinnan Park Improvements	NR01875	Requested	575,000
Leffis Key Preserve - Boardwalk Repair & Replacement	5400019	Existing	46,167
Lincoln Park Pool	6023507	Existing	2,850,000
Portosueno Park North Seawall - West of Weir	NR01809	Requested	30,000
Premier Sports and County Service Center & Improvements	6093301	Existing	170,000
Robinson Preserve - Boardwalk Repair & Replacement	5400018	Existing	222,500
Sylvan Oaks Park Basketball Courts	NR01867	Requested	300,000

**\$ 40,466,169**

#### Technology

Facility Commander Security Card Access Program	6098800	Requested	\$ 900,000
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**\$ 900,000**

#### Public Safety

Community Paramedicine Office Space	6098900	Requested	\$ 350,000
Emergency Medical Services (EMS) Bariatric Ambulance with Paramedic Training Unit	6100100	Existing	420,000
EMS - AMBUbus Mass Patient Evacuation Unit (Bus Ambulance)	6100000	Requested	279,950
MCSO - Fleet Facility	GG01635	Requested	6,892,250
MCSO - Stockade Roof Replacement	6073402	Existing	694,800
Next Generation 911	6099100	Existing	800,000
Public Safety Communication System Upgrades - AV Enhanced Technol	6049809	Existing	315,000
Public Safety Complex Parking Expansion	PS01876	Requested	500,000
Relocation of EMS Station 10	6098700	Requested	650,000

**\$ 10,902,000**

## Governmental (continued)

	<u>Project #</u>	<u>Status</u>	<u>Amount</u>
<u>Transportation</u>			
15th St E - US 301	6096460	Existing	\$ 32,700
25th St W & E - Bayshore Rd - 2nd Ave E	TR01524	Existing	14,250
26th Ave E - 27th St E	6096260	Existing	44,900
26th St W - 30th Ave W	6092460	Existing	336,750
26th St W from Cortez Rd to 21st Ave W	TR01745	Existing	528,000
27th St E - 38th Ave E - 26th Ave E	6096560	Existing	850,900
2nd Ave E - 17th St E - 25th St E	TR01526	Existing	62,700
2nd Ave W - 17th St E - Dead End	TR01527	Existing	38,850
2nd Ave W -17th St E - End of Road	TR01528	Existing	51,750
30th St E - 49th Ct E - 8th Ave E	5400031	Existing	312,380
31st St E - 9th Ave Dr E - 33rd St E	5400035	Existing	147,050
44th Ave E - 45th St - 44th Av Plaza E	6086960	Existing	50,210,000
54th Ct E - 74th Pl E - Woodlawn Cir W	5400036	Existing	9,450
5th Ave NW - 71st St NW - 75th St NW	5400038	Existing	15,450
60th Ave E - US 301 / Outlet Mall Entrance	6083160	Existing	7,484,750
66th St Ct E/64th St Ct E - SR 64	6015061	Existing	150,000
67th St W - Manatee Ave W - 5th Ave NW	5400039	Existing	26,700
75th St W - Cortez Rd - 53rd Ave W	6080360	Existing	62,400
7th Ave NW - 75th St NW - 71st St NW	5400037	Existing	12,750
83rd St NW - 13th Ave Dr NW - 17th Ave NW	5400040	Existing	7,950
8th Ave E - 33rd St E - 9th Ave Dr E	5400032	Existing	147,050
9th Ave NW - 71st St NW - 83rd St NW	6080460	Existing	46,800
9th Ave NW - 92nd ST NW - 99th ST NW	TR01869	Requested	1,053,600
Bayshore Rd - 72nd St Ct E - US 41	6080060	Existing	139,800
Erie Rd - 69th St E - US 301 - E/W Phase	6082861	Existing	4,900,000
Erie Rd/SR62 at US 301 Parrish	6094060	Existing	2,408,756
Erie Road - US 301 - 69th Street East - North/South Phase	6082860	Existing	1,895,472
Fort Hamer Rd Extension	6054765	Existing	2,900,000
Honore Ave @ Cooper Creek Blvd	6080560	Requested	1,207,000
Lakewood Ranch Blvd at Clubhouse Dr-Traffic signal and Intersection Im	6099760	Requested	1,147,000
Lockwood Ridge Rd at Shopping Ctr Entrance - Traffic Signal	6099860	Requested	770,000
Lorraine Rd - 44th Ave E	6093760	Existing	1,272,750
Lorraine Rd - Rangeland Parkway	6093860	Existing	1,272,750
Moccasin Wallow Rd - US 41 to Gateway Blvd	6092560	Existing	3,623,900
Moccasin Wallow Road - Segment 1	TR01880	Requested	3,638,000
Mulholland Rd Upgrade From Shell Path to Concrete Sidewalk	6102160	Existing	299,000
Palma Sola - 34th Ave W - 27th Ave W	6080160	Existing	78,300
SR64 and Greyhawk Blvd/Pope Rd-Intersection Imprv	6100260	Requested	2,675,000
Tallevast Road at Tuttle Street	TR01873	Requested	1,307,000
Town Center Pkwy Sidewalk Rplcmt from University Pkwy to Sidwalk Ter	6096360	Requested	336,000
University Pkwy Sidewalk Rplcmt US301-Cooper Creek Blvd	6099460	Requested	332,676
Upper Manatee River Rd at Greenfield Plantation/CopperLefe - Intersecti	6099560	Requested	770,000
Wauchula Rd Over Young's Creek Bridge Replacement	6021761	Existing	352,540
Whitfield Ave - Prospect Rd	6068361	Existing	1,412,698
Whitfield Ave E from 301 Blvd to US 301	TR01743	Existing	1,323,000
Woodlawn Circle S - Erie Rd - 79th Ave E	6080260	Existing	54,150
			<b>\$ 95,762,922</b>

## Enterprise

### Potable Water

	Project #	Status	Amount
15th St E - Tallevast Rd - US 41 - Utility Relocation	6098170	Existing	\$ 708,695
64th Ave - 65th Ave Dr - Winter Garden Dr	6046070	Existing	179,600
Anna Maria Water Line Improvements	6002870	Existing	250,000
Downstream Floodway Land Acquisition	6021672	Existing	100,000
End of Service Life Distribution Line Replacement	PW01110	Existing	355,963
Fogarty's Subdivision	6097070	Existing	910,800
Lake Manatee Watershed Land Purchases	6021670	Existing	100,000
Palmetto Point Water Main Replacement	6091870	Existing	5,072,314
Paradise Bay - Battersby Sub Fire Flow Improvement	6101870	Existing	317,344
Potable Water Line Extensions & Participation Agreements	PW01220	Existing	250,000
SR684 (Cortez Road) - Gulf Drive - 123rd St W (Bridge Project)	6093070	Existing	250,000
Tangelo Park	6030272	Existing	280,300
US 41 Manatee River Crossing Water Main Replacement	6077671	Existing	193,000
US 41 Sidewalk, 69th Avenue West (Bay Drive) to Cortez Road - Potable	6099270	Requested	646,439
Water Supply Acquisitions	6058700	Existing	100,000
Whitfield Ave & Prospect Rd Utility Reloc-Potable Water	6068371	Existing	155,000
			<b>\$ 9,869,455</b>

### Solid Waste

Lena Road Stage II Gas Expansion Phase I, II & III	6008206	Existing	\$ 1,672,000
			<b>\$ 1,672,000</b>

### Stormwater

Culvert Upsizing / Designs	6027600	Requested	\$ 600,000
Harvard Ave Seawall Repair at Bayshore Drain/Cedar Hammock	6096660	Existing	551,070
Hawthorne Park Sediment Basin Installation	6096800	Existing	390,000
Lake Brendan Dredging	6003701	Requested	65,000
Mockingbird Hill/Samoset Canal Improvements at 27th St E/34th Ave E	6101900	Existing	650,000
Polynesian Village Discharge to Pittsburg Drain	6096000	Existing	975,000
Reconstruct Storm Water Outfall to Braden River	6096700	Existing	446,000
Sunniland Stormwater Outfall Replacement	6095500	Existing	390,000
Watershed Basin Study Cypress Stand	ST01832	Requested	350,000
Watershed Basin Study McMullen Creek	ST01831	Requested	\$ 250,000
			<b>\$ 4,667,070</b>

### Wastewater Collections

12A Motor Control Center Rehabilitation	6101480	Existing	\$ 718,540
13A Electrical Rehabilitation	6101580	Existing	464,320
13A Wet Well Rehabilitation	6101581	Existing	1,159,680
15th St E - Tallevast Rd - US 41	6098180	Existing	701,158
15th Street East - Tallevast Road to US 41 Utility Reclaimed Relocation	6098190	Requested	47,064
1M Electrical Rehabilitation	6101380	Existing	451,400
69th Ave W Force Main Rehabilitation	6100780	Existing	565,200
Braden Woods Lift Station (RTU 326) Rehabilitation and New Force Main	6067781	Requested	1,894,460
End of Service Life Collection Line Replacement	WW01259	Existing	270,540
Force Main-Lift Station 33A and Lift Station 36A FM Replacements	6097880	Existing	977,500
Lift Station 14-A Force Main Replacement and Extension	6100880	Existing	256,200
Line Extension and Participation	WW01257	Existing	1,000,000
Manatee Woods Inflow and Anna Maria Infiltration Repairs	6101180	Existing	357,000
MLS #5 Force Main Extension to MLS 1-M	6100980	Existing	795,375
MLS 12A Pumps & Variable Frequency Dr Replacement	6101680	Existing	1,142,220
MLS 203 (1-M) Infiltration Rehabilitation	6101080	Existing	1,092,600
North Water Reclamation Facility 4th Belt Filter Press & Automation	6010881	Existing	3,014,000
Sewer Screening System for Detention Center	6101280	Existing	748,200
Southeast Water Reclamation Facility Cloth Media Automatic Backwash I	6101781	Existing	464,100
SR 684 (Cortez Rd) - Gulf Dr - 123rd St W Bridge - Sewer	6093080	Existing	100,000
SW Water Reclamation Facility Electrical Distribution System Rehab	6101780	Existing	588,000
Whitfield Ave & Prospect Rd Utility Reloc-Wastewater	6068381	Existing	\$ 330,000
			<b>\$ 17,137,557</b>

**Total for FY20 CIP Projects**

**\$ 185,801,573**



## ***Operational Impacts of FY20-24 CIP***

Operational costs are included in the fiscal year that the infrastructure becomes operational. Capital projects are not anticipated to cause significant impacts on the FY20 operating budget. By the end of FY21, several Infrastructure Sales Tax projects are expected to be completed and therefore we will see an increase in the operating budget at that time. Consideration of operating costs is important and new projects are undertaken if current and future operating revenues are sufficient to fund the operating costs associated with the new capital project. Since most staff and operating costs for project management, in-house engineering, and indirect costs are charged to projects, construction activity does not impact related operating budgets.

### ***General Government***

The East County Library will have a significant ongoing operational impact when completed in FY23 for staffing of the new facility. The major operating impact in FY22 for Public Safety will include the completion of the new animal shelter project. In addition, in FY22 the NextGen 911 will have ongoing operational costs associated with this project.

### ***Parks and Natural Resources***

Parks & Natural Resources does not have any projects for FY20 that have a significant impact on the operating budget. These projects provide low-maintenance preserve recreation areas that require minimal operational resources and/or result in lower maintenance costs. The following projects will result in an impact in the upcoming operational budget for operating expenses starting in FY21:

- |   |  |
|---|--|
| Blackstone Park - Soccer Concession & Restrooms | Lincoln Park Pool                              |
| Blackstone Park Soccer Field                    | Premier Sports Soccer Multi Purpose Building   |
| Braden River Park Improvements                  | Robinson Preserve Improvements - Pavilions (3) |
| Coquina Beach - Restroom Replacement            | Robinson Preserve Kayak Restroom               |
| G.T. Bray Park - District Park Pickleball       | Sylvan Oaks Park Basketball Courts             |
| G.T. Bray Park Tennis Court Replacement         | Washington Park Phase I - Park Amenities       |
| Kinnan Park Improvements                        |  |

Park facilities previously funded improvements within the CIP will have minimal staff initially, as emphasis will be placed on passive recreation activities. Staff will be added gradually to enhance services at these facilities.

## ***Potable Water, Wastewater, and Stormwater***

The majority of the projects listed are for renewal and replacement projects, which will not increase operating costs, and in some cases, will reduce maintenance and operating costs. In FY20 there are minimal operational costs related to the Utility projects. Additionally, there will be a small amount of operational costs in FY21 related to several Stormwater projects.

## ***Solid Waste***

There is one project in Solid Waste that will have a minimal effect on operating budgets in future years; which are the Landfill Operations Storage Building and the Lena Road Stage II Gas Expansion Phase I, II & III project.

## ***Transportation***

Most of the projects planned are paving of roads, renewal and replacement projects, intersection improvements, or road widening projects which will not significantly increase operating costs, and in some cases, will result in future cost avoidance. Infrastructure Sales Tax funding will cover the cost of multiple new sidewalk construction projects that will improve drainage along with the construction of 5-foot-wide sidewalks. Cost of maintenance of landscaping and retention ponds on newly constructed or reconstructed roads due to higher standards for landscaping for these projects may be slightly offset by maintenance cost savings due to a lesser cost for maintenance for paved versus unpaved roads. Transportation will realize minimal operating impact for FY20, however in FY21 there will be more substantial amounts that will affect the operating budget.

# General Fund/Special Revenue Funds

	FY20	FY21	FY22	FY23	FY24
<b>General Government*</b>					
Personal Services	\$ 188,527	\$ 194,017	\$ -	\$ 163,445	\$ 559,831
Operating	29,628	113,501	305,190	308,930	131,746
Capital	-	-	-	-	-
	<u>\$ 218,155</u>	<u>\$ 307,518</u>	<u>\$ 305,190</u>	<u>\$ 472,375</u>	<u>\$ 691,577</u>
<b>Parks &amp; Natural Resources*</b>					
Personal Services	\$ -	\$ 303,073	\$ 235,463	\$ -	\$ -
Operating	16,000	270,304	328,500	29,000	-
Capital	-	-	-	-	-
	<u>\$ 16,000</u>	<u>\$ 573,377</u>	<u>\$ 563,963</u>	<u>\$ 29,000</u>	<u>\$ -</u>
<b>Transportation</b>					
Personal Services	\$ -	\$ -	\$ -	\$ 12,500	\$ -
Operating	-	73,000	12,500	31,000	-
Capital	-	-	-	-	-
	<u>\$ -</u>	<u>\$ 73,000</u>	<u>\$ 12,500</u>	<u>\$ 43,500</u>	<u>\$ -</u>
<b>General Fund/Special Revenue</b>					
Personal Services	\$ 188,527	\$ 497,090	\$ 235,463	\$ 175,945	\$ 559,831
Operating	45,628	456,805	646,190	368,930	131,746
Capital	-	-	-	-	-
	<u>\$ 234,155</u>	<u>\$ 953,895</u>	<u>\$ 881,653</u>	<u>\$ 544,875</u>	<u>\$ 691,577</u>
reconcile	-	-	-	-	-

\*Offsetting revenue will be available in the year of implementation of these operational impacts resulting in significant reduction of cost.

# Enterprise Funds

	FY20	FY21	FY22	FY23	FY24
<b>Potable Water</b>					
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Solid Waste</b>					
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	15,000	-
Capital	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ 15,000	\$ -
<b>Stormwater</b>					
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	19,500	12,000	-	11,000
Capital	-	-	-	-	-
	\$ -	\$ 19,500	\$ 12,000	\$ -	\$ 11,000
<b>Wastewater</b>					
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Enterprise Fund Totals</b>					
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	19,500	12,000	15,000	11,000
Capital	-	-	-	-	-
	\$ -	\$ 19,500	\$ 12,000	\$ 15,000	\$ 11,000

## ***Prior Year and Continuing Unencumbered Grant and Project Balances***

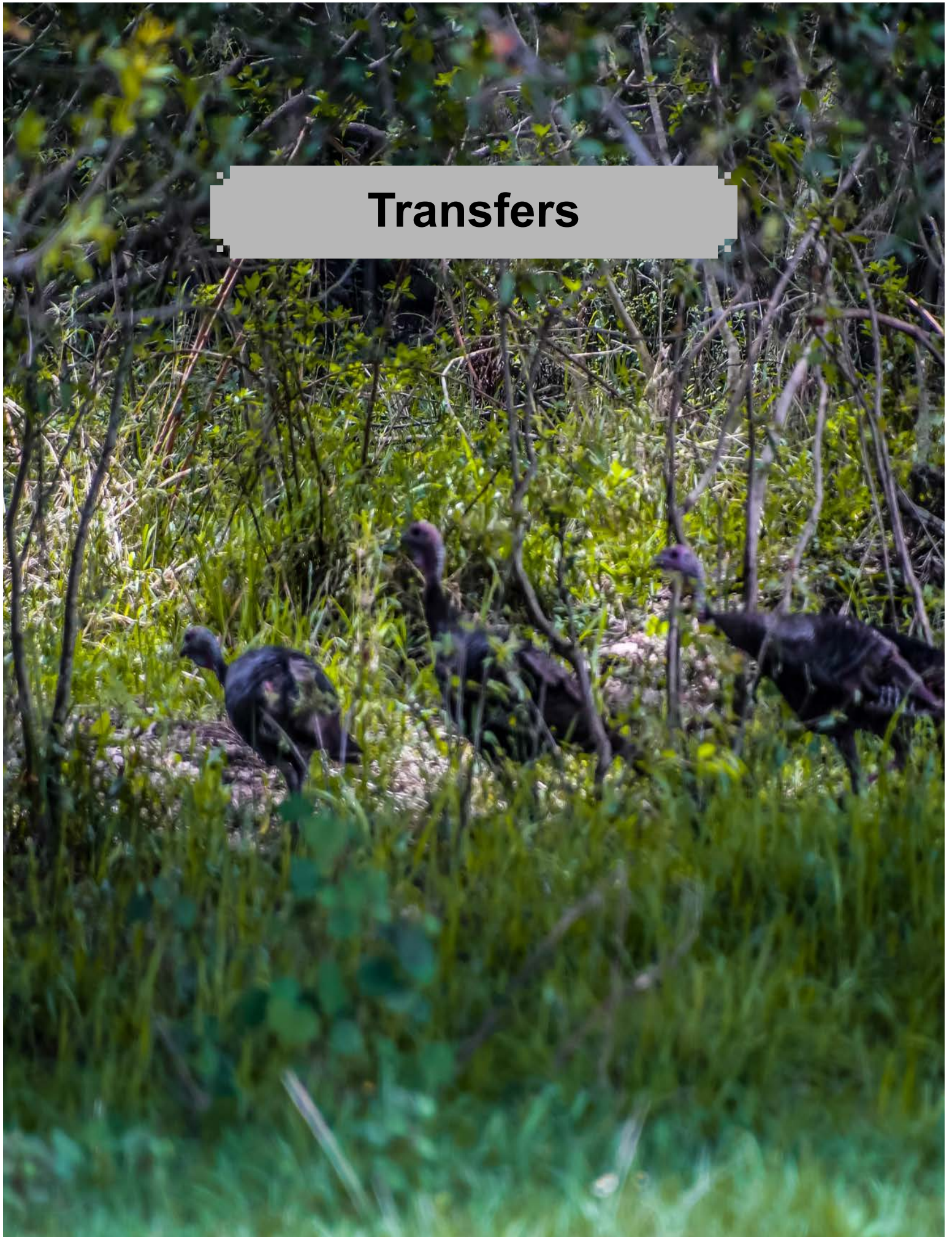
### Capital Projects

	<b>REVENUE CARRIED FWD.</b>	<b>EXPENDITURE BUDGET CARRIED FWD.</b>
General Fund	44,890	44,890
2016 Revenue Improvement Bond Capital Project	922,097	922,097
Affordable Housing/CDBG/HOME Grants and Projects	3,456,315	3,456,315
Beach Erosion Control	1,712,935	1,712,935
Building Capital Projects	3,498,610	3,498,610
ESCO PH2 Capital Projects	51,051	51,051
ESCO Project 2013 Revenue Bond	34,953	34,953
Emergency Medical Services Trust	24,644	24,644
Fleet Services	4,700,000	4,700,000
Highway and Gas Tax Capital Projects	9,577,545	9,577,545
Law Enforcement Imp Fee Cap Projects	1,454,271	1,454,271
Library Grants/Impact Fee/Capital Projects	836,451	836,451
Local Option Gas Tax Projects	15,644,512	15,644,512
Manatee County Transit Capital Acquisition	4,157,964	4,157,964
Miscellaneous Grants (Pre & Post 93)/LSCA Grant	2,448,240	2,448,240
Natural Resources/WCIND Grants	613,095	613,095
Parks and Recreation Construction Projects	3,868,169	3,868,169
Parks Impact Fees Capital Project Funds	6,713,324	6,713,324
Parks Infrastructure Sales Tax	13,791,374	13,791,374
Port Infrastructure	22,376	22,376
Port Manatee Capital Projects	26,865,393	26,865,393
Port Revenue Note 2014A	1,500,000	1,500,000
Public Safety and Law Enforcement Infrastructure Sales Tax	2,904,088	2,904,088
Public Safety Impact Fee Project Fund	50,841	50,841
Road Impact Fee and Assessment Capital Project Funds	31,824,213	31,824,213
Solid Waste 2006 Bond Projects	168,561	168,561
South County CRA Capital Projects	60,076	60,076
Stormwater Capital Projects	4,739,866	4,739,866
Tourist Development Tax	15,124	15,124
Transportation 2013 Bond Projects	78,400	78,400
Transportation Infrastructure Sales Tax	16,385,489	16,385,489
Transportation 2018 Revenue Refunding and Improvements	397,676	397,676
Utilities 2015 Revenue Refunding and Improvements	120,753	120,753
Utilities 2018 Revenue Bonds	37,999,103	37,999,103
Water and Sewer Capital and FIF Project Funds	124,766,304	124,766,304
<b>TOTAL</b>	<b>321,448,705</b>	<b>321,448,705</b>

Details are provided for the Manatee County budget in the printout dated August 30, 2019 (and any amendments adopted by the Board not reflected in the above referenced print outs) and in any amendments that may be reflected in the minutes of this Public Hearing on September 17, 2019.



# Transfers





## Transfers

Governmental accounting requires financial transactions be recorded in individual funds within account groups, each of which is a separate accounting entity. Each fund is accounted for by providing a separate, self-balancing set of accounts comprised of its assets, liabilities, reserves, equities, revenues, and expenditures. Different fund types include General Fund, Special Revenue funds, Debt Service funds, Capital Project funds, Enterprise funds, and Internal Services funds.

The requirement that each fund must be a separate accounting entity means there must be a method to record transactions occurring between funds. Interfund transfers are an accounting mechanism by which monies can be transferred from one fund to another fund. Interfund transfers are merely transfers of funds, not actual revenues and expenditures, but nevertheless must be budgeted as expenditures and revenues to comply with fund accounting requirements. Interfund transfer amounts are included in the county's total budget, but are excluded from the county's net budget to avoid the duplication. Transfers generally fall into four categories:

### Transfers to Capital Project Funds

<u>Transfer From</u>	<u>Transfer To</u>	<u>Amount</u>
General Fund	Build Cap Projects	\$ 2,100,000
5-6 Cent Gas Tax	5-6 Cent Gas Tax Cap Projects	300,000
Beach Erosion Control	Beach Erosion Control Capital Proje	6,000,000
Infrastructure Sale Tax	Transportation	18,912,570
Infrastructure Sale Tax	Public Safety	4,547,577
Infrastructure Sale Tax	Parks & Community Projects	3,290,306
Library Impact Fees	Library Impact Fee Cap Projects	1,777,000
Parks Impact Fees	Parks Imp Fees Cap Projects	2,500,000
Road Impact Fees	Road Imp Fee Cap Projects	8,983,374
Stormwater Management	Stormwater Capital Projects	4,000,000
Public Safety Impact Fees	Public Safety Imp Fee Cap Projects	800,000
Tourist Development Tax	Parks& Rec Cap Projects	3,550,769
Transportation Trust	5 & 6 Cent Gas Tax & Capital Proje	6,377,662
Transportation Trust	5th Cent Bd Voted Gas Tax Proj.	4,464,451
Transportation Trust	9th Cent Gas Tax Maint. Project	1,505,228
Transportation Trust	4 Cent Gas Tax Maint. Project	1,488,015
Water & Sewer Operating	Water & Sewer Capital Projects	25,000,000
Water & Sewer Operating	Utilities Maintenance Projects	6,605,000
	<b>Total</b>	<b>\$ 102,201,952</b>

## Transfers to Debt Service Funds

Transfer From	Transfer To	Amount
General Fund	2013 Rev Ref/Improvement Bonds	\$ 7,029,650
General Fund	2016 Revenue Improvement Bond	2,244,970
General Fund	2014 Rev Improvement Bond	518,858
General Fund	2013 Rev Improvement Note	403,087
Assessment Revenue	2013 Rev Ref/Improvement Bonds	26,942
Beach Erosion Control	2016 Revenue Improvement Bond	690,170
Law Enf. Impact Fees	2013 Rev Ref/Improvement Bonds	1,432,774
Local Option 4 Cent Cap Proj	2013 Rev Ref/Improvement Bonds	3,552,457
Port Authority	Port Authority Debt Service	3,140,278
Public Safety Impact Fees	2016 Revenue Improvement Bond	544,308
Public Safety Impact Fees	2013 Rev Ref/Improvement Bonds	397,846
Solid Waste	Solid Waste Debt Service	436,468
Solid Waste	2013 Rev Ref/Improvement Bonds	342,331
Unincorporated Services	2016 Revenue Improvement Bond	1,576,198
Water & Sewer FIF	W & S Debt Service	2,106,045
Water & Sewer Operating	W & S Debt Service	12,968,266
	<b>Total</b>	<b>\$ 37,410,648</b>

## Transfers to Other Funds

Transfer From	Transfer To	Amount
General Fund	Southwest TIF	\$ 5,654,528
General Fund	Childrens' Services	838,252
General Fund	Radio	100,000
General Fund	Port TIF	165,581
Building Capital Projects	Health Self Insurance	500,000
General Fund	Court Technology	375,000
General Fund	Pictown Street Lighting	1,200
General Fund	Sunny Shores Street Lighting	1,500
General Fund	Oakwood Street Lighting	1,100
Solid Waste	Stormwater	9,000,000
Tourist Development Tax	Convention Center	600,000
Tourist Development Tax	General Fund	500,000
Tourist Development Tax	Parks & Rec User FD PR	100,000
Transportation Trust	Transit	6,032,104
Unincorporated Services	Highway	5,338,386
Unincorporated Services	General Fund	1,571,806
Unincorporated Services	Impact Fees	600,000
Unincorporated Services	Southwest TIF	537,007
Unincorporated Services	Building Department	130,955
Unincorporated Services	Port TIF	15,725
Water & Sewer	General Fund	2,945,142
	<b>Total</b>	<b>\$ 35,008,286</b>

**Total Interfund Transfers**

**\$174,620,886**



## Other Transfers

These are transfers to other government agencies for a specific purpose. By statutes, certain gas tax proceeds received from the state must be passed through to the incorporated municipalities (cities) in Manatee County.

Transfer From	Transfer To	Amount
General Fund	Metropolitan Planning Org.	\$ 21,045
1-4 Cent Gas Tax	Other Municipalities	1,534,583
General Fund	Manatee County Port Authority	446,500
5 Cent Local Option Gas Tax	Other Municipalities	1,662,359
5-6 Cent Gas Tax	Other Municipalities	779,721
9th Cent Gas Tax	Other Municipalities	417,317
	<b>Total</b>	<b>\$ 4,861,525</b>

**Total Transfers**

**\$179,482,411**

Transfers







# Reserves



# Reserve Policy

On May 25, 2010, the County Commission adopted the following policy regarding budgeted reserves to ensure appropriate amounts are available for operating cash and emergency reserves. Following the policy is a list of specific reserves that are included in the adopted budget.

## Budget Policy – Reserves

Resolution No. R-10-098

### 1. Purpose and Intent

- A. Establish policies for committed and uncommitted reserve amounts.
- B. Identify the funds to which the policies apply.
- C. Define the terms that are used in reporting and budgeting reserves.
- D. Provide guidance as to how reserves are to be used in emergency situations.

### 2. General Considerations

- A. To maintain adequate reserves is important for the county's financial well-being, and for being prepared for periods of time when regular revenue streams may be interrupted. Although several terms including "fund balance", "cash balance", and "reserves" are often used interchangeably to describe reserves, each of these terms has a slightly different meaning. Clear distinctions should be made in the way that these terms are used in order to fully explain the reserve policies.
- B. Manatee County Government's financial structure includes over 150 funds, each created for a different purpose. Typically, references to governmental reserves usually relate to the General Fund, where most governmental activities are budgeted. However, other funds, especially large Enterprise Funds, should maintain adequate reserve levels as well. It is not necessary to maintain reserves or cash balances in all funds. This policy will identify the major funds for which reserves should be maintained. For smaller funds, reserve levels can be determined administratively.
- C. These reserve policies apply to budgets, which are based on estimates. Terminology used in these policies, as well as terms that may be used in discussions related to reserves and fund balances, is defined below. In the definition section, terms used in relation to budgets are separated from terms used in relation to financial statements in order to avoid confusion.

### 3. Calculation of Beginning Balance

A. To prepare fund budget estimates for the future year, the first source of funds for which an estimate is provided is typically the beginning cash balance, also known as the cash carryover. This estimate is derived by starting with the ending cash balance from the financial statements from the years previous, adding all projected revenues for the current year, and subtracting all projected expenses for the current year. For instance, for the FY20 budget, the calculation starts with the ending cash balance from FY18, adds projected revenues from FY19, then subtracts projected expenditures from FY19 to determine the beginning cash balance for FY20. Because this estimate should always be conservative, it is recommended the number derived from the calculation described above be reduced by a factor of approximately five percent before entering a beginning cash balance figure in the fund budget for the future year.

### 4. Calculation of Budgeted Funds Available for Reserves

A. To calculate the budgeted funds available for reserves, all projected sources of funds for the coming year are totaled. From this, all budgeted expenditures, transfers, and other uses of funds are subtracted. The remainder is available for reserves.

### 5. Identification of Committed Reserves

A. Within the amount identified as available for reserves, various amounts may be identified as being committed for certain purposes, including but not limited to reserves for contingency, salary adjustments, capital outlay, prior year encumbrances, etc.

B. Uncommitted reserves will generally be shown in the reserves for cash balance and in a portion of reserves for contingency. Although budget amendments during the year may transfer funds from the reserve for cash balance, such transfers shall not reduce the estimated cash balance below amounts required by this policy. Budget amendments may also transfer funds from reserve for cash balance in lieu of appropriating unanticipated revenue.

### 6. Calculation of Minimum Level of Uncommitted Reserves

A. For the funds enumerated in this policy as requiring minimum cash balance levels, the minimum cash balance required is twenty percent of the fund's total budgeted operating expenditures.

## 7. Funds Subject to This Policy

- A. This policy shall apply to the General Fund, the Transportation Trust Fund, the Unincorporated Municipal Services Taxing Unit Fund, the Utility Fund, and the Solid Waste Fund. Calculations for the Utility Fund, the Solid Waste Fund, and the Transportation Trust Fund may include uncommitted reserves in related (i.e. – funded from similarly restricted revenues) capital project funds and/or maintenance funds to meet the twenty percent requirement.
- B. For all other funds with budgets in excess of \$500,000, reserve levels will be established annually via an administrative process taking into account cash flow, operating needs, and emergency requirements. In these cases, written notations explaining the reserve calculation will be provided.

## 8. Use of Reserves and Other Cash Sources In Emergency Situations

- A. It is important to note that in an emergency event, cash available to mitigate problems that might be encountered due to interrupted cash flow and due to the need to make large unbudgeted expenditures to preserve public health and safety will be greater than the twenty percent of operating expenditures used to establish minimum cash balances.
  1. Typically there will be many millions in cash available in capital project budgets and other non-operating accounts that could be reallocated to provide needed cash flow.
  2. It is generally expected and verified by past experience that any amounts reallocated in this fashion will be reimbursed at near one hundred percent levels through FEMA.
- B. Procedures have been established to set up special expenditure accounts to capture expenditures related to the emergency for the purpose of documenting costs for FEMA reimbursement.
  1. For an initial period of time, existing contingency reserves would be adequate in most cases to provide funding for these special accounts. However, in an emergency of major proportions, requiring staff efforts over extended periods of time as well as significant capital outlay and contractual service expenditures, additional sources of funds may be required.
  2. The situation may be exacerbated if the emergency has caused interruption of revenue collection efforts, which could result in budgeted funds being available, but without actual cash to support the budget.

In a major emergency, the uncommitted reserves would be one of the sources of funds for the operational and capital expenditures required to address the emergency. However, other funding sources may also be available, and should be considered for use. Such other sources may include capital project funds, interfund loans, and short term borrowing. In recent decades, FEMA has always provided for reimbursement of nearly all emergency outlays expended by local governments. Therefore, there are reasonable expectations that FEMA funds will be available to repay short term loans, interfund loans, and funds depleted from reserves and capital projects.

## ***Reserves and Cash Balance***

Included in the annual budget are reserve accounts which set aside monies for designated or undesignated purposes, falling into various categories for the budget, as listed below. Reserve funds cannot be spent unless approval, by the Board of County Commissioners via budget amendment resolution, is received. Some reserves are directly connected to departmental operating budgets shown in the previous section of this document. However, most of the departmental operating budgets are in the General fund and do not have specified reserves. Therefore, in order to have a consistent format to display and compare departmental budgets, reserves are shown separately below. The "Budget by Fund" section also contains information as to specific amounts set aside within the reserves in each fund.

## ***Reserve for Contingency***

General Fund	\$10,558,595
Convention Center	150,000
Southwest TIF	13,545,756
Transportation Trust	300,000
Unincorporated Services Tax	850,000
Port Manatee	4,433,311
<b>Total</b>	<b>\$29,837,662</b>



## ***Reserve for Capital Outlay***

Beach Erosion Control Capital Projects	7,355,525
Infrastructure - Public Safety Capital Projects	4,629,557
Infrastructure - Transportation Capital Projects	11,348,150
Parks and Recreation Impact Fees & Capital Projects	5,162,896
Parks Impact Fee Capital Projects	2,292,104
Stormwater Capital Improvements	600,000
Tourist Development Tax	2,000,000
Transportation Impact Fee Capital Projects	5,410,000
Water & Sewer Capital Improvements	1,876,503
<b>Total</b>	<b>\$40,674,735</b>

## ***Reserve for Salary Adjustment***

General Fund (Incl. some Constitutional Offices)	\$3,793,575
911 Enhancement Fee	50,568
Automated Systems Maintenance	9,418
Building Department Fund	371,769
Children's Services Tax	28,521
Communications Fund	17,583
Convention Center	50,203
Court Technology	11,926
Fleet Services	173,934
Fuel Services	6,951
Health Self Insurance Fund	29,557
Impact Fee Administration	10,556
Library	237,232
Parks and Recreation	325,729
Phosphate Severance Tax	33,311
Radio Fund	38,063
Self Insurance	23,932
Solid Waste	207,777
Southwest TIF	37,323
Storm Water Management	175,848
Tourist Development Tax	71,901
Transportation Trust/Gas Taxes	1,090,438
Unincorporated Services Tax	418,320
Water and Sewer Operating	1,649,478
<b>Total</b>	<b>\$8,863,913</b>

## *Reserve for Cash Balances*

General Fund	\$84,064,575
911 Enhancement Fees	1,056,072
Assessment/Dredging Projects	2,034,652
Cable Franchise Fees	14,640
Automated Systems Maintenance	595,182
Beach Erosion Control & Cap. Projects	6,363,135
Building Capital Projects	598,705
Building Department	6,819,893
Children's' Services	997,526
Communications	58,246
Convention Center & Capital Projects	1,381,228
Court Technology	257,770
CRA County Capital Project Fund	24,195
Debt Service - 2013 Rev Refunding & Improvement Bonds	226,153
Dredging Assessments	845,808
ESCO Capital Projects	1,618
Fleet Services	6,448,870
Florida Boating Improvement Program	1,186,009
Fuel Services	1,920,930
Gas Tax 80% Constitutional Capital Projects	846,328
Gas Tax 9th Cent Road Mtc & Resurfacing	237,097
Gas Tax Local Option 4 Cents Capital/Maint. Projects	690,445
Gas Tax Local Option 5 Cents Board Voted Cap. Proj.	355,264
Gas Tax Local Option 5th & 6th Cent Cap. Projects	587,806
Green Bridge Demolition	351,215
Health Self Insurance	10,167,286
Impact Fee Administration	1,762,949
Infrastructure - Parks & Community Capital Projects	100,000
Infrastructure - Public Safety Capital Projects	100,000
Infrastructure - Transportation Capital Projects	1,685,848
Law Enforcement Impact Fees & Capital Projects	2,072,101
Library, Eaton Trust, Library Gift, Cap Projects & Impact Fees	5,469,941
Palm Aire MSTU	302,817
Parks and Recreation	\$4,475,688
Parks Impact Fee & Capital Projects	1,831,095
Phosphate Severance Tax	1,921,815
Port TIF	436,208
Public Safety Impact Fees & Capital Projects	221,380

**Continued....**

Reserves

## **Reserve for Cash Balances - Continued**

Reserves

Radio	381,524
Debt Service - Revenue Improvement Bond 2016	63,348
Revenue Improvement Bond 2016 - Capital Project	571,519
Revenue Improvement Notes 2013 Series	273
Road Impact Fees & Capital Projects	35,914,089
Self Insurance	10,811,463
Solid Waste	20,510,288
Solid Waste Capital Projects	2,407,186
Solid Waste Debt Service	11,259
Southwest TIF	412,879
Southwest TIF Capital Projects	100,099
Special Law Enforcement Trust	659,162
Storm Water Management & Capital Projects	3,431,908
Street Lighting Districts	19,954
Substance Abuse Treatment	72,046
Tourist Development Tax	4,952,792
Transit System	2,185,606
Transportation Trust	18,495,993
Tree Trust	165,337
Unincorporated Services	6,755,340
Utilities & Maint./Cap. Projects	147,203,713
2018 Trans Revenue Improvements Note Capital Project	167,589
Water & Sewer Debt Service	54,399,329
<b>Total</b>	<b>\$458,203,186</b>

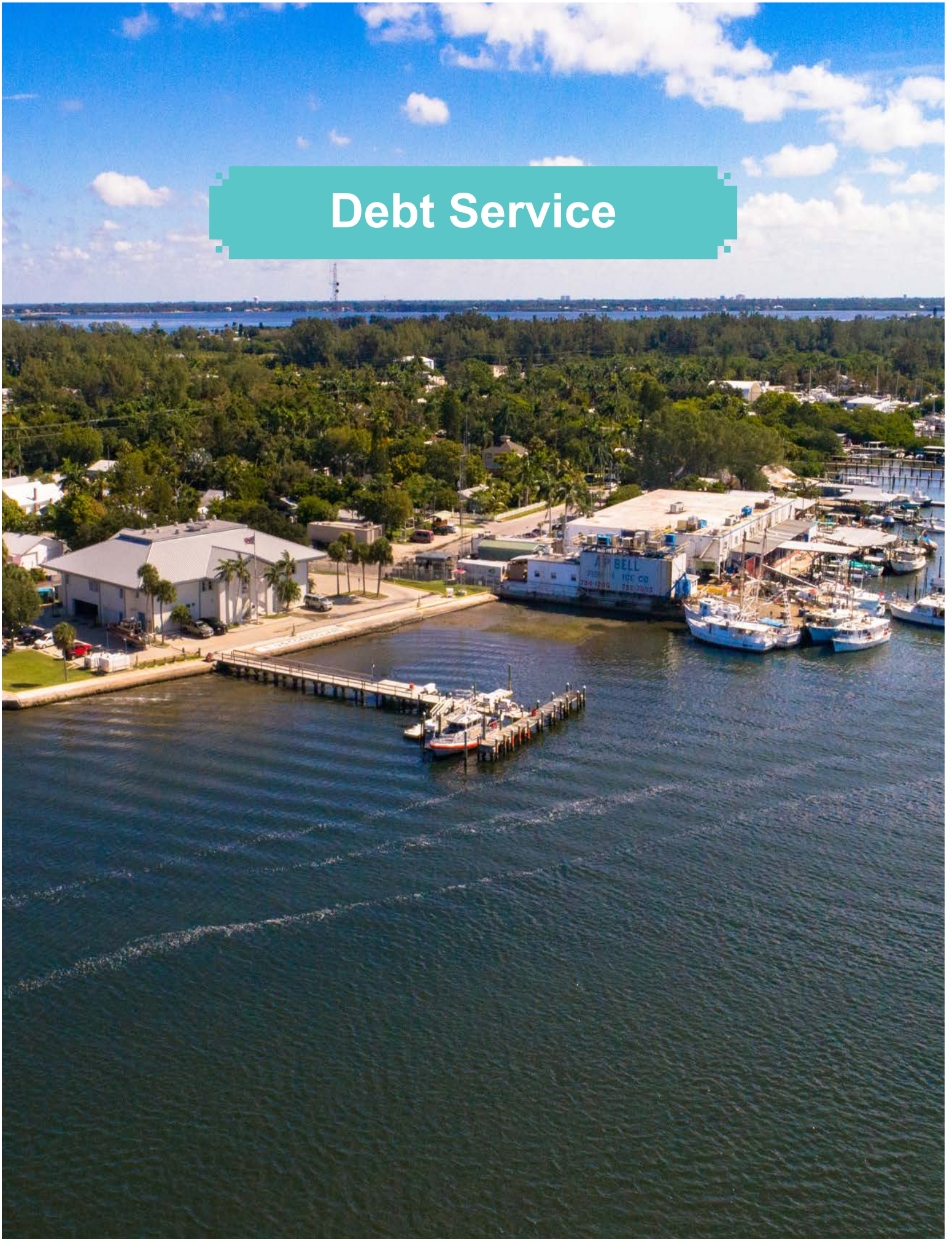
## **Reserve for Future Claims - To provide for projected increase in claims:**

Health Insurance	\$12,475,550
Landfill Closures	36,280,713
Other Post Employment Benefits (OPEB)	10,807,792
<b>Total</b>	<b>\$59,564,055</b>

**Total Reserves & Cash Balances** **\$597,143,551**



# Debt Service





## Debt Policy

The Board of County Commissioners approved the current debt policy in 1985. We have used this policy to negotiate favorable terms on bond insurance and to receive ratings which get bond issues secured with our covenant to budget and appropriate funds annually for debt obligations (rather than pledge specific revenue). This policy has also been incorporated in the County's comprehensive plan, which is adopted by ordinance of the Board of County Commissioners and approved by the State of Florida.

The policy provisions described below use a variety of ratios as the basis for our policy to set limits on the amount of reserve bond debt that the county can issue. The ratios are based on non-ad valorem (non-property tax) sources of revenue and apply to revenue bonds, which can be issued with approval of the Board of County Commissioners.

Debt policy provisions require that the county shall not issue additional debt payable from non-ad valorem county monies unless:

- The total outstanding non-self-supporting revenue debt service in any year is less than 50% of total non-ad valorem revenues of the county.
- Gross non-ad valorem revenues (all legally available non-ad valorem revenues of the county from whatever source) for the preceding fiscal year are at least 2.00 times the average annual debt service of all indebtedness of the county payable from non-ad valorem revenues, and,
- Net non-ad valorem revenues for the preceding fiscal year are at least 1.10 times the average annual debt service of all indebtedness of the county payable from non-ad valorem revenues.

The laws of the State of Florida, Florida Statute 200.181 do not impose any limitations on the amount of debt that local governments may incur. Each debt issue is evaluated separately to determine the duration over which the debt will be paid, and whether to use a negotiated or competitive process to underwrite the issue. At the present time, it is believed that the electorate's tolerance for General Obligation debt is far below that of the rating agencies and the markets, so the debt policy does not set limits on General Obligation debt. General Obligation debt which is supported by ad valorem taxes can be authorized only by referendum of the county's electorate tolerance.

Bond covenants differ in their coverage requirements depending on the type of revenue pledged to cover the debt service. For the fiscal year ending September 30, 2019, Manatee County was in compliance with all covenants.

## Debt Service

### Program Purpose and Description

Debt Service

<b><u>Sources of Funds</u></b>	<b>FY18 Actual</b>	<b>FY19 Adopted</b>	<b>FY20 Adopted</b>
Assessment Revenue	26,923	26,930	-
Beach Erosion Fund	690,287	1,054,898	716,638
Charges for Services	3,236,765	3,239,008	3,140,278
Facility Investment Fees	2,668,948	3,324,107	3,383,413
Gen Fund/ General Revenue	10,033,199	9,958,586	10,197,074
Gas Taxes	3,550,004	3,550,677	3,552,707
Impact Fees	21,353,129	2,525,174	2,375,670
Unincorporated MSTU Fund	1,578,780	1,305,473	1,577,422
Utilities System Charges	15,162,728	17,617,803	21,612,963
Ad Valorem Property Taxes	570,149	-	-
<b>Totals:</b>	58,870,912	42,602,656	46,556,165

### **Uses of Funds**

<b><u>Sub Programs</u></b>	<b>FY18 Actual</b>	<b>FY19 Adopted</b>	<b>FY20 Adopted</b>
General Obligation Refunding Bonds, 2014	641,922	-	-
Public Utilities	17,053,968	20,163,452	24,217,253
Port Authority	3,236,765	3,239,008	3,140,278
Revenue Improvement Bonds, 2006	-	-	-
Solid Waste	435,614	436,301	436,768
Revenue Refunding Bonds, 2010	-	-	-
Revenue Refunding and Improvement Bonds, 2013	12,581,900	12,605,150	12,782,900
Revenue Improvement Bonds 2016	380,820	392,896	403,562
Revenue Improvement Notes 2013	444,703	503,480	518,858
Revenue Improvement Bonds, 2014	5,060,900	5,062,369	5,056,546
Revenue Improvement and Refunding Note, 2018	19,034,320	200,000	-
<b>Totals:</b>	58,870,912	42,602,656	46,556,165

## Ratio to Assessed Value & General Bonded Debt Per Capita

<u>Fiscal Year</u>	<u>Tax Year</u>	<u>Population*</u>	<u>Net Taxable Assessed Value*</u>	<u>Bonded Debt</u>	<u>Ratio of Bonded Debt to Assessed Value</u>	<u>General Bonded Debt Per Capita</u>
2010	2009	318,176	28,673,792,000	14,385,000	0.050%	\$ 45.21
2011	2010	324,168	24,844,685,000	12,045,000	0.048%	\$ 37.16
2012	2011	330,862	23,756,729,000	9,630,000	0.041%	\$ 29.11
2013	2012	333,687	23,257,910,000	7,120,000	0.031%	\$ 21.34
2014	2013	337,546	24,156,807,000	4,605,000	0.019%	\$ 13.64
2015	2014	341,405	25,951,635,000	1,825,000	0.007%	\$ 5.35
2016	2015	356,133	28,219,084,000	1,235,000	0.004%	\$ 3.47
2017	2016	368,782	30,541,288,401	635,000	0.002%	\$ 1.72
2018	2017**	377,826	33,338,703,267	-	0.000%	\$ -
2019	2018	387,414	36,030,205,085	-	0.000%	\$ -

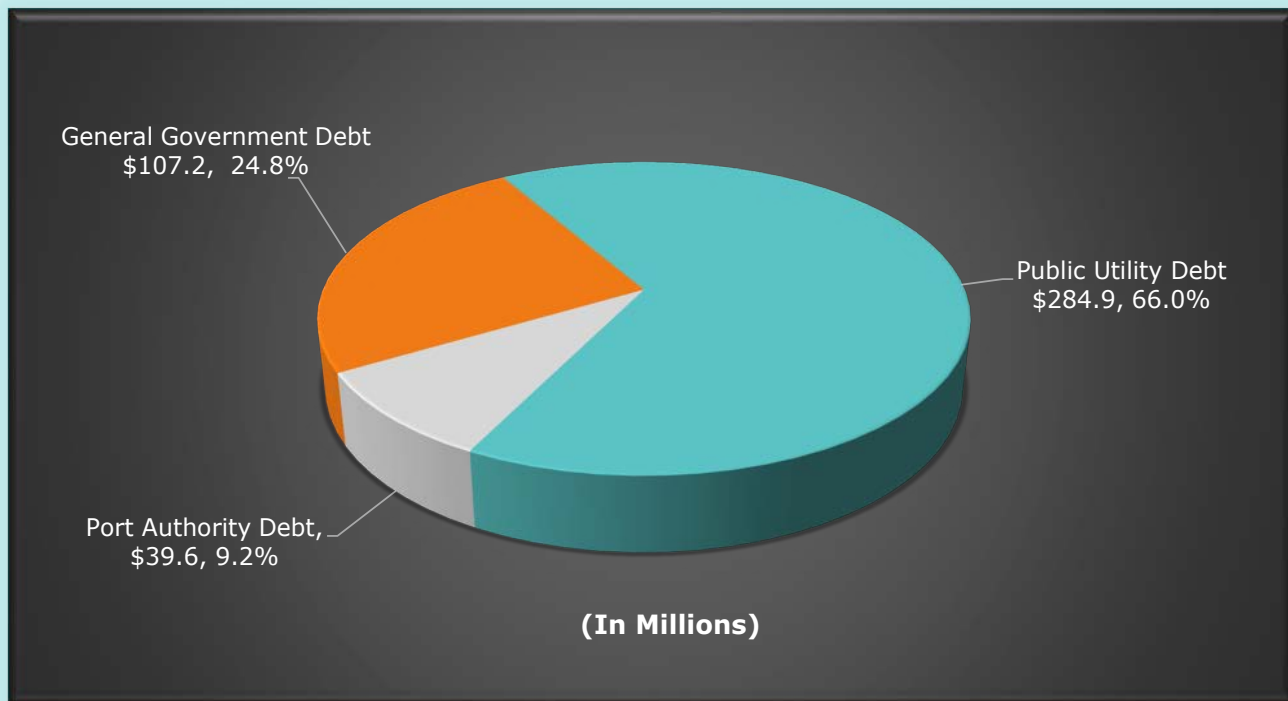
\*Sources: Bureau of Economic and Business Research (BEBR), University of Florida (population projections), and, Manatee County Property Appraiser (Tax Roll Data - Assessed Values). Fiscal Year 2019 Net Taxable Assessed Value is based on projections of data, and can differ from the Audited Comprehensive Annual Financial Report as a result of budget earlier presentation . Prior years are revised to reflect audited final values.

\*\*As of September 30, 2018 the General Obligation Bonds were fully matured.

## Summary of Outstanding Debt as Adopted

As adoption of the FY20 Budget, Manatee County's outstanding debt totaled \$628,117,647 of which \$431,653,544 is principal and \$196,464,103,106 is interest. The FY20 adopted budget contains debt service of \$80,656,267 of which \$62,808,790 is principal and \$17,847,477 is interest. This represents a decrease of \$1,154,690. In 2018 the County issued the Revenue Improvement and Refunding Notes, Series 2018 to refund the Transportation Revenue Improvement Note, Series 2016 for the financing of multiple transportation projects including the 44th Avenue roadway project. The County issued the Manatee County School Board Loan 2018 for the Fort Hamer Road extension for the new North River High School. Also, the County issued the Public Utilities System Revenue Refunding Bond, Series 2017 for refunding a portion of the Public Utilities Revenue Improvement Bond, Series 2010A and 2010B. Furthermore, the County issued the Public Utilities System Revenue Improvement Bond, Series 2018 to finance certain additions, extensions and improvements to the Utility System. The county has refunded all of its higher interest rate debt during the recent historically low interest rate environment. In 2019, the County extended the Revenue Improvement and Refunding Note, Series 2018 for another six-month period maturing October 2019, period in which the note was converted to a bond issuance.

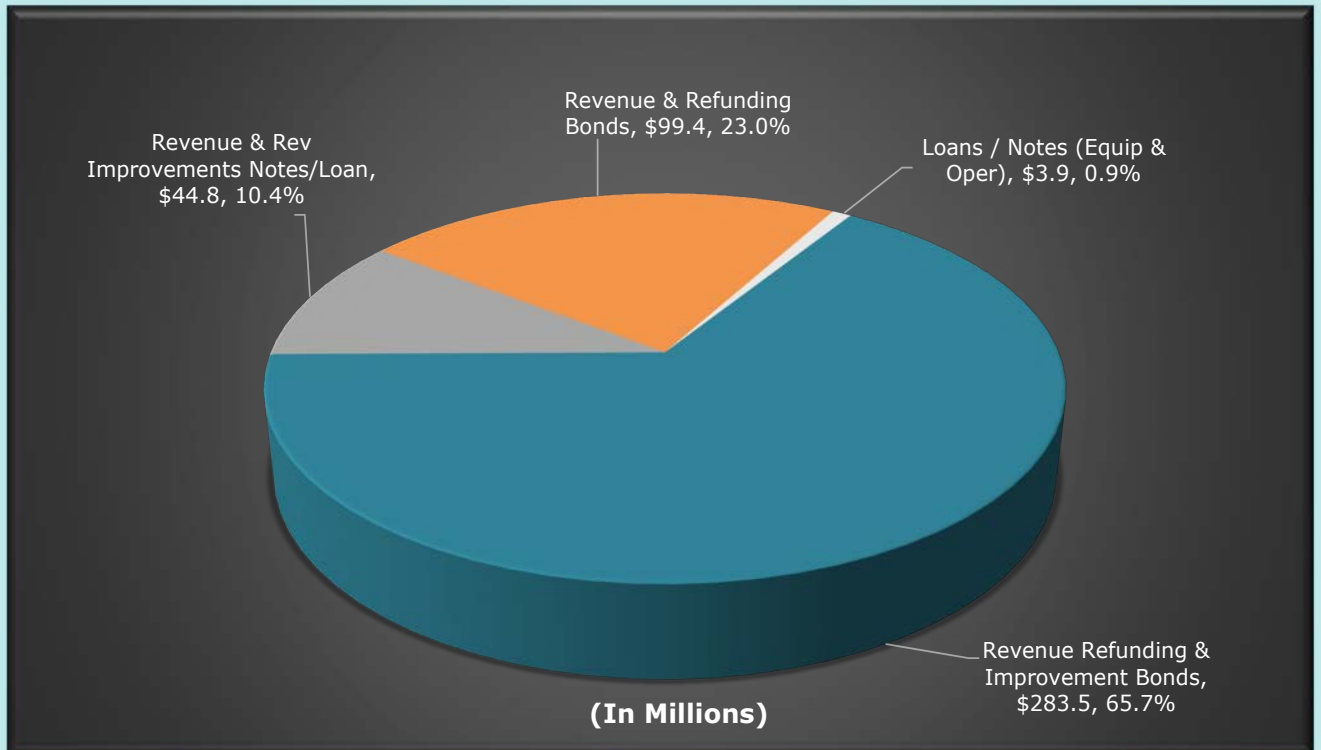
### Outstanding Debt





# Summary of Outstanding Debt by Category

## By Category



## Summary of Outstanding Debt

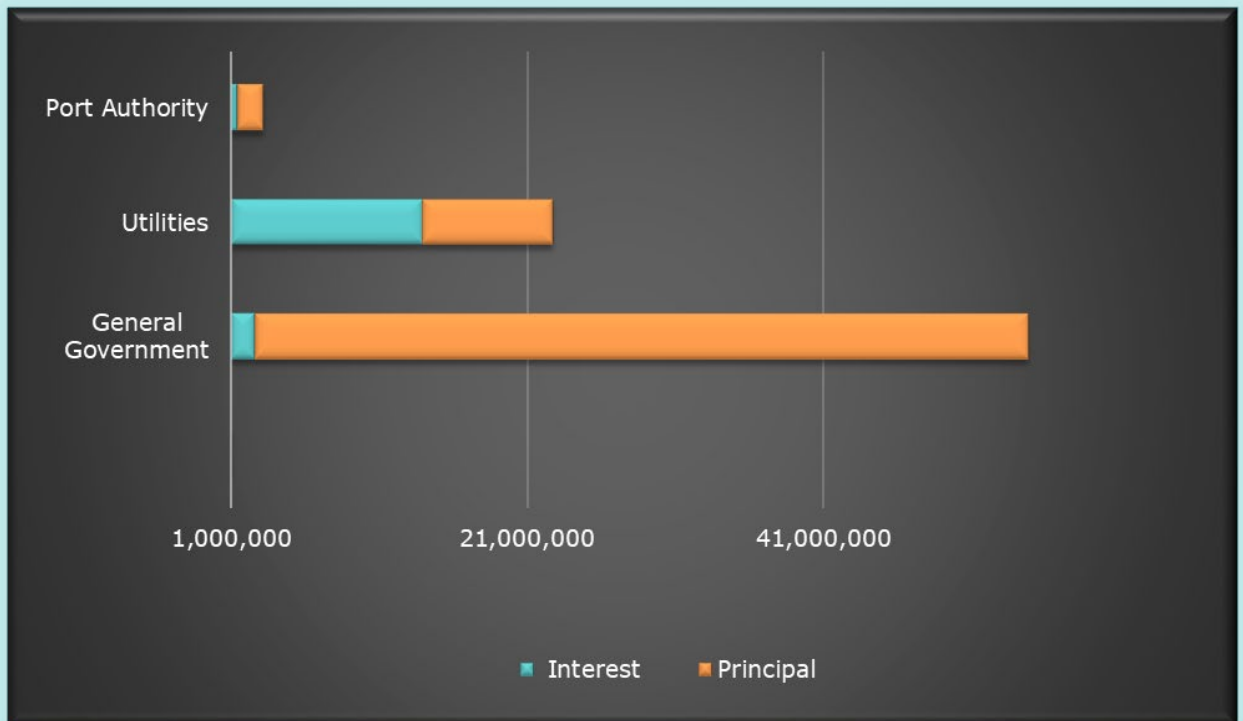
	<b>Amount Outstanding</b>	<b>Allocation Percentage</b>
<b>COUNTY ISSUED DEBT SERVICE</b>		
<b>General Government</b>		
Revenue Improvement Note/Loan	\$ 43,179,020	10.0%
Revenue Refunding & Improvement Bonds	63,984,057	14.8%
	<u>\$ 107,163,077</u>	<u>24.8%</u>
<b>Public Utilities</b>		
Revenue Refunding & Improvement Bonds	\$ 219,550,000	50.9%
Revenue Refunding Bonds	65,370,000	15.2%
	<u>\$ 284,920,000</u>	<u>66.0%</u>
<b>Total County Issued Debt</b>	<b>\$ 392,083,077</b>	<b>90.8%</b>
<b>NON-COUNTY ISSUED DEBT SERVICE</b>		
<b>Port Authority</b>		
Loans (Equipment and Operations)	\$ 3,938,354	0.9%
Revenue Refunding Bonds	34,020,000	7.9%
Revenue Notes	1,612,113	0.4%
	<u>\$ 39,570,467</u>	<u>9.2%</u>
<b>Total Non-County Issued Debt</b>	<b>\$ 39,570,467</b>	<b>9.2%</b>
<b>Total Issued Debt</b>	<b>\$ 431,653,544</b>	<b>100.0%</b>

## Summary of Debt Service for FY20

For the FY20 adopted budget, total debt service for the year contains \$62,808,790 principal payments and \$17,847,477 interest expense. The breakdown of category for debt service is as follows:

	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
General Government	52,191,043	2,596,726	54,787,769
Utilities	8,855,000	13,873,221	22,728,221
Port Authority	1,762,747	1,377,530	3,140,277
<b>Total</b>	<b>\$ 62,808,790</b>	<b>\$ 17,847,477</b>	<b>\$ 80,656,267</b>

### Debt Service 2020



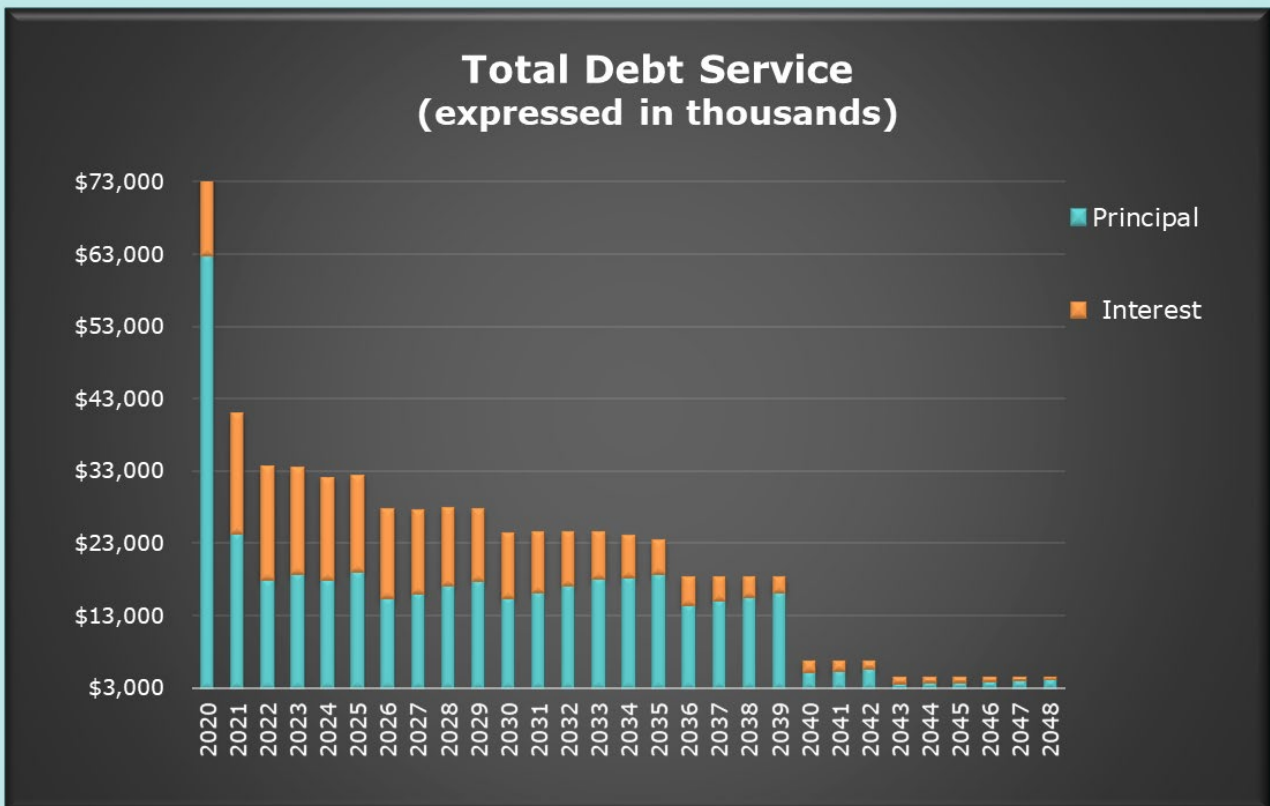
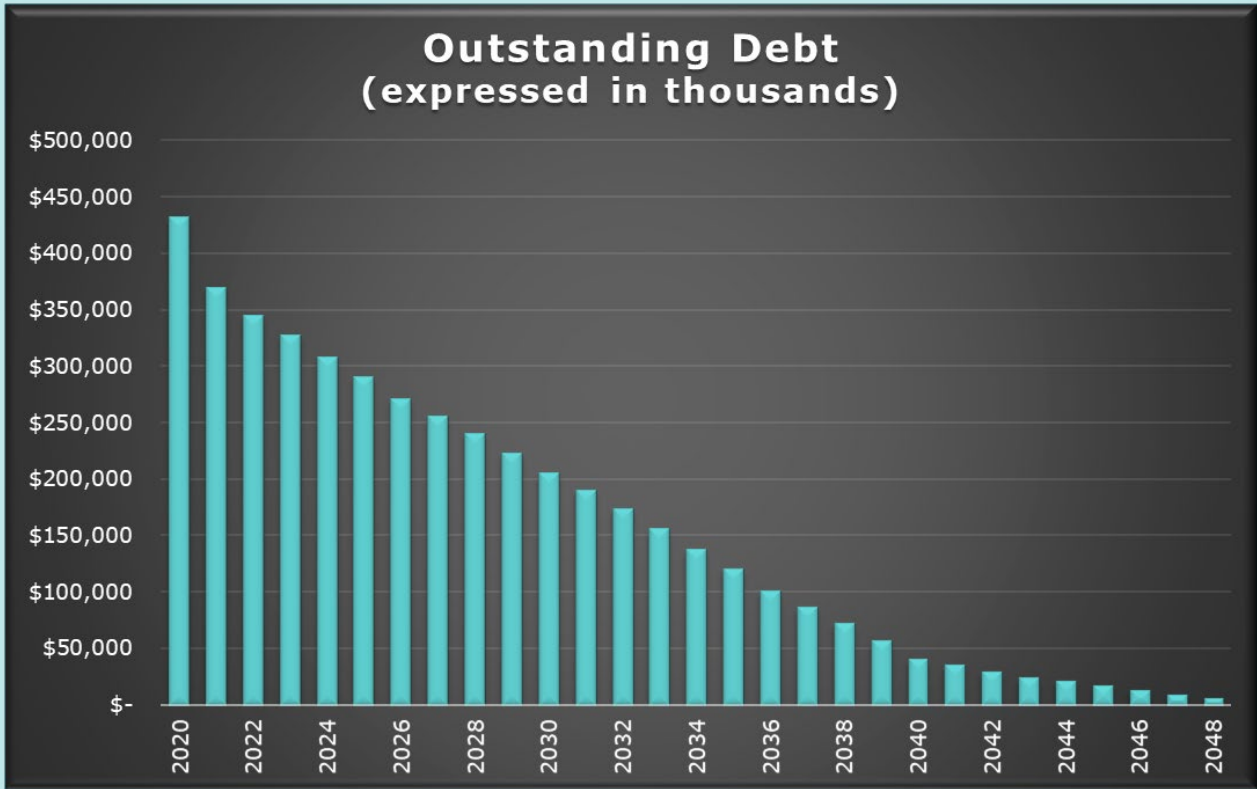
## Fiscal Year 2020 Summary of Principal & Interest Payments

Obligation Name	Beginning Principal Balance	Principal Payments/ Changes	Ending Principal Balance	2020 Interest Payments	2020 Total Payments
Revenue Refunding and Improvement Bonds 2013	39,370,000	(10,935,000)	28,435,000	1,847,000	12,782,000
Revenue Improvement Note 2013	5,179,020	(214,543)	4,964,477	188,119	402,662
Revenue Improvement Bond 2014	5,324,057	(321,500)	5,002,557	196,458	517,958
Revenue Improvement Bonds 2016	19,290,000	(4,720,000)	14,570,000	335,646	5,055,646
Revenue Improvement and Refunding Note 2018	36,000,000	(36,000,000)	-	29,503	36,029,503
Manatee County School Board Loan 2018	2,000,000	-	2,000,000	-	-
<b>Total General Government</b>	<b>107,163,077</b>	<b>(52,191,043)</b>	<b>54,972,034</b>	<b>2,596,726</b>	<b>54,787,769</b>
Public Utilities System Revenue Improvement Bonds 2010A	17,925,000	(2,880,000)	15,045,000	1,149,634	4,029,634
Public Utilities System Revenue Improvement Bonds 2010B	45,300,000	-	45,300,000	3,300,024	3,300,024
Public Utilities System Revenue Improvement Bonds 2010C	-	-	-	-	-
Public Utilities System Revenue Bonds 2011	10,295,000	(2,385,000)	7,910,000	514,750	2,899,750
Public Utilities System Rev & Improvement Bonds 2015	81,630,000	(3,590,000)	78,040,000	3,523,300	7,113,300
Public Utilities System Rev Refunding Bonds 2017	55,075,000	-	55,075,000	2,611,400	2,611,400
Public Utilities System Revenue Improvement Bonds 2018	74,695,000	-	74,695,000	2,774,113	2,774,113
<b>Total Public Utilities</b>	<b>284,920,000</b>	<b>(8,855,000)</b>	<b>276,065,000</b>	<b>13,873,221</b>	<b>22,728,221</b>
Port Authority Revenue Refunding Bonds 2012A	4,720,000	(305,000)	4,415,000	139,462	444,462
Port Authority Revenue Refunding Bonds 2012B	29,300,000	(710,000)	28,590,000	1,091,000	1,801,000
Port Authority Revenue Note 2014B	1,612,113	(303,533)	1,308,580	47,432	350,965
Port Authority FDOT State Infrastructure Loan 2007	1,669,998	(241,600)	1,428,398	33,400	275,000
Port Authority FDOT State Infrastructure Loan 2017 <sup>(1)</sup>	2,268,356	(202,614)	2,065,742	66,236	268,850
<b>Total Port</b>	<b>39,570,467</b>	<b>(1,762,747)</b>	<b>37,807,720</b>	<b>1,377,530</b>	<b>3,140,277</b>
<b>Grand Totals</b>	<b>431,653,544</b>	<b>(62,808,790)</b>	<b>368,844,754</b>	<b>17,847,477</b>	<b>80,656,267</b>

(1) The Port Authority FDOT State Infrastructure Loan 2017 increases as projects are completed.

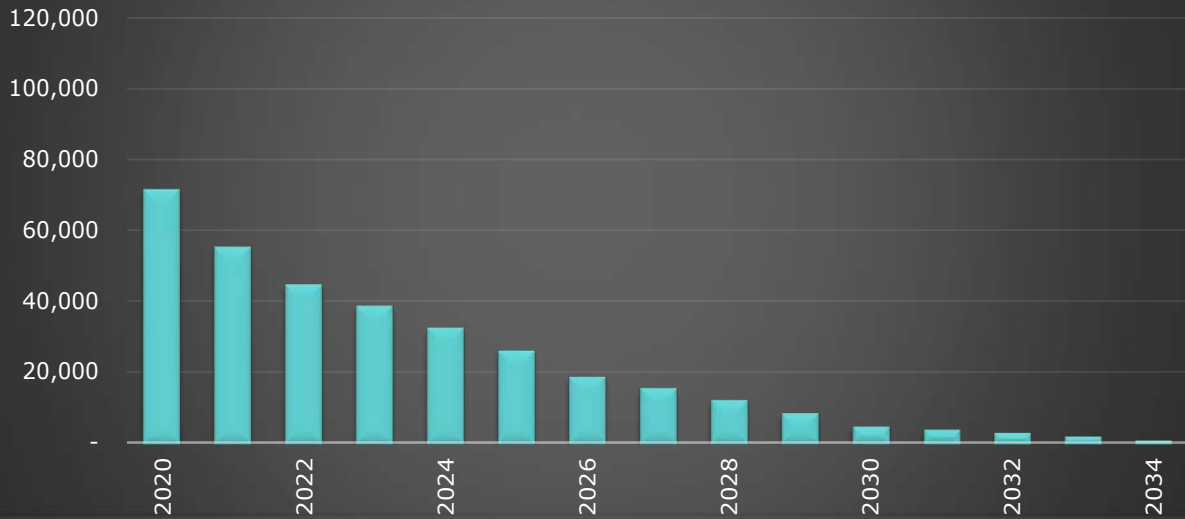


## Outstanding Debt and Annual Debt Service - Countywide

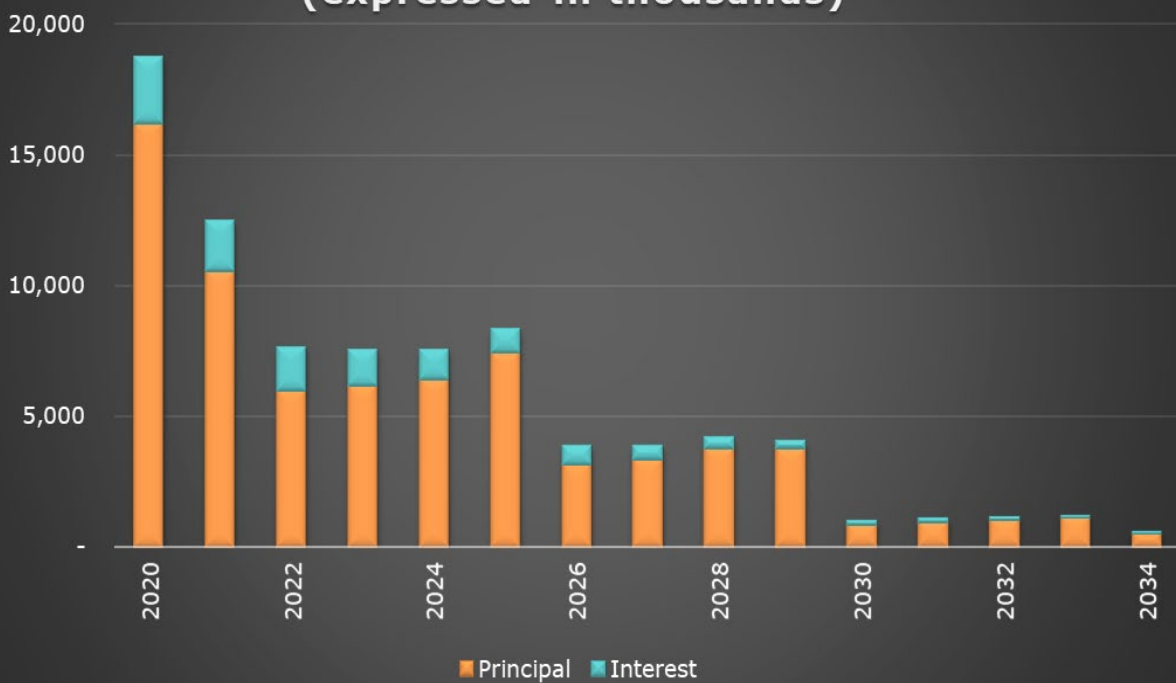


# General Government Debt

### General Government Outstanding Debt (expressed in thousands)

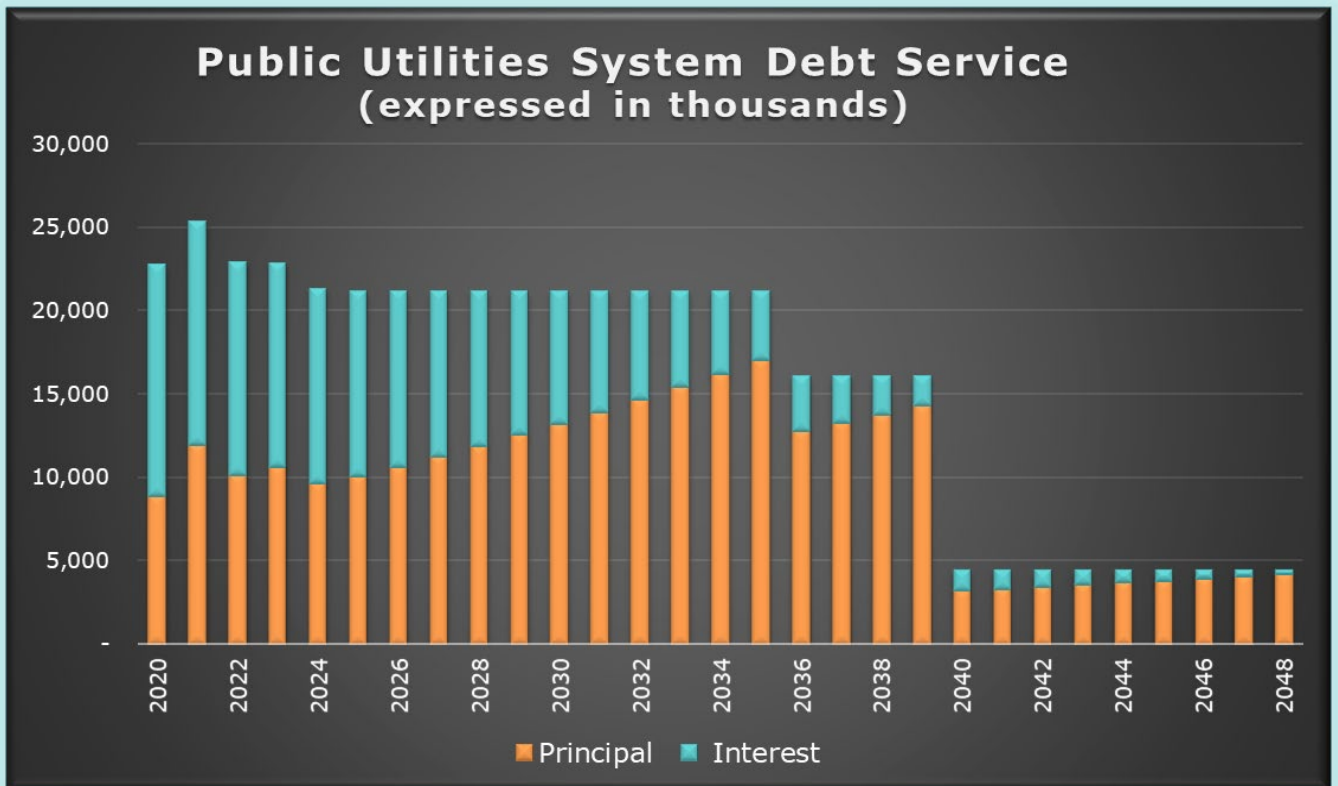
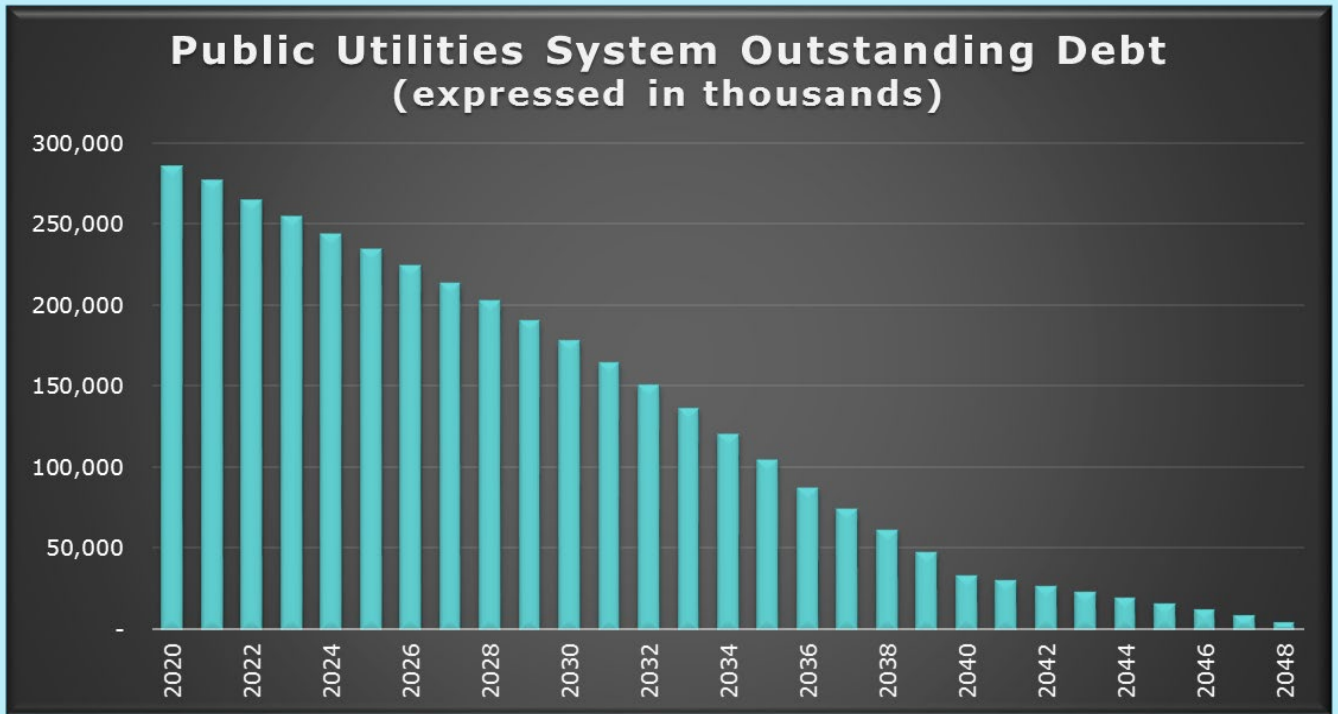


### General Government Debt Service (expressed in thousands)

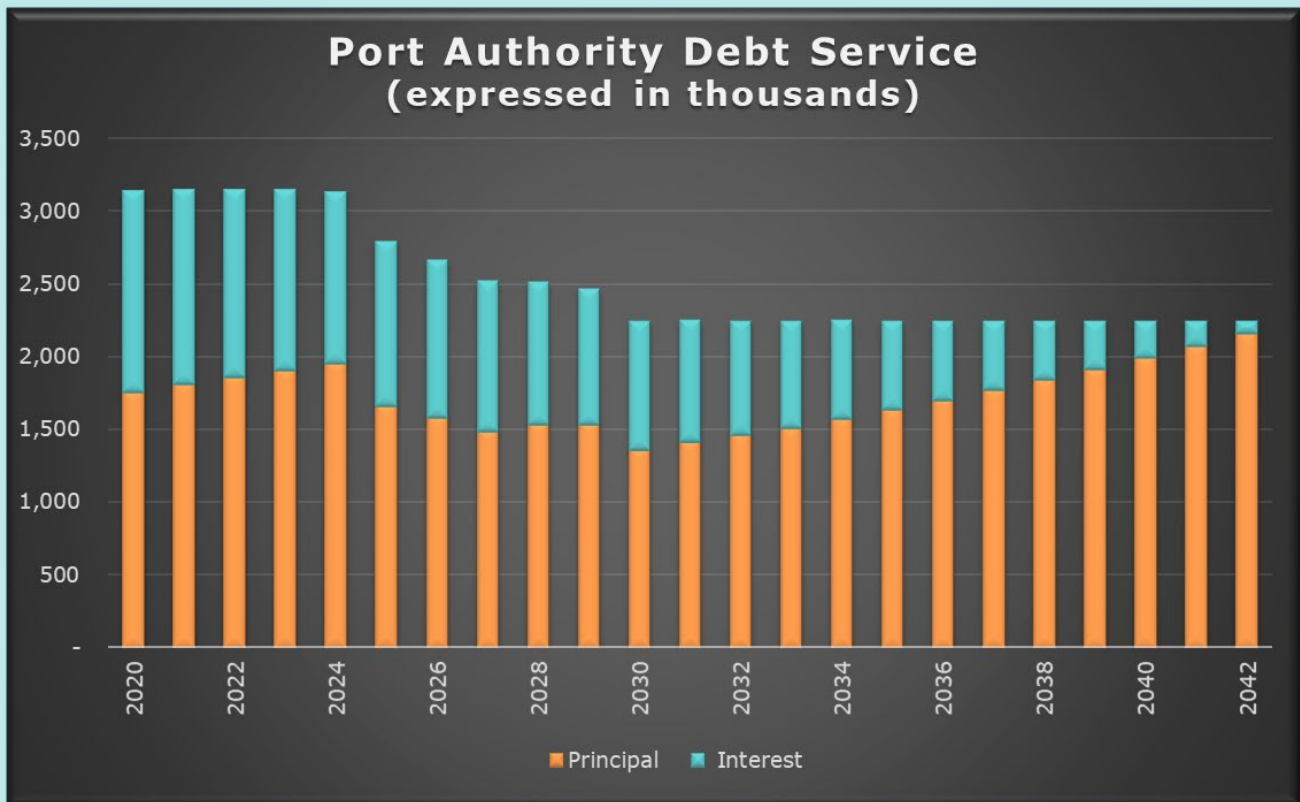
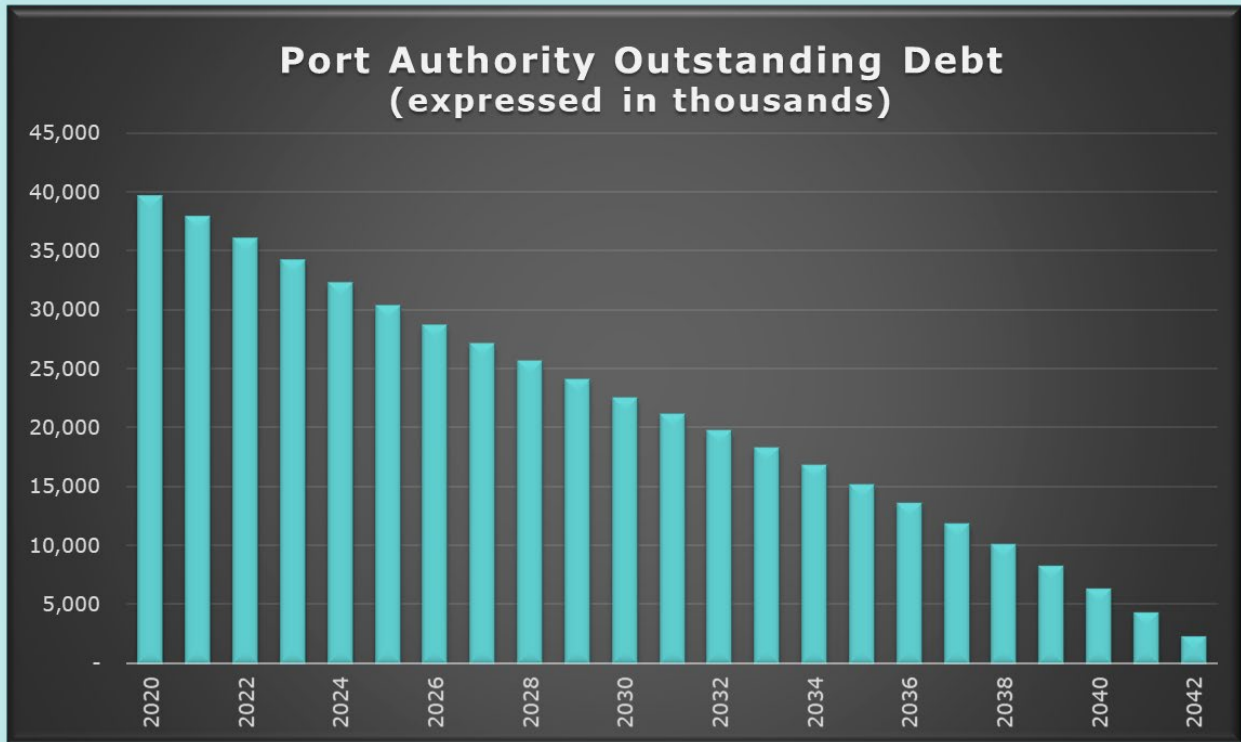


# Public Utilities System Debt

Debt Service



# Port Authority Debt





## Schedule of Future Debt Service Payments

Bond / Note Issue	FY2021	FY2022	FY2023	FY2024	FY2025
<b>Obligation Name</b>					
Revenue Refunding and Improvement Bonds 2013	\$ 8,865,250	\$ 3,177,000	\$ 3,179,250	\$ 3,180,750	\$ 3,176,250
Revenue Improvement Note 2013	415,475	428,671	442,264	456,263	468,911
Revenue Improvement Bonds 2014	394,499	406,635	419,134	432,008	445,268
Revenue Improvement Bonds 2016	2,783,518	2,784,496	2,784,691	2,784,103	4,252,732
Manatee County School Board Loan 2018	-	819,980	689,867	678,266	-
<b>Total General Government</b>	<b>\$ 12,458,742</b>	<b>\$ 7,616,782</b>	<b>\$ 7,515,206</b>	<b>\$ 7,531,390</b>	<b>\$ 8,343,161</b>
Public Utilities System Rev Improv Bonds 2010A	\$ 3,973,246	\$ 3,909,023	\$ 3,836,190	\$ 3,763,937	\$ 2,472,444
Public Utilities System Rev Improv Bonds 2010B	3,300,024	3,300,024	3,300,024	3,300,024	4,510,024
Public Utilities System Rev Ref Bonds 2011	2,905,500	2,905,000	2,903,250	-	-
Public Utilities System Rev & Improv Bonds 2015	7,108,800	3,155,550	3,155,550	4,605,550	4,688,050
Public Utilities System Rev Ref Bonds 2017	5,256,400	5,249,150	5,240,650	5,240,650	5,128,400
Public Utilities System Rev Improv Bonds 2018	2,774,113	4,364,113	4,364,613	4,361,113	4,363,613
<b>Total Public Utilities</b>	<b>\$ 25,318,083</b>	<b>\$ 22,882,860</b>	<b>\$ 22,800,277</b>	<b>\$ 21,271,274</b>	<b>\$ 21,162,531</b>
Port Authority FDOT State Infrastructure Loan 2007	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000
Port Authority Revenue Ref Bonds Series 2012A	442,262	445,962	443,650	443,750	445,250
Port Authority Revenue Ref Bonds Series 2012B	1,805,025	1,801,775	1,804,425	1,801,325	1,802,625
Port Authority Revenue Notes 2014B	350,965	350,966	350,965	343,240	-
Port Authority FDOT State Infrastructure Loan 2017	268,851	268,851	268,850	268,850	268,851
<b>Total Port</b>	<b>\$ 3,142,103</b>	<b>\$ 3,142,554</b>	<b>\$ 3,142,890</b>	<b>\$ 3,132,165</b>	<b>\$ 2,791,726</b>
<b>Grand Totals</b>	<b>\$ 40,918,928</b>	<b>\$ 33,642,196</b>	<b>\$ 33,458,373</b>	<b>\$ 31,934,829</b>	<b>\$ 32,297,418</b>

## Schedule of Future Debt Service Payments

FY2026	FY2027	FY2028	FY2029	FY2030	FY2031-48	TOTAL
\$ 2,910,750	\$ 2,907,000	\$ 3,172,250	\$ 3,177,550	\$ -	\$ -	\$ 33,746,050
483,763	499,062	514,819	376,517	545,993	1,742,501	\$ 6,374,239
449,479	463,263	477,461	492,085	445,798	2,169,012	\$ 6,594,642
-	-	-	-	-	-	\$ 15,389,540
-	-	-	-	-	-	\$ 2,188,113
<b>\$ 3,843,992</b>	<b>\$ 3,869,325</b>	<b>\$ 4,164,530</b>	<b>\$ 4,046,152</b>	<b>\$ 991,791</b>	<b>\$ 3,911,513</b>	<b>\$ 64,292,584</b>
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,954,840
6,888,170	6,769,379	6,650,179	6,519,854	6,388,402	29,692,348	\$ 80,618,452
-	-	-	-	-	-	\$ 8,713,750
4,782,800	4,903,800	5,019,300	5,154,050	5,281,550	75,341,400	\$ 123,196,400
5,129,150	5,127,150	5,132,150	5,133,400	5,135,650	25,648,650	\$ 77,421,400
4,361,613	4,360,113	4,363,863	4,364,963	4,362,163	78,522,203	\$ 120,562,483
<b>\$ 21,161,733</b>	<b>\$ 21,160,442</b>	<b>\$ 21,165,492</b>	<b>\$ 21,172,267</b>	<b>\$ 21,167,765</b>	<b>\$ 209,204,601</b>	<b>\$ 428,467,325</b>
\$ 148,874	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,523,874
444,750	443,950	442,850	446,450	444,600	885,919	\$ 5,329,393
1,801,138	1,803,838	1,803,388	1,796,888	1,799,512	26,058,324	\$ 44,078,263
-	-	-	-	-	-	\$ 1,396,136
268,851	268,850	268,850	223,001	-	-	\$ 2,373,805
<b>\$ 2,663,613</b>	<b>\$ 2,516,638</b>	<b>\$ 2,515,088</b>	<b>\$ 2,466,339</b>	<b>\$ 2,244,112</b>	<b>\$ 26,944,243</b>	<b>\$ 54,701,471</b>
<b>\$ 27,669,338</b>	<b>\$ 27,546,405</b>	<b>\$ 27,845,110</b>	<b>\$ 27,684,758</b>	<b>\$ 24,403,668</b>	<b>\$ 240,060,357</b>	<b>\$ 547,461,380</b>

## SCHEDULE OF DEBT SERVICE REQUIREMENTS

### GENERAL GOVERNMENT

#### Revenue Refunding and Improvement Bonds, Series 2013

<b>Original Par:</b>	\$ 79,640,000	<b>Debt Repayment Schedule:</b>			
<b>Outstanding Par:</b>	\$ 39,370,000	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<b>Purpose:</b> Advance refund a portion of Rev Impr Bonds, Bond Series, 2004, Impr Bonds Series, 2006 and Rev Refunding and Impr Bonds 2004. Bond will fund capital improvements and/or reimburse the County for prior capital expenditures.		2020	\$ 10,935,000	\$ 1,847,000	\$ 12,782,000
		2021	7,565,000	1,300,250	8,865,250
		2022	2,255,000	922,000	3,177,000
		2023	2,370,000	809,250	3,179,250
		2024	2,490,000	690,750	3,180,750
		2025-2029	<u>13,755,000</u>	<u>1,588,800</u>	<u>15,343,800</u>
			\$ 39,370,000	\$ 7,158,050	\$ 46,528,050

#### Revenue Improvement Note, Series 2013

<b>Original Par:</b>	\$ 5,983,724	<b>Debt Repayment Schedule:</b>			
<b>Outstanding Par:</b>	\$ 5,179,020	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<b>Purpose:</b> Energy improvement projects at Jail Facility		2020	\$ 214,543	\$ 188,119	\$ 402,662
		2021	235,419	180,056	415,475
		2022	257,455	171,216	428,671
		2023	280,708	161,556	442,264
		2024	305,232	151,031	456,263
		2025-2029	1,777,312	565,760	2,343,072
		2030-2033	<u>2,108,351</u>	<u>180,143</u>	<u>2,288,494</u>
			\$ 5,179,020	\$ 1,597,881	\$ 6,776,901

#### Revenue Improvement Bonds, Series 2014

<b>Original Par:</b>	\$ 6,482,360	<b>Debt Repayment Schedule:</b>			
<b>Outstanding Par:</b>	\$ 5,324,057	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<b>Purpose:</b> ESCO Energy Reduction and Chilled Water Consolidation		2020	\$ 321,500	\$ 196,458	\$ 517,958
		2021	209,905	184,594	394,499
		2022	229,786	176,849	406,635
		2023	250,764	168,370	419,134
		2024	272,891	159,117	432,008
		2025-2029	1,698,760	628,796	2,327,556
		2030-2034	<u>2,340,451</u>	<u>274,359</u>	<u>2,614,810</u>
				\$ 5,324,057	\$ 1,788,543

#### Revenue Improvement Bonds, Series 2016

<b>Original Par:</b>	\$ 35,295,000	<b>Debt Repayment Schedule:</b>			
<b>Outstanding Par:</b>	\$ 19,290,000	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<b>Purpose:</b> Funding New Money		2020	\$ 4,720,000	\$ 335,646	\$ 5,055,646
		2021	2,530,000	253,518	2,783,518
		2022	2,575,000	209,496	2,784,496
		2023	2,620,000	164,691	2,784,691
		2024	2,665,000	119,103	2,784,103
		2025	<u>4,180,000</u>	<u>72,732</u>	<u>4,252,732</u>
				\$ 19,290,000	\$ 1,155,186

#### Revenue Improvement & Refunding Notes, Series 2018

<b>Original Par:</b>	\$ 36,000,000	<b>Debt Repayment Schedule:</b>			
<b>Outstanding Par:</b>	\$ 36,000,000	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<b>Purpose:</b> Funded new money		2020	\$ 36,000,000	\$ 29,503	\$ 36,029,503
			\$ 36,000,000	\$ 29,503	\$ 36,029,503

#### Manatee County School Board Loan, 2018

<b>Original Par:</b>	\$ 2,000,000	<b>Debt Repayment Schedule:</b>			
<b>Outstanding Par:</b>	\$ 2,000,000	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<b>Purpose:</b> Fort Hamer Road extension for new Parrish High School		2020	\$ -	\$ -	\$ -
		2021	-	-	-
		2022	666,667	153,313	819,980
		2023	666,667	23,200	689,867
		2024	<u>666,666</u>	<u>11,600</u>	<u>678,266</u>
			\$ 2,000,000	\$ 188,113	\$ 2,188,113

**PUBLIC UTILITIES****Public Utilities System Revenue Improvement Bonds, Series 2010A**

Original Par: \$ 17,925,000  
 Outstanding Par: 17,925,000

**Debt Repayment Schedule:**

	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<b>Purpose:</b> Funded new money	2020	\$ 2,880,000	\$ 1,149,634	\$ 4,029,634
	2021	2,995,000	978,246	3,973,246
	2022	3,115,000	794,023	3,909,023
	2023	3,240,000	596,190	3,836,190
	2024	3,380,000	383,937	3,763,937
	2025	2,315,000	157,444	2,472,444
		<u>\$ 17,925,000</u>	<u>\$ 4,059,474</u>	<u>\$ 21,984,474</u>

**Public Utilities System Revenue Improvement Bonds, Series 2010B**

Original Par: \$ 45,300,000  
 Outstanding Par: \$ 45,300,000

**Debt Repayment Schedule:**

	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<b>Purpose:</b> Funded new money	2020	\$ -	\$ 3,300,024	\$ 3,300,024
	2021	-	3,300,024	3,300,024
	2022	-	3,300,024	3,300,024
	2023	-	3,300,024	3,300,024
	2024	-	3,300,024	3,300,024
	2025-2029	16,810,000	14,527,606	31,337,606
	2030-2034	23,260,000	7,204,880	30,464,880
	2035	5,230,000	385,870	5,615,870
			<u>\$ 45,300,000</u>	<u>\$ 38,618,476</u>

**Public Utilities System Revenue Bonds, Series 2011**

Original Par: \$ 22,650,000  
 Outstanding Par: \$ 10,295,000

**Debt Repayment Schedule:**

	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<b>Purpose:</b> Advance refunded a portion of the Public utilities Revenue Refunding and Imprv Bonds, Series 2003	2020	\$ 2,385,000	\$ 514,750	\$ 2,899,750
	2021	2,510,000	395,500	2,905,500
	2022	2,635,000	270,000	2,905,000
	2023	2,765,000	138,250	2,903,250
			<u>\$ 10,295,000</u>	<u>\$ 1,318,500</u>

**Public Utilities System Revenue & Improvement Bonds, Series 2015**

Original Par: \$ 91,485,000  
 Outstanding Par: \$ 81,630,000

**Debt Repayment Schedule:**

	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<b>Purpose:</b> Refunded a portion of the Public utilities Revenue Refunding and Imprv Bonds, Series 2006	2020	\$ 3,590,000	\$ 3,523,300	\$ 7,113,300
	2021	3,765,000	3,343,800	7,108,800
	2022	-	3,155,550	3,155,550
	2023	-	3,155,550	3,155,550
	2024	1,450,000	3,155,550	4,605,550
	2025-2029	10,030,000	14,518,000	24,548,000
	2030-2034	16,240,000	11,646,750	27,886,750
	2035-2039	46,555,000	6,181,200	52,736,200
			<u>\$ 81,630,000</u>	<u>\$ 48,679,700</u>

**Public Utilities System Revenue Refunding Bonds, Series 2017**

Original Par: \$ 55,075,000  
 Outstanding Par: \$ 55,075,000

**Debt Repayment Schedule:**

	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	
<b>Purpose:</b> Refunded a portion of the Public utilities Revenue Improvement Bonds, Series 2010A & 2010B	2020	\$ -	\$ 2,611,400	\$ 2,611,400	
	2021	2,645,000	2,611,400	5,256,400	
	2022	2,770,000	2,479,150	5,249,150	
	2023	2,900,000	2,340,650	5,240,650	
	2024	3,045,000	2,195,650	5,240,650	
	2025-2029	17,055,000	8,595,250	25,650,250	
	2030-2034	21,730,000	3,927,100	25,657,100	
	2035	4,930,000	197,200	5,127,200	
			<u>\$ 55,075,000</u>	<u>\$ 24,957,800</u>	<u>\$ 80,032,800</u>

**Public Utilities System Revenue Improvement Bonds, Series 2018**

Original Par: \$ 74,695,000  
 Outstanding Par: \$ 74,695,000

**Debt Repayment Schedule:**

	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>	
<b>Purpose:</b> Issued for the purpose of financing certain additions, extensions and improvements to the Utility System.	2020	\$ -	\$ 2,774,113	\$ 2,774,113	
	2021	-	2,774,113	2,774,113	
	2022	1,590,000	2,774,113	4,364,113	
	2023	1,670,000	2,694,613	4,364,613	
	2024	1,750,000	2,611,113	4,361,113	
	2025-2029	10,120,000	11,694,165	21,814,165	
	2030-2034	12,135,000	9,675,226	21,810,226	
	2035-2039	14,350,000	7,460,744	21,810,744	
	2040-2044	17,095,000	4,714,026	21,809,026	
	2045-2048	15,985,000	1,469,370	17,454,370	
			<u>\$ 74,695,000</u>	<u>\$ 48,641,596</u>	<u>\$ 123,336,596</u>



**PORT AUTHORITY**

**Florida Department of Transportation, 2007 State Infrastructure Bank Loan - Port Authority**

**Original Par:** \$ 4,500,000  
**Outstanding Par:** \$ 1,669,998

**Debt Repayment Schedule:**

	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<b>Purpose:</b> Funded new money	2020	\$ 241,600	\$ 33,400	\$ 275,000
	2021	246,432	28,568	275,000
	2022	251,361	23,639	275,000
	2023	256,388	18,612	275,000
	2024	261,516	13,484	275,000
	2025-2026	412,701	11,173	423,874
		<u>\$ 1,669,998</u>	<u>\$ 128,876</u>	<u>\$ 1,798,874</u>

**Port Authority Revenue Refunding Bonds, Series 2012A**

**Original Par:** \$ 6,605,000  
**Outstanding Par:** \$ 4,720,000

**Debt Repayment Schedule:**

	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<b>Purpose:</b> Funded new money	2020	\$ 305,000	\$ 139,462	\$ 444,462
	2021	315,000	127,262	442,262
	2022	325,000	120,962	445,962
	2023	330,000	113,650	443,650
	2024	340,000	103,750	443,750
	2025-2029	1,855,000	368,250	2,223,250
	2030-2032	1,250,000	80,519	1,330,519
		<u>\$ 4,720,000</u>	<u>\$ 1,053,855</u>	<u>\$ 5,773,855</u>

**Port Authority Revenue Refunding Bonds, Series 2012B**

**Original Par:** \$ 33,730,000  
**Outstanding Par:** \$ 29,300,000

**Debt Repayment Schedule:**

	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<b>Purpose:</b> Funded new money	2020	\$ 710,000	\$ 1,091,000	\$ 1,801,000
	2021	730,000	1,075,025	1,805,025
	2022	745,000	1,056,775	1,801,775
	2023	770,000	1,034,425	1,804,425
	2024	790,000	1,011,325	1,801,325
	2025-2029	4,350,000	4,657,877	9,007,877
	2030-2034	6,090,000	3,807,636	9,897,636
	2035-2039	8,885,000	2,340,200	11,225,200
	2040-2042	6,230,000	505,000	6,735,000
		<u>\$ 29,300,000</u>	<u>\$ 16,579,263</u>	<u>\$ 45,879,263</u>

**Port Authority Revenue Note, Series 2014B**

**Original Par:** \$ 3,000,000  
**Outstanding Par:** \$ 1,612,113

**Debt Repayment Schedule:**

	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<b>Purpose:</b> Refunding Port Logistec Loans	2020	\$ 303,533	\$ 47,432	\$ 350,965
	2021	313,503	37,462	350,965
	2022	323,664	27,302	350,966
	2023	334,153	16,812	350,965
	2024	337,260	5,980	343,240
		<u>\$ 1,612,113</u>	<u>\$ 134,988</u>	<u>\$ 1,747,101</u>

**\*Refunded the Port Logistec Loan-2008**  
**\*Refunded the Port Logistec Loan-2010**

**Florida Department of Transportation, 2017 State Infrastructure Bank Loan - Port Authority**

**Original Par:** \$ 4,000,000  
**Outstanding Par:** \$ 2,373,806

**Debt Repayment Schedule:**

	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
<b>Purpose:</b> New Money- To be used to finance a portion of the Berth Rehabilitation Project	2020	\$ 202,614	\$ 66,236	\$ 268,850
	2021	208,531	60,320	268,851
	2022	214,620	54,231	268,851
	2023	220,886	47,964	268,850
	2024	227,336	41,514	268,850
	2025-2029	1,194,369	104,034	1,298,403
		<u>\$ 2,268,356</u>	<u>\$ 374,299</u>	<u>\$ 2,642,655</u>

**GRAND TOTAL \$ 431,653,544 \$ 196,464,103 \$ 628,117,647**

## Rating Agency Analysis

Independent assessments of the relative credit worthiness of municipal securities are conducted by rating agencies. The agencies assign grades which are generally known as “Issuer Default Ratings” (IDRs) or also commonly known as Credit Ratings. The grades are based on a combination of letters and / or numbers that convey their assessment of the ability and willingness of a borrower to repay its debt in full and on time and they opine on an entity’s relative vulnerability to default on financial obligations. These grades are a critical driver in determining the cost of borrowed funds in the municipal bond market.

Moody’s Investors Service, Fitch Ratings and Standard and Poor’s Corporation are the three major rating agencies that rate municipal debt. However, Fitch Ratings and Moody’s have been primarily the rating agencies which have provided a rating assessment of credit worthiness for Manatee County. There are five primary factors that comprise their ratings:

- Economic conditions – stability of trends
- Debt history of county – debt and debt position
- Governmental/administration – leadership and organizational structure of the county
- Financial performance-current financial status and the history of financial reports
- Debt management-debt policies, including long-term planning

Each of the rating agencies has their own method of assigning a rating on the ability and willingness of a borrower to repay in full and on time. Issuers must pay a fee for the opportunity to have one or more rating agencies rate existing and proposed debt issuance. The following chart outlines how the ratings reflect credit worthiness, ranging from very strong securities to speculative and default situations and illustrates where Manatee County has been rated by Moody’s and Fitch within their respective rating scales. On September 6, 2019 Manatee County, Florida was rated by Fitch rating agency, which assured the County’s strong credit rating of AAA for Advalorem Bonds and AA+ for Non-Advalorem Bonds. On September 12, 2019 the County was upgraded rating from Aa2 to Aaa for Advalorem Bonds and to Aa1 for non-Advalorem Bonds by Moody’s rating agency.

Where is MANATEE COUNTY Bond Ratings Rank - Based on the Fitch and Moody's Rating Scales

Bond Rating			
Grade	FitchRatings	Moody's	
Investment Grade	AAA	Aaa	Manatee County Advalorem Bonds
	AA+	Aa1	Manatee County Non-Advalorem Bonds
	AA+	Aa2	Manatee County Port Authority
	AAA	Aa1	Manatee County Public Utilities Bonds

Categories		Rating Grade Description		
FitchRatings	Moody's			
AAA	Aaa	Investment Grade (Low to Moderate Credit Risk)	Highest Grade Credit	Demonstrates extremely strong capacity to meet its financial commitments. Lowest default risk and highly unlikely to be adversely affected by foreseeable events.
AA+	Aa1		Very High Grade Credit	Demonstrates very strong capacity to meet financial commitments. Very Low default risk and not significantly vulnerable to adverse business or economic conditions
AA	Aa2			
AA-	Aa3		High Grade Credit	Demonstrates strong capacity to meet its financial commitments, but its more susceptible to the adverse effect of changes in circumstances and economic conditions. Upper Medium grade and low default risk.
A+	A1			
A	A2			
A-	A3	Good Grade Credit	Demonstrates adequate capacity to meet financial commitments, but adverse business or economic conditions are more likely to impair this capacity. Medium-grade and low default Risk.	
BBB+	Baa1			
BBB	Baa2			
BBB-	Baa3	Speculative Grade (Higher Level of Credit Risk)	Speculative Grade Credit	Demonstrates to have elevated vulnerability to default risk., particularly in the event of adverse changes in business or economic conditions over time; however business or financial flexibility exists which supports the servicing of financial commitments.
BB+	Ba1			
BB	Ba2			
BB-	Ba3		Very Speculative Grade Credit	Demonstrates to indicate that material default Risk is present, but a limited margin of safety remains. Financial Commitments are currently being met; however, capacity for continued payment is vulnerable to deterioration in the business and economic environment.
B+	B1			
B	B2			
B-	B3		Substantial Risks- In Default	Demonstrates that Default is imminent or inevitable. It has the weakest credit worthiness .
CCC+	Caa1			
CCC	Caa2			
CCC-	Caa3			
CC	Ca	RD	Demonstrates that issuer has experienced an uncured payment default on a bond, loan or other material financial obligation but which has not entered into bankruptcy filings, administration, receivership, liquidation or other formal winding-up procedure, or which has otherwise ceased business.	
C	C			
D	D		Demonstrates that the issuer has entered into bankruptcy filings , administration, receivership , liquidation or other formal winding-up procedure or which has otherwise ceased business.	





# Budget By Fund



## *Fund Balance Policy*

The fund balance analysis provides a schedule for beginning and ending balances in each fund. The beginning fund balance for the upcoming budget year is estimated by reviewing each fund to project the outcome of revenues and expenditures as of September 30<sup>th</sup>. To this estimated beginning balance, projected revenues are added, and projected expenditures and reserves are deducted to provide the estimated ending balance.

To ensure that fund balance, in aggregate, is always adequate to provide cash flow until anticipated revenues are realized, a minimum fund balance level is determined for each major operating budget fund based on the individual history of revenue inflow and cash outflow. Manatee County restricts the funding for ongoing operations to recurring revenue sources. Fund balance is not typically used for recurring expenditures but is used to fund non-recurring operation or capital expenditures when it is determined that sufficient fund balance is available. As an exception to this policy, beginning in FY10, reserves above the amounts needed for operating cash and minimum fund balances were identified to allow for gradual downsizing of county government in response to declining property tax values.

Capital project balances are projected at zero dollars to attempt to appropriate all available sources. We expect that all project appropriations will be expended over the life of the project.

Estimates of ending fund balances are conservative for several reasons;

1. The balance projections reflect the policy of using one-time monies such as fund balances for one-time purchases (e.g., equipment, renovations and improvements, projects, etc.) Also, all projections are based on “cash” and exclude constitutional officer balances, and thus will be lower than fund balances shown on financial statements.
2. Revenues are estimated conservatively. New fees or revised fees for services are not included until adopted by the Board of County Commissioners, which often happens after adoption of the annual budget. Additionally, Florida Law requires that revenue estimates budgeted be reduced by a 5% contingency factor. Thus, revenues actually received in a year almost always exceed the revenue estimate that was adopted in the annual budget.
3. Budgeted reserves are available for expenditure, and although large portions are never expended, year-end balance projections may assume that reserves will be spent. When beginning balances were projected, the assumption was made that reserves would not be spent unless the need could be forecasted at the time of the beginning balance projection.

The combination of factors listed above may result in year-end balance projections that reflect a decreasing fund balance. This has been part of the historical budget stabilization plan; yet projected fund balances are estimated to be more than sufficient to meet policy requirements. In most years, actual fund balances turn out to be higher. Historically, we have seen fund balances in Manatee County remain stable for the above listed reasons.

Fund balances are the result of careful management of the balances which we have accumulated in the funds for Budget Stabilization purposes and for specific one-time expenditures. These expenditures are for planned uses of fund balance and we have been careful to make sure the balances are still at a strong level in each fund and meet cash flow, contingency and policy needs. Because of our efforts to only fund recurring expenditures from recurring revenues, fund balances that are being used to fund ongoing needs due to revenue reductions were brought to the attention of the Board with the understanding that future budgets will be reduced, or future revenue growth will be committed to replace reserves in the recurring revenue stream. The Utility System Funds are utilizing fund balance for system consulting projects, new and upgraded equipment, automation, and capital projects. A number of non-major funds also show decreases, but these are in line with planned uses of fund balance for nonrecurring items and they do not reduce the fund balances in any fund below appropriate levels or impact operating needs in those funds.

On May 25, 2010, the County Commission formally adopted a budget policy for Reserves which is included in the Reserves section of this document.

During FY11, the Government Accounting Standards Board (GASB) adopted GASB Statement 54, which revised guidelines for reporting fund balances. The Board of County Commissioners adopted fund classification guidelines reflecting Statement 54 at the November 21, 2011 Board meeting.

# Expenditure Matrix by Fund and Departments

Budget By Fund

Fund	BCC/Admin City Attorney Fin Mgmt	Nbhd Services/ Redevelop	Property Mgmt	Parks and Natural Resources	Planning Building Inspections	Public Safety	Utilities Operations	Public Works
General Fund	\$ 8,768,593	\$ 5,445,648	\$ 14,955,329	\$ 1,553,362	\$ -	\$ 31,499,476	\$ -	\$ -
Affordable Housing	-	1,202,155	-	-	-	-	-	-
Beach Maintenance	-	-	-	75,000	-	-	-	-
Building Department	-	-	-	-	10,501,304	-	-	-
Cable Franchise Fees	-	-	-	-	-	-	-	-
Children's Services	-	811,093	-	-	-	-	-	-
Civic Center	-	-	-	-	-	-	-	-
County 5Ct Bd Voted Gas Tax & Projects	-	-	-	-	-	-	-	4,175,383
Court Technology Fees	-	-	-	-	-	-	-	-
Debt-2014 G O Refunding	-	-	-	-	-	-	-	-
Debt-2006 Revenue Improv Bonds	-	-	-	-	-	-	-	-
Debt-2010 Rev Refunding	-	-	-	-	-	-	-	-
Debt-2013 Revenue Ref and Improv Bonds	-	-	-	-	-	-	-	-
Debt-2013 Revenue Improv Notes	-	-	-	-	-	-	-	-
Debt-2014 Revenue Improve Bonds	-	-	-	-	-	-	-	-
Debt-2016 Revenue Improv Bonds	-	-	-	-	-	-	-	-
Debt-2016 Revenue Improv Notes	-	-	-	-	-	-	-	-
Debt-Utilities Debt Service	-	-	-	-	-	-	-	-
Dredging Assessments	-	-	-	-	-	-	-	-
EMS Trust & 911	-	-	-	-	13,539	1,662,984	-	-
Florida Boating Improvements	-	-	-	200,000	-	-	-	-
Green Bridge Demolition	-	-	-	-	-	-	-	-
Health Care Fund	-	-	-	-	-	-	-	-
Impact Fee Administration	953,808	-	-	-	-	-	-	-
Internal Svcs-Central Stores	-	-	-	-	-	-	-	5,189,933
Internal Svcs-Automated Sys Maint	-	-	-	-	-	-	-	-
Internal Svcs-Fleet Services	-	-	-	-	-	-	-	15,394,363
Internal Svcs-Health Self Insurance	-	-	-	-	-	-	-	-
Internal Svcs-Self-Insurance	10,970,962	-	-	-	-	-	-	-
Internal Svcs-Telecommunications	-	-	-	-	-	-	-	-
Internal Svcs-Radio Communications	-	-	-	-	-	-	-	-
Invest Fee-Sewer Facility	-	-	-	-	-	-	-	-
Invest Fee-Water Facility	-	-	-	-	-	-	-	-
Library Services	-	7,645,334	-	-	-	-	-	-
Natural Resources Grants	-	-	-	-	-	-	-	-
Palm Aire MSTU	-	-	-	-	-	-	-	-
Parks and Recreation	-	-	7,369,324	5,474,103	-	-	-	-
Participation Project	-	-	-	-	-	-	-	-
Phosphate Severance Tax	-	-	-	948,588	-	-	-	-
Port Authority & Debt Service	-	-	-	-	-	-	-	-
Projects-Beach Erosion Control	-	-	-	-	-	-	-	-
Projects-Building Capital	-	-	-	-	-	-	-	-
Projects-Gas Tax Capital	-	-	-	-	-	-	-	-
Projects-Highway Capital	-	-	-	-	-	-	-	-
Projects-Law Enf Impact Fees	-	-	-	-	-	-	-	-
Projects-Library Impact Fees	-	-	-	-	-	-	-	-
Projects-Parks Impact Fees	-	-	-	-	-	-	-	-
Projects-Intrastucure Parks Capital Projects	-	-	-	3,526,279	-	-	-	-
Projects-Public Safety Impact Fees	-	-	-	-	-	-	-	-
Projects-Intrastucure Public Safety Capital Projects	-	-	-	-	-	1,633,000	-	-
Projects-Roads Impact Fees	-	-	-	-	-	-	-	-
Projects-Roads/Bridges Maint	-	-	-	-	-	-	-	4,961,481
Projects-Infrastructure Transportation Capital Projects	-	-	-	-	-	-	-	17,534,184
Projects-Utilities Maint & Capital	-	-	-	-	-	-	6,605,000	-
Redevelopment Districts	-	2,067,208	-	-	-	-	-	-
Sarasota Manatee metro Plan org	-	-	-	-	-	-	-	-
Solid Waste/Debt, Capital & Imp Fees	-	-	-	-	-	-	41,280,881	-
Spec Law Enforc Trust-Fed /State	-	-	-	-	-	-	-	-
Stormwater Utility & Projects	-	-	-	626,668	-	-	-	6,585,780
Street Lighting Districts	-	-	-	-	-	-	-	-
Substance Abuse Treatment	-	-	-	-	-	-	-	-
Tourist Development	-	-	447,500	348,724	-	-	-	-
Transit & Transit Capital	-	-	-	-	-	-	-	10,902,862
Transportation	-	300,000	738,180	-	-	-	-	19,523,203
Tree Trust Fund	-	-	-	-	-	-	-	-
Unincorporated MSTU	-	2,456,147	-	-	5,769,891	91,195	-	3,537,228
Utilities Operations	-	-	168,460	1,606,393	-	-	84,834,694	1,677,872
<b>Total</b>	<b>20,693,363</b>	<b>19,927,585</b>	<b>\$ 23,678,793</b>	<b>\$ 14,359,117</b>	<b>\$ 16,284,734</b>	<b>\$ 34,886,655</b>	<b>\$ 132,720,575</b>	<b>\$ 89,482,289</b>

# Expenditure Matrix by Fund and Departments

Internal Svcs / Other Depts	Debt Service	Const Officers	Non Dept / Misc/Other Agencies	Subtotal	Transfers	Capital Projects	Reserves - Capital	Reserves - Contingency	Cash Bal Prior Year & Non Exp	Total
\$ 12,606,997	\$ -	\$ 168,171,967	\$ 28,113,410	\$ 271,114,782	\$ 19,901,271	\$ -	\$ -	\$ 14,352,170	\$ 84,064,575	\$ 389,432,798
-	-	-	-	1,202,155	-	-	-	-	1,520,620	2,722,775
-	-	93,733	300,000	468,733	6,690,170	-	-	-	5,743,623	12,902,526
-	-	-	-	10,501,304	-	-	-	371,769	6,819,893	17,692,966
-	-	-	-	-	-	-	-	-	14,640	14,640
-	-	383,945	11,621,410	12,816,448	-	-	-	28,521	997,526	13,842,495
2,770,704	-	-	-	2,770,704	-	-	-	200,203	1,381,228	4,352,135
-	-	-	-	4,175,383	300,000	1,494,472	-	-	355,264	6,325,119
-	-	179,374	1,050,334	1,229,708	-	-	-	11,926	257,770	1,499,404
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	12,782,900	-	-	12,782,900	-	-	-	-	155,071	12,937,971
-	403,562	-	-	403,562	-	-	-	-	273	403,835
-	518,858	-	-	518,858	-	-	-	-	-	518,858
-	5,056,546	-	-	5,056,546	-	-	-	-	63,348	5,119,894
-	-	-	-	-	-	-	-	-	-	-
-	24,217,253	-	-	24,217,253	-	-	-	-	56,524,603	80,741,856
-	-	3,000	-	3,000	-	-	-	-	845,808	848,808
-	-	-	-	1,676,523	-	-	-	50,568	1,056,072	2,783,163
-	-	-	-	200,000	-	-	-	-	1,186,009	1,386,009
-	-	-	-	-	-	-	-	-	351,215	351,215
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	953,808	-	-	-	10,556	242,329	1,206,693
-	-	-	-	5,189,933	-	-	-	6,951	1,920,930	7,117,814
2,387,451	-	-	-	2,387,451	-	-	-	9,418	595,182	2,992,051
-	-	-	-	15,394,363	-	-	-	173,934	6,448,870	22,017,167
54,298,248	-	-	-	54,298,248	-	-	-	29,557	33,450,628	87,778,433
-	-	-	-	10,970,962	-	-	-	23,932	10,811,463	21,806,357
864,023	-	-	-	864,023	-	-	-	17,583	58,246	939,852
1,498,417	-	-	-	1,498,417	-	-	-	38,063	381,524	1,918,004
-	-	-	-	-	1,111,141	1,507,000	1,000,000	-	18,638,799	22,256,940
-	-	-	-	-	994,904	300,000	250,000	-	32,730,655	34,275,559
-	-	285,108	-	7,930,442	-	-	-	237,232	5,415,022	13,582,696
-	-	-	-	-	-	-	-	-	-	-
-	-	3,730	155,616	159,346	-	-	-	-	302,817	462,163
237,477	-	350,193	-	13,431,097	-	-	-	325,729	4,475,688	18,232,514
-	-	10,010	-	10,010	26,942	-	-	-	2,034,652	2,071,604
-	-	-	-	948,588	-	-	-	-	1,921,815	2,903,714
10,605,320	3,140,278	-	-	13,745,598	3,140,278	-	-	4,433,311	-	21,319,187
-	-	-	-	-	-	-	7,355,525	-	619,512	7,975,037
-	-	-	-	-	500,000	5,450,769	-	-	1,634,853	7,585,622
-	-	-	-	-	3,552,457	1,721,216	-	-	563,279	5,836,952
-	-	-	-	-	-	2,425,000	-	-	1,619,910	4,044,910
-	-	800,660	-	800,660	1,432,774	-	-	-	2,072,101	4,305,535
-	-	-	-	-	1,777,000	1,777,000	-	-	21,138	3,575,138
-	-	-	-	-	2,500,000	170,000	7,455,000	-	1,442,428	11,567,428
-	-	-	-	3,526,279	3,290,306	-	-	-	100,000	6,916,585
-	-	-	-	-	1,742,154	876,750	-	-	221,380	2,840,284
-	-	-	-	1,633,000	4,547,577	-	4,629,557	-	100,000	10,910,134
-	-	-	-	-	8,983,374	10,737,000	5,410,000	-	34,461,768	59,592,142
-	-	-	-	4,961,481	-	-	-	169,797	1,828,916	6,960,194
-	-	-	-	17,534,184	18,912,570	-	11,348,150	-	1,685,848	49,480,752
-	-	-	-	6,605,000	-	23,323,509	626,503	-	14,109,405	44,664,417
-	-	-	-	2,067,208	-	-	-	13,583,079	973,381	16,623,668
-	-	-	1,980,611	1,980,611	-	-	-	-	-	1,980,611
-	436,768	-	-	41,717,649	9,778,799	1,672,000	-	207,777	59,209,446	112,585,671
-	-	-	-	-	-	-	-	-	659,162	659,162
-	-	-	-	7,212,448	4,000,000	4,067,070	600,000	175,848	3,431,908	19,487,274
-	-	2,150	76,928	79,078	-	-	-	-	19,954	99,032
-	-	-	5,000	5,000	-	-	-	-	72,046	77,046
8,253,912	70,000	374,934	-	9,495,070	4,750,769	-	2,000,000	71,901	4,952,792	21,270,532
-	-	-	-	10,902,862	-	-	-	-	2,185,606	13,088,468
-	-	292,135	4,393,980	25,247,498	19,867,460	-	-	1,220,641	18,495,993	64,831,592
-	-	-	-	-	-	-	-	-	165,337	165,337
-	-	538,328	675,915	13,068,704	9,770,077	-	-	1,268,320	6,755,340	30,862,441
405,489	-	1,860	-	88,694,768	47,518,408	-	-	1,649,478	79,599,580	217,462,234
\$ 93,928,038	\$ 46,626,165	\$ 171,491,127	\$ 48,373,204	\$ 712,451,645	\$ 175,088,431	\$ 55,521,786	\$ 40,674,735	\$ 38,701,575	\$ 517,767,241	\$ 1,540,205,413

Budget By Fund



## Comparison of Budgeted Expenditures By Fund

	FY19 Adopted Gross Budget	FY20 Adopted Gross Budget	Difference	% Change
General Fund (Including 14th Street and South County CRA Funds)	\$ 365,121,423	\$ 389,432,798	\$ 24,311,375	6.66%
911 Enhancement Fee Fund	2,456,230	2,783,163	326,933	13.31%
Affordable Housing Subsidy Fund	3,467,106	2,722,775	(744,331)	-21.47%
Assessment Project Funds	2,863,044	2,920,412	57,368	2.00%
Automated Systems Maintenance Fund	2,635,177	2,992,051	356,874	13.54%
Beach Erosion Control Tourist Tax & Capital Projects Fund	9,889,708	20,877,563	10,987,855	111.10%
Building Capital Projects Funds	1,202,894	3,612,405	2,409,511	200.31%
Building Department Fund	20,987,622	17,692,966	(3,294,656)	-15.70%
Children's Services Tax Fund	13,228,181	13,842,495	614,314	4.64%
Communications Fund	940,976	939,852	(1,124)	-0.12%
Convention Center Fund	4,079,531	4,352,135	272,604	6.68%
Court Technology Fee Fund	1,320,745	1,499,404	178,659	13.53%
Debt Service Funds	18,897,974	18,980,558	82,584	0.44%
Fleet & Fuel Services Funds	26,680,597	29,134,981	2,454,384	9.20%
Florida Boating Improvement Program Fund	1,004,185	1,386,009	381,824	38.02%
Gas Tax Capital Projects Funds	8,139,028	7,354,959	(784,069)	-9.63%
Gas Tax Road Maintenance Funds	14,652,862	11,736,787	(2,916,075)	-19.90%
Green Bridge Demolition Fund	340,095	351,215	11,120	3.27%
Health Self Insurance Fund	81,581,135	87,778,433	6,197,298	7.60%
Highway Capital Projects Funds	2,456,384	4,075,429	1,619,045	65.91%
Impact Fee Administration Fund	875,773	1,206,693	330,920	37.79%
Infrastructure Sales Tax Operating & Capital Projects Funds	69,085,479	67,307,471	(1,778,008)	-2.57%
Law Enforcement Impact Fee Funds	5,128,272	4,305,535	(822,737)	-16.04%
Library Funds	11,659,115	13,582,696	1,923,581	16.50%
Library Impact Fee Fund	1,959,305	3,575,138	1,615,833	82.47%
Metropolitan Planning Organization (MPO) Fund	1,824,318	1,980,611	156,293	8.57%
Miscellaneous Funds (Less Than \$100,000)	163,766	149,662	(14,104)	-8.61%
Miscellaneous Grants Fund	419,383	-	(419,383)	-100.00%
Palm Aire Landscape MSTU Fund	413,332	462,163	48,831	11.81%
Parks & Recreation Capital Projects Fund	256,095	3,939,436	3,683,341	1438.27%
Parks & Recreation Fund	17,381,620	18,232,514	850,894	4.90%
Parks Impact Fee Funds and Capital Projects Funds	21,143,891	11,567,428	(9,576,463)	-45.29%
Phosphate Severance Tax Fund	2,719,415	2,903,714	184,299	6.78%
Port Authority & Debt Service	18,662,736	21,319,187	2,656,451	14.23%
Port TIF Fund	432,716	439,021	6,305	1.46%
Public Safety Impact Fee & Capital Projects Funds	2,804,815	2,840,284	35,469	1.26%
Radio Fund	3,909,613	1,918,004	(1,991,609)	-50.94%
Roads Impact Fee Project Funds	71,948,932	59,592,142	(12,356,790)	-17.17%
Self Insurance Fund	20,546,340	21,806,357	1,260,017	6.13%
Solid Waste Capital Projects Fund	3,156,741	4,079,186	922,445	29.22%
Solid Waste Operating & Debt Service Funds	99,572,396	108,506,485	8,934,089	8.97%
Special Law Enforcement Trust Funds	659,162	659,162	-	0.00%
Stormwater Operating & Capital Improvement Funds	17,356,005	19,487,274	2,131,269	12.28%
Street Lighting Districts Funds	101,327	99,032	(2,295)	-2.26%
SW TIF Operating and Capital Projects Funds	10,253,902	16,160,452	5,906,550	57.60%
Tourist Development Tax Fund	19,599,402	21,270,532	1,671,130	8.53%
Transit Operating & Capital Funds	12,228,709	13,088,468	859,759	7.03%
Transportation Trust Fund	63,555,449	64,831,592	1,276,143	2.01%
Tree Trust Fund	393,989	165,337	(228,652)	-58.04%
Unincorporated Municipal Services Taxing Unit Fund (UMSTU)	31,962,124	30,862,441	(1,099,683)	-3.44%
Utilities Capital Projects Funds	98,519,319	91,417,814	(7,101,505)	-7.21%
Utilities Maintenance Projects Fund	13,991,539	11,904,376	(2,087,163)	-14.92%
Water & Sewer Operating & Debt Service Funds	212,392,587	296,078,816	83,686,229	39.40%
<b>Totals</b>	<b>\$ 1,417,022,464</b>	<b>\$1,540,205,413</b>	<b>\$123,182,949</b>	<b>8.69%</b>

## General Fund (Including 14th Street and South County CRA Funds)

The General Fund is used to account for all financial resources of the county except those required to be accounted for in another fund. Other funds are established based on legal requirements and generally accepted accounting principles for government entities as set forth by the Governmental Accounting Standards Board (GASB).

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	101,999,589	87,367,321	98,581,575	77,564,575
<b>Subtotal</b>	<b>101,999,589</b>	<b>87,367,321</b>	<b>98,581,575</b>	<b>77,564,575</b>
<b>Revenues to be received during Fiscal Year:</b>				
Property Taxes	180,221,022	190,904,684	205,357,091	217,678,517
Other Taxes	3,027,204	3,097,895	3,097,895	3,159,853
Licenses and permits	826,749	778,669	771,250	771,250
Intergovernmental	49,249,159	50,829,267	51,302,124	52,168,287
Charges for services	32,470,220	33,944,303	31,491,919	31,491,919
Fines and forfeitures	574,742	621,000	593,500	593,500
Interest income	1,927,432	1,480,000	2,400,000	2,400,000
Contributions	1,020,183	1,122,643	1,398,805	1,398,805
Miscellaneous	5,692,284	4,130,542	4,465,600	4,465,600
Operating grants	1,093,618	0	0	0
Transfers from other funds	5,267,417	5,190,549	5,016,948	4,798,948
Less Statutory 5%	0	-14,345,450	-15,043,909	-15,706,387
<b>Subtotal</b>	<b>281,370,032</b>	<b>277,754,102</b>	<b>290,851,223</b>	<b>303,220,292</b>
<b>Total Sources</b>	<b><u>383,369,621</u></b>	<b><u>365,121,423</u></b>	<b><u>389,432,798</u></b>	<b><u>380,784,867</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
County Administration	3,099,496	3,205,779	3,313,848	2,987,356
Clerk of Circuit Court	7,702,769	7,731,737	8,091,369	8,091,369
Property Appraiser	4,806,643	4,843,813	5,203,814	5,203,814
Sheriff	131,961,171	131,337,749	142,843,756	142,843,756
Supervisor of Elections	2,408,456	2,484,422	2,494,518	2,494,518
Tax Collector	8,382,407	9,065,213	9,538,510	9,684,245
County Attorney	2,673,401	2,728,073	2,854,402	2,866,421
Convention and Visitors Bureau	109,940	0	0	0
Financial Management	2,010,669	2,147,896	2,600,343	2,657,958
Human Resources	1,490,931	1,747,109	1,749,249	1,749,249
Information Technology Dept	9,738,002	9,688,383	10,857,748	11,294,942
Public Defender	147,867	93,268	111,735	111,735
Public Safety	24,896,273	26,961,005	31,499,476	31,372,000
States Attorney	276,730	286,783	271,991	271,991
Public Works(Transp/Prj Mgt)	213	235,432	0	-342
Court Administrator	666,107	651,774	719,269	719,251
General Government	5,812,674	6,237,784	6,658,053	6,660,035
Court Costs	1,096,390	1,021,599	1,086,059	1,088,559
Parks&NaturalResourcesDept	3,431,310	1,477,366	1,553,362	1,618,954
Property Management Dept	18,162,846	13,481,210	14,955,329	14,910,716
Neighborhood Services Dept	20,193,617	15,840,753	23,252,983	23,038,733
Redevelop&EconomicOpportunity	745,723	1,147,782	1,404,980	1,253,071
Guardian Ad Litem	10,958	55,810	53,988	53,988
<b>Subtotal</b>	<b>249,824,591</b>	<b>242,470,740</b>	<b>271,114,782</b>	<b>270,972,319</b>

## General Fund (Including 14th Street and South County CRA Funds)

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
<b>Transfers Out to Other Funds/Agencies:</b>				
Tran to Child Svc Tax Fund	838,252	838,252	838,252	838,252
Trsf to EMS Trust	8,250	0	0	0
Tran to Parks & Rec User Fd Pr	2,961,574	2,884,500	0	0
Transfer to MPO	18,683	20,810	21,045	21,045
TranstoSylvanStLightDistrict	0	0	1,200	1,200
TranstoSunnyShoresMSBU	0	0	1,500	1,550
Tranfers to Grant >7/03	212,138	0	0	0
Tran To Impact Fee Admin 2007	0	500,000	0	0
Trans to Court Technology	200,000	0	375,000	350,000
TranstoSylvanOaksLightDistr	0	0	0	1,350
TranstoSunnyShoresMSBU	250	0	0	250
Transfer to GO Refund 2014	9,477	0	0	0
Tsf to RevRef/Imp Bds 2013	6,866,064	6,905,107	7,029,650	4,875,575
Tsf to Rev Imp Note 2013	379,272	392,706	403,087	416,185
Tsf to Rev Impr Bond-2014	444,703	503,480	518,858	395,399
Tsf to Rev Impr Bond-2016	2,238,672	2,247,016	2,244,970	1,102,044
Tr to P&R Capital Projects	24,242	0	0	0
Tr to Build Cap Projects	0	0	2,100,000	200,000
Transfer to SCty CRA Cap Prj	25,000	0	0	0
Tran to Port Operating	446,500	446,500	446,500	446,500
Tran to Motor Pool Fund	79,421	0	0	0
Tran to Radio-PubSfty	0	200,000	100,000	200,000
TranstoSunnyShoresMSBU	244	0	1,100	1,150
Transfer to Washington Grdn	500	0	0	0
Transfer to Port TIF	130,929	139,340	165,581	165,581
Transfer to Southwest TIF	3,066,191	4,135,476	5,654,528	5,654,528
<b>Subtotal</b>	<b>17,950,362</b>	<b>19,213,187</b>	<b>19,901,271</b>	<b>14,670,609</b>

## General Fund (Including 14th Street and South County CRA Funds)

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
<b>Reserves &amp; Set Aside Amounts:</b>				
Boards Reserve Contingency Reserves -	<u>267,774,954</u>	<u>365,121,423</u>	<u>389,432,798</u>	<u>380,784,867</u>
Econ Dev/Livable Manatee Reserves - Grant	<b>0</b>	<b>103,437,496</b>	<b>98,416,745</b>	<b>95,141,939</b>
Reserves - Special Counsel				
Reserves - Department Shortfall	0	5,356,650	0	0
Reserves - CRAs	0	0	6,500,000	6,500,000
Reserves - Health Care	0	6,750,000	0	0
Reserves - Sheriff	0	11,019,762	17,925,995	13,212,595
Reserves - IT Maintenance	0	55,445,835	59,638,580	59,267,267
Reserves - Sustainable Camera Model	0	179,494	163,466	0
Reserves-24 to 12 HR Staffing Reserves	0	1,292,676	1,365,018	2,730,036
- GIS/Technology Security Reserve- Jail Medical	0	6,034,323	67,829	2,162,372
Reserve - Six Lifeguard 6-month	0	2,086,435	2,197,262	4,394,524
Reserves - Radios	0	0	1,000,000	0
Reserves - Debt Service	0	0	175,000	175,000
Reserves - Grants Sunset	0	0	250,000	0
Reserves - Drug Court Grant Shortfall	0	0	75,000	75,000
Reserves - East County Library	0	0	150,000	150,000
Reserves - NonProfit Adults (3%)	0	0	35,000	35,000
Reserves - Onbase	0	0	1,706,650	0
Reserves - HR Software	0	0	193,751	193,751
Reserves - Budget Software	0	500,000	0	0
Reserves - Fiber Optic Expansion	0	1,000,000	1,500,000	1,500,000
Reserves - Renovations	0	600,000	0	0
Salary Adjustment - PFP	0	211,880	0	0
Salary Adjustment - Constitutionals	0	1,200,000	0	0
Reserves- Attrition	0	800,000	500,000	140,000
Reserves- Compression	0	212,400	0	0
Cash Balance - Operating	0	50,000	50,000	50,000
Budget Stabilization	0	81,680	0	0
Reserve- Prior Yr Encumbrances/Comm	0	1,500,000	1,500,000	1,500,000
Reserve- Disaster Recovery	0	5,221,972	0	0
Reserves - Additional Exemption	0	1,360,718	1,064,523	697,723
	0	170,000	170,000	170,000
	0	150,000	150,000	150,000
<b>Subtotal</b>	<b>0</b>	<b>663,671</b>	<b>488,671</b>	<b>488,671</b>
<b>Total Uses</b>	<b>0</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>

For Constitutional Officers, the amounts on this report include support costs paid by the County in addition to the Constitutional Officers budget.

\*Estimates of encumbrances, prior year rollovers, and returns of constitutional officers will be added to the budget later in the process, when more accurate projections can be made. These items are excluded from the net budget in order to avoid double counting of prior year items.



## 911 Enhancement Fee Fund

Fees charged to telephone and cell phone users to partially cover the cost of operating the 911 emergency communications division of Public Safety are accounted for in this fund. County Telecommunicators answer all 911 calls for Manatee County and several municipalities.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	1,393,712	1,044,864	1,138,837	1,056,072
<b>Subtotal</b>	<b>1,393,712</b>	<b>1,044,864</b>	<b>1,138,837</b>	<b>1,056,072</b>
<b>Revenues to be received during Fiscal Year:</b>				
Other Taxes	1,679,286	1,485,260	1,725,000	1,720,000
Interest income	15,038	388	5,870	5,113
Miscellaneous	2,003	0	0	0
Transfers from other funds	17,928	0	0	0
Less Statutory 5%	0	-74,282	-86,544	-86,256
<b>Subtotal</b>	<b>1,714,254</b>	<b>1,411,366</b>	<b>1,644,326</b>	<b>1,638,857</b>
<b>Total Sources</b>	<b><u>3,107,966</u></b>	<b><u>2,456,230</u></b>	<b><u>2,783,163</u></b>	<b><u>2,694,929</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Public Safety	1,801,571	1,660,606	1,676,523	1,832,150
<b>Subtotal</b>	<b>1,801,571</b>	<b>1,660,606</b>	<b>1,676,523</b>	<b>1,832,150</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Compression	0	3,498	3,537	0
Salary Adjustment PFP	0	51,005	47,031	94,062
Reserves- Budget Stabilization	0	409,000	720,767	402,287
Cash Balance - Operating	0	332,121	335,305	366,430
<b>Subtotal</b>	<b>0</b>	<b>795,624</b>	<b>1,106,640</b>	<b>862,779</b>
<b>Total Uses</b>	<b><u>1,801,571</u></b>	<b><u>2,456,230</u></b>	<b><u>2,783,163</u></b>	<b><u>2,694,929</u></b>

## Affordable Housing Subsidy Fund

This fund was created to provide funds that enable the County to subsidize owner occupied affordable housing by paying a portion of impact fees due on eligible properties. The money has been provided via a transfer from the General Fund; unspent balances may be transferred back to the General Fund if needed as a secondary source of budget stabilization money.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	3,025,232	2,943,356	2,697,152	1,520,620
<b>Subtotal</b>	<b>3,025,232</b>	<b>2,943,356</b>	<b>2,697,152</b>	<b>1,520,620</b>
<b>Revenues to be received during Fiscal Year:</b>				
Interest income	43,807	25,000	26,972	22,706
Miscellaneous	165,213	0	0	0
Transfers from other funds	0	500,000	0	0
Less Statutory 5%	0	-1,250	-1,349	-1,135
<b>Subtotal</b>	<b>209,021</b>	<b>523,750</b>	<b>25,623</b>	<b>21,571</b>
<b>Total Sources</b>	<b><u>3,234,253</u></b>	<b><u>3,467,106</u></b>	<b><u>2,722,775</u></b>	<b><u>1,542,191</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Redevelop&EconomicOpportunity	150,628	702,257	1,202,155	1,400,155
<b>Subtotal</b>	<b>150,628</b>	<b>702,257</b>	<b>1,202,155</b>	<b>1,400,155</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance	0	2,764,849	1,520,620	142,036
<b>Subtotal</b>	<b>0</b>	<b>2,764,849</b>	<b>1,520,620</b>	<b>142,036</b>
<b>Total Uses</b>	<b><u>150,628</u></b>	<b><u>3,467,106</u></b>	<b><u>2,722,775</u></b>	<b><u>1,542,191</u></b>

## Assessment Project Funds

These funds account for the assessment revenue received from road paving and dredging assessment projects.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	2,717,206	2,744,294	2,801,662	2,880,461
<b>Subtotal</b>	<b>2,717,206</b>	<b>2,744,294</b>	<b>2,801,662</b>	<b>2,880,461</b>
<b>Revenues to be received during Fiscal Year:</b>				
Interest income	36,920	10,000	10,000	10,000
Assessments	23,314	115,000	115,000	115,000
Less Statutory 5%	0	-6,250	-6,250	-6,250
<b>Subtotal</b>	<b>60,234</b>	<b>118,750</b>	<b>118,750</b>	<b>118,750</b>
<b>Total Sources</b>	<b><u>2,777,440</u></b>	<b><u>2,863,044</u></b>	<b><u>2,920,412</u></b>	<b><u>2,999,211</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Public Works(Transp/Prj Mgt)	905	13,750	13,010	13,760
<b>Subtotal</b>	<b>905</b>	<b>13,750</b>	<b>13,010</b>	<b>13,760</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Tsf to RevRef/Imp Bds 2013	26,832	26,928	26,942	18,688
<b>Subtotal</b>	<b>26,832</b>	<b>26,928</b>	<b>26,942</b>	<b>18,688</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - Assessment Projects Cash	0	1,971,472	7,390	5,740
Balance- Dredging Assessments Budget	0	850,894	845,808	880,058
Stabilization	0	0	2,027,262	2,080,965
<b>Subtotal</b>	<b>0</b>	<b>2,822,366</b>	<b>2,880,460</b>	<b>2,966,763</b>
<b>Total Uses</b>	<b><u>27,737</u></b>	<b><u>2,863,044</u></b>	<b><u>2,920,412</u></b>	<b><u>2,999,211</u></b>

Capital project funds include multi-year project budgets carried over from previous years and are not reflected above.

## Automated Systems Maintenance Fund

This fund accounts for the user charges and costs of recovery and maintenance for County PC network system operations.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	795,100	848,703	1,097,439	595,182
<b>Subtotal</b>	<b>795,100</b>	<b>848,703</b>	<b>1,097,439</b>	<b>595,182</b>
<b>Revenues to be received during Fiscal Year:</b>				
Charges for services	1,825,122	1,870,499	1,984,328	2,016,703
Interest income	11,637	10,000	10,000	10,000
Less Statutory 5%	0	-94,025	-99,716	-101,335
<b>Subtotal</b>	<b>1,836,759</b>	<b>1,786,474</b>	<b>1,894,612</b>	<b>1,925,368</b>
<b>Total Sources</b>	<u><b>2,631,859</b></u>	<u><b>2,635,177</b></u>	<u><b>2,992,051</b></u>	<u><b>2,520,550</b></u>
<b>Budgeted Expenditures by Department in this fund:</b>				
Information Technology Dept	1,502,817	1,529,877	2,387,451	2,355,259
<b>Subtotal</b>	<b>1,502,817</b>	<b>1,529,877</b>	<b>2,387,451</b>	<b>2,355,259</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves-Compression	0	538	505	0
Salary Adjustment-PFP	0	10,528	8,913	17,826
ASM-Operating	0	305,975	477,490	147,465
Budget Stabilization	0	788,259	117,692	0
<b>Subtotal</b>	<b>0</b>	<b>1,105,300</b>	<b>604,600</b>	<b>165,291</b>
<b>Total Uses</b>	<u><b>1,502,817</b></u>	<u><b>2,635,177</b></u>	<u><b>2,992,051</b></u>	<u><b>2,520,550</b></u>

Actual prior year's fund summary results do not include depreciation (a non-cash expense) or capitalized computer replacement equipment which are reflected in the annual financial statements per financial guidelines.



## Beach Erosion Control Tourist Tax & Capital Projects Fund

One cent of the Tourist Development Tax is used for beach renourishment and maintenance. Monies are transferred from the special revenue fund to the Beach Erosion Control Capital Projects fund to account for beach renourishment projects which are also included on this report. Capital Project Funds include multi-year project budgets carried over from previous years and are not reflected below.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	9,486,886	7,156,648	11,766,839	6,363,135
<b>Subtotal</b>	<b>9,486,886</b>	<b>7,156,648</b>	<b>11,766,839</b>	<b>6,363,135</b>
<b>Revenues to be received during Fiscal Year:</b>				
Other Taxes	2,945,090	2,834,036	3,124,446	3,218,180
Intergovernmental Interest	809,266	0	0	0
income Transfers from other	150,971	42,869	150,000	100,000
funds Less Statutory 5%	0	0	6,000,000	4,000,000
	0	-143,845	-163,722	-165,909
<b>Subtotal</b>	<b>3,905,327</b>	<b>2,733,060</b>	<b>9,110,724</b>	<b>7,152,271</b>
<b>Total Sources</b>	<b><u>13,392,213</u></b>	<b><u>9,889,708</u></b>	<b><u>20,877,563</u></b>	<b><u>13,515,406</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Financial Management	341,557	385,021	393,733	396,545
Parks&NaturalResourcesDept	426,854	0	75,000	75,000
<b>Subtotal</b>	<b>768,411</b>	<b>385,021</b>	<b>468,733</b>	<b>471,545</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Tsf to Rev Impr Bond-2016	687,900	690,418	690,170	869,939
Tr to Beach Erosion Control	0	0	6,000,000	4,000,000
<b>Subtotal</b>	<b>687,900</b>	<b>690,418</b>	<b>6,690,170</b>	<b>4,869,939</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - Beach Erosion	0	215,088	5,743,623	3,554,410
Cash Balance - Beach Erosion Capital	0	407,489	619,512	1,896,712
Beach Erosion	0	8,191,692	0	0
Reserves - Capital Projects - Beach	0	0	7,355,525	2,722,800
<b>Subtotal</b>	<b>0</b>	<b>8,814,269</b>	<b>13,718,660</b>	<b>8,173,922</b>
<b>Total Uses</b>	<b><u>1,456,311</u></b>	<b><u>9,889,708</u></b>	<b><u>20,877,563</u></b>	<b><u>13,515,406</u></b>

## Building Capital Projects Funds

These funds accounts for general government capital improvements. Capital project funds include multi-year project budgets carried over from previous years and are not reflected below.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	1,450,727	1,197,207	1,512,405	1,212,405
<b>Subtotal</b>	<b>1,450,727</b>	<b>1,197,207</b>	<b>1,512,405</b>	<b>1,212,405</b>
<b>Revenues to be received during Fiscal Year:</b>				
Interest income	303,380	5,987	0	0
Miscellaneous	192	0	0	0
Transfers from other funds	4,000,000	0	2,100,000	200,000
Less Statutory 5%	0	-300	0	0
<b>Subtotal</b>	<b>4,303,572</b>	<b>5,687</b>	<b>2,100,000</b>	<b>200,000</b>
<b>Total Sources</b>	<b><u>5,754,299</u></b>	<b><u>1,202,894</u></b>	<b><u>3,612,405</u></b>	<b><u>1,412,405</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Convention and Visitors Bureau	3,305,210	0	0	0
Information Technology Dept	3,183,936	0	0	0
Public Safety	3,344	0	0	0
General Government	446,496	0	0	0
Property Management Dept	5,383,476	0	1,900,000	0
Building & Development Service	1,315,071	0	0	0
<b>Subtotal</b>	<b>13,637,534</b>	<b>0</b>	<b>1,900,000</b>	<b>0</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Transfer to General Fund	35,830	0	0	0
Trans to 911 Enhancement Fund	17,928	0	0	0
Tran to Building Dept Fund	1,004	0	0	0
Trans to Health Self Ins	0	270,000	500,000	500,000
<b>Subtotal</b>	<b>54,762</b>	<b>270,000</b>	<b>500,000</b>	<b>500,000</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - 2016Rev ImpBds	0	275,700	571,519	571,519
Cash Balance - ESCO Cap Project	0	32,473	780	780
Cash Balance - ESCO PH2 CapProj Cash	0	50,604	838	838
Balance- 2013RevRef&ImpBds Cash	0	38,688	40,563	40,563
Balance - Bldg Cap Proj	0	535,429	598,705	298,705
<b>Subtotal</b>	<b>0</b>	<b>932,894</b>	<b>1,212,405</b>	<b>912,405</b>
<b>Total Uses</b>	<b><u>13,692,296</u></b>	<b><u>1,202,894</u></b>	<b><u>3,612,405</u></b>	<b><u>1,412,405</u></b>

## Building Department Fund

The Manatee County Building and Development Services department is responsible for the safety and welfare of the general public by ensuring that review and inspection of permitted activity is in compliance with the Florida Building Code.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	15,499,127	15,393,911	11,933,100	6,819,892
<b>Subtotal</b>	<b>15,499,127</b>	<b>15,393,911</b>	<b>11,933,100</b>	<b>6,819,892</b>
<b>Revenues to be received during Fiscal Year:</b>				
Licenses and permits	7,206,836	5,142,190	5,425,065	5,425,066
Charges for services	37,450	19,705	0	0
Fines and forfeitures	46,008	32,556	26,273	26,273
Interest income	245,329	120,467	200,000	200,000
Miscellaneous	534,412	435,351	273,831	273,831
Transfers from other funds	131,959	130,955	130,955	130,955
Less Statutory 5%	0	-287,513	-296,258	-296,259
<b>Subtotal</b>	<b>8,201,994</b>	<b>5,593,711</b>	<b>5,759,866</b>	<b>5,759,866</b>
<b>Total Sources</b>	<u><b>23,701,121</b></u>	<u><b>20,987,622</b></u>	<u><b>17,692,966</b></u>	<u><b>12,579,758</b></u>
<b>Budgeted Expenditures by Department in this fund:</b>				
Building & Development Service	8,592,341	9,235,812	10,501,304	10,401,496
<b>Subtotal</b>	<b>8,592,341</b>	<b>9,235,812</b>	<b>10,501,304</b>	<b>10,401,496</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Transfer to General Fund	260,800	0	0	0
Tran to Motor Pool Fund	90,000	0	0	0
<b>Subtotal</b>	<b>350,800</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves- Compression	0	18,030	18,191	0
Reserves- Salary	0	359,606	353,578	707,156
Cash Balance - Operating	0	0	2,100,262	1,471,106
Reserves - Office Space Needs Reserves -	0	1,922,690	0	0
Budget Stabilization	0	1,500,000	4,719,631	0
Office Space Needs	0	4,000,000	0	0
Technology/Equipment	0	3,550,000	0	0
Stabilization	0	401,484	0	0
<b>Subtotal</b>	<b>0</b>	<b>11,751,810</b>	<b>7,191,662</b>	<b>2,178,262</b>
<b>Total Uses</b>	<u><b>8,943,141</b></u>	<u><b>20,987,622</b></u>	<u><b>17,692,966</b></u>	<u><b>12,579,758</b></u>

## Children's Services Tax Fund

This fund is a special revenue fund used to account for the Children's Services tax levy and corresponding operating and contract service costs of children's programs. Revenues are generated by .3333 millage assessment on property tax values. When the tax was enacted, the ordinance states that the revenues generated are not to supplant items that were currently funded. \$838,252 for substance abuse prevention was funded from the General Fund before the tax was enacted; this amount is now transferred to the Children's Services Tax Fund each year.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	743,431	955,232	679,516	997,526
<b>Subtotal</b>	<b>743,431</b>	<b>955,232</b>	<b>679,516</b>	<b>997,526</b>
<b>Revenues to be received during Fiscal Year:</b>				
Property Taxes	10,729,865	12,018,536	12,928,397	13,704,101
Interest income	85,540	17,987	45,000	45,676
Miscellaneous	9,577	0	0	0
Transfers from other funds	838,252	838,252	838,252	838,252
Less Statutory 5%	0	-601,826	-648,670	-687,489
<b>Subtotal</b>	<b>11,663,234</b>	<b>12,272,949</b>	<b>13,162,979</b>	<b>13,900,540</b>
<b>Total Sources</b>	<b><u>12,406,665</u></b>	<b><u>13,228,181</u></b>	<b><u>13,842,495</u></b>	<b><u>14,898,066</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Neighborhood Services Dept	12,822,459	12,502,419	12,816,448	12,828,948
<b>Subtotal</b>	<b>12,822,459</b>	<b>12,502,419</b>	<b>12,816,448</b>	<b>12,828,948</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves - Additional Exemption	0	335,500	0	0
Reserves- Compression	0	2,153	2,021	0
Salary Adjustments - PFP	0	29,679	26,500	53,000
Cash Balance - Children's Services	0	358,430	997,526	2,016,118
<b>Subtotal</b>	<b>0</b>	<b>725,762</b>	<b>1,026,047</b>	<b>2,069,118</b>
<b>Total Uses</b>	<b><u>12,822,459</u></b>	<b><u>13,228,181</u></b>	<b><u>13,842,495</u></b>	<b><u>14,898,066</u></b>

## Communications Fund

This fund accounts for the user charges and costs of the centralized telephone system.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	167,580	97,134	119,697	58,246
<b>Subtotal</b>	<b>167,580</b>	<b>97,134</b>	<b>119,697</b>	<b>58,246</b>
<b>Revenues to be received during Fiscal Year:</b>				
Charges for services	913,867	886,255	861,321	902,387
Interest income	1,613	2,000	2,000	2,000
Less Statutory 5%	0	-44,413	-43,166	-45,219
<b>Subtotal</b>	<b>915,481</b>	<b>843,842</b>	<b>820,155</b>	<b>859,168</b>
<b>Total Sources</b>	<u><b>1,083,061</b></u>	<u><b>940,976</b></u>	<u><b>939,852</b></u>	<u><b>917,414</b></u>
<b>Budgeted Expenditures by Department in this fund:</b>				
Information Technology Dept	846,045	876,502	864,023	875,921
<b>Subtotal</b>	<b>846,045</b>	<b>876,502</b>	<b>864,023</b>	<b>875,921</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves-Compression	0	807	758	0
Salary Adjustment-PFP	0	19,033	16,825	33,650
Communications	0	44,634	58,246	7,843
<b>Subtotal</b>	<b>0</b>	<b>64,474</b>	<b>75,829</b>	<b>41,493</b>
<b>Total Uses</b>	<u><b>846,045</b></u>	<u><b>940,976</b></u>	<u><b>939,852</b></u>	<u><b>917,414</b></u>



## Convention Center Fund

The Convention Center and Crosley Estate are funded by self-generating revenues and transfers from the Tourist Development Tax Fund.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	2,697,684	1,875,846	2,184,916	1,381,228
<b>Subtotal</b>	<b>2,697,684</b>	<b>1,875,846</b>	<b>2,184,916</b>	<b>1,381,228</b>
<b>Revenues to be received during Fiscal Year:</b>				
Charges for services	1,822,432	1,636,900	1,597,579	1,597,579
Interest income	44,987	5,790	7,000	7,000
Contributions	0	100	50	50
Miscellaneous	37,187	45,300	45,075	45,075
Gain on disposition of assets	1,848	0	0	0
Transfers from other funds	744,582	600,000	600,000	600,000
Less Statutory 5%	0	-84,405	-82,485	-82,485
<b>Subtotal</b>	<b>2,651,035</b>	<b>2,203,685</b>	<b>2,167,219</b>	<b>2,167,219</b>
<b>Total Sources</b>	<u><b>5,348,719</b></u>	<u><b>4,079,531</b></u>	<u><b>4,352,135</b></u>	<u><b>3,548,447</b></u>
<b>Budgeted Expenditures by Department in this fund:</b>				
Convention and Visitors Bureau	2,506,274	2,564,294	2,770,704	2,666,037
<b>Subtotal</b>	<b>2,506,274</b>	<b>2,564,294</b>	<b>2,770,704</b>	<b>2,666,037</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves - Contingency - Civic Center	0	150,000	150,000	150,000
Reserves- Compression	0	2,691	3,790	0
Reserves- Salary	0	77,769	46,413	92,826
Reserves Cash Balance	0	512,859	1,381,228	639,584
Future Initiatives	0	771,918	0	0
<b>Subtotal</b>	<b>0</b>	<b>1,515,237</b>	<b>1,581,431</b>	<b>882,410</b>
<b>Total Uses</b>	<u><b>2,506,274</b></u>	<u><b>4,079,531</b></u>	<u><b>4,352,135</b></u>	<u><b>3,548,447</b></u>

## Court Technology Fee Fund

This fund accounts for the receipt and use of specific court technology fees designated for court technology enhancements.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	514,747	606,770	410,479	257,769
<b>Subtotal</b>	<b>514,747</b>	<b>606,770</b>	<b>410,479</b>	<b>257,769</b>
<b>Revenues to be received during Fiscal Year:</b>				
Charges for services	755,101	750,000	750,000	750,000
Interest income	11,002	1,553	1,500	1,500
Transfers from other funds	200,000	0	375,000	350,000
Less Statutory 5%	0	-37,578	-37,575	-37,575
<b>Subtotal</b>	<b>966,103</b>	<b>713,975</b>	<b>1,088,925</b>	<b>1,063,925</b>
<b>Total Sources</b>	<b><u>1,480,850</u></b>	<b><u>1,320,745</u></b>	<b><u>1,499,404</u></b>	<b><u>1,321,694</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Clerk of Circuit Court	138,170	138,170	179,374	179,374
Court Administrator	17,479	17,352	19,792	19,792
General Government	18,273	0	0	0
Court Costs	1,132,193	783,140	1,030,542	998,742
<b>Subtotal</b>	<b>1,306,115</b>	<b>938,662</b>	<b>1,229,708</b>	<b>1,197,908</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Transfer to General Fund	0	173,601	0	0
<b>Subtotal</b>	<b>0</b>	<b>173,601</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Salary Adjustment - PFP	0	13,637	11,926	23,852
Cash Balance -Court Technology	0	187,732	248,327	99,934
Reserves- Budget Stabilization	0	7,113	9,443	0
<b>Subtotal</b>	<b>0</b>	<b>208,482</b>	<b>269,696</b>	<b>123,786</b>
<b>Total Uses</b>	<b><u>1,306,115</u></b>	<b><u>1,320,745</u></b>	<b><u>1,499,404</u></b>	<b><u>1,321,694</u></b>

A transfer from the General Fund is budgeted as a loan to cover shortfalls in recording fees that fund this program. Only the amount needed by year-end will be transferred and the loan amounts may be repaid as technology fee revenues rebound.

## Debt Service Funds

These funds reflect principal and interest payments on bonded debt for governmental projects and General Obligation bonds. Debt service for Water & Sewer funds are not shown here but are reported separately with the Water and Sewer enterprise fund.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	674,844	131,604	183,442	218,692
<b>Subtotal</b>	<b>674,844</b>	<b>131,604</b>	<b>183,442</b>	<b>218,692</b>
<b>Revenues to be received during Fiscal Year:</b>				
Property Taxes	75,283	0	0	0
Interest income	123,102	4,700	39,500	29,200
Transfers from other funds	18,850,340	18,761,905	18,759,591	12,460,352
Loan proceeds	18,600,000	0	0	0
Less Statutory 5%	0	-235	-1,975	-1,460
<b>Subtotal</b>	<b>37,648,725</b>	<b>18,766,370</b>	<b>18,797,116</b>	<b>12,488,092</b>
<b>Total Sources</b>	<b><u>38,323,569</u></b>	<b><u>18,897,974</u></b>	<b><u>18,980,558</u></b>	<b><u>12,706,784</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Debt Service	38,150,265	18,763,895	18,761,866	12,462,342
<b>Subtotal</b>	<b>38,150,265</b>	<b>18,763,895</b>	<b>18,761,866</b>	<b>12,462,342</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Debt - 2013 Debt Svc	0	116,888	155,071	168,421
Debt - Ameresco Energy 2013	0	774	273	273
Debt-2016 Rev Improvmnt Bonds	0	16,417	63,348	75,748
<b>Subtotal</b>	<b>0</b>	<b>134,079</b>	<b>218,692</b>	<b>244,442</b>
<b>Total Uses</b>	<b><u>38,150,265</u></b>	<b><u>18,897,974</u></b>	<b><u>18,980,558</u></b>	<b><u>12,706,784</u></b>

## Fleet & Fuel Services Funds

These funds account for user charges and operating costs of equipping, maintaining and replacing the County vehicle fleet.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	8,808,390	8,400,576	10,990,779	8,037,928
<b>Subtotal</b>	<b>8,808,390</b>	<b>8,400,576</b>	<b>10,990,779</b>	<b>8,037,928</b>
<b>Revenues to be received during Fiscal Year:</b>				
Charges for services	17,778,246	19,152,784	18,920,206	18,452,784
Interest income	144,332	27,344	54,954	40,190
Miscellaneous	35,056	17,000	24,000	24,000
Gain on disposition of assets	444,465	45,000	100,000	100,000
Transfers from other funds	1,034,629	0	0	0
Less Statutory 5%	0	-962,107	-954,958	-930,848
<b>Subtotal</b>	<b>19,436,727</b>	<b>18,280,021</b>	<b>18,144,202</b>	<b>17,686,126</b>
<b>Total Sources</b>	<u><b>28,245,117</b></u>	<u><b>26,680,597</b></u>	<u><b>29,134,981</b></u>	<u><b>25,724,054</b></u>
<b>Budgeted Expenditures by Department in this fund:</b>				
Financial Management	99,061	0	0	0
Public Works(Transp/Prj Mgt)	18,463,816	19,096,829	20,584,296	19,744,992
<b>Subtotal</b>	<b>18,562,877</b>	<b>19,096,829</b>	<b>20,584,296</b>	<b>19,744,992</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves-Compression	0	11,302	10,611	0
Salary Adjustment PFP	0	190,467	170,274	340,548
Fuel Services Operating	0	2,910,153	1,037,987	874,583
Mobile Fuel Vehicle	0	0	331,872	31,872
Budget Stabilization	0	0	882,943	469,665
Fleet Maintenance	0	2,825,387	0	0
Fleet Operating	0	1,646,459	3,078,873	3,074,415
Budget Stabilization	0	0	3,038,125	1,187,979
<b>Subtotal</b>	<b>0</b>	<b>7,583,768</b>	<b>8,550,685</b>	<b>5,979,062</b>
<b>Total Uses</b>	<u><b>18,562,877</b></u>	<u><b>26,680,597</b></u>	<u><b>29,134,981</b></u>	<u><b>25,724,054</b></u>

## Florida Boating Improvement Program Fund

This fund accounts for fees collected through annual boaters' registrations. There are two fees imposed; one is a state imposed fee and the other is a County imposed registration fee. Monies are used for maintaining lakes, rivers, and waters, as well as building and repairing public boat ramps, removing derelict vessels and removing other hazardous floating structures.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	965,845	669,310	1,039,074	1,186,009
<b>Subtotal</b>	<b>965,845</b>	<b>669,310</b>	<b>1,039,074</b>	<b>1,186,009</b>
<b>Revenues to be received during Fiscal Year:</b>				
Intergovernmental	367,745	350,000	360,000	360,000
Interest income	11,620	2,500	5,195	5,930
Transfers from other funds	84,693	0	0	0
Less Statutory 5%	0	-17,625	-18,260	-18,297
<b>Subtotal</b>	<b>464,058</b>	<b>334,875</b>	<b>346,935</b>	<b>347,633</b>
<b>Total Sources</b>	<u>1,429,903</u>	<u>1,004,185</u>	<u>1,386,009</u>	<u>1,533,642</u>
<b>Budgeted Expenditures by Department in this fund:</b>				
Parks&NaturalResourcesDept	155,379	150,000	200,000	200,000
<b>Subtotal</b>	<b>155,379</b>	<b>150,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Tr to P&R Capital Projects	164,094	0	0	0
<b>Subtotal</b>	<b>164,094</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - Operating	0	854,185	1,186,009	1,333,642
<b>Subtotal</b>	<b>0</b>	<b>854,185</b>	<b>1,186,009</b>	<b>1,333,642</b>
<b>Total Uses</b>	<u>319,473</u>	<u>1,004,185</u>	<u>1,386,009</u>	<u>1,533,642</u>



## Gas Tax Capital Projects Funds

These funds account for certain transportation capital improvements funded by gas taxes. Capital project funds include multi-year project budgets carried over from previous years and are not reflected below.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	2,413,500	2,031,355	3,170,002	586,814
<b>Subtotal</b>	<b>2,413,500</b>	<b>2,031,355</b>	<b>3,170,002</b>	<b>586,814</b>
<b>Revenues to be received during Fiscal Year:</b>				
Interest income Transfers	304,941	155,000	350,000	290,000
from other funds Less	7,699,744	5,960,423	3,852,457	5,028,887
Statutory 5%	0	-7,750	-17,500	-14,500
<b>Subtotal</b>	<b>8,004,685</b>	<b>6,107,673</b>	<b>4,184,957</b>	<b>5,304,387</b>
<b>Total Sources</b>	<b><u>10,418,185</u></b>	<b><u>8,139,028</u></b>	<b><u>7,354,959</u></b>	<b><u>5,891,201</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Public Works(Transp/Prj Mgt)	3,930,929	201,000	3,215,688	2,725,000
<b>Subtotal</b>	<b>3,930,929</b>	<b>201,000</b>	<b>3,215,688</b>	<b>2,725,000</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Tsf to RevRef/Imp Bds 2013	3,537,948	3,550,423	3,552,457	2,463,887
<b>Subtotal</b>	<b>3,537,948</b>	<b>3,550,423</b>	<b>3,552,457</b>	<b>2,463,887</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - 5 Cent Capital	0	482,267	54,054	45,054
Cash Balance - Gas Tax Capital	0	82,275	237,644	285,144
Cash Balance - 5-6 Cent Gas Tax	0	44,486	14,809	15,809
Cash Balance - 4 Cent Gas tax Capital	0	108,012	280,307	56,307
Capital Projects - 1-4 Ct Gas Tax	0	1,301,565	0	300,000
Capital Projects - 5 Ct Gas Tax	0	700,000	0	0
Capital Projects - 5&6 Ct Cap	0	1,669,000	0	0
<b>Subtotal</b>	<b>0</b>	<b>4,387,605</b>	<b>586,814</b>	<b>702,314</b>
<b>Total Uses</b>	<b><u>7,468,877</u></b>	<b><u>8,139,028</u></b>	<b><u>7,354,959</u></b>	<b><u>5,891,201</u></b>

## Gas Tax Road Maintenance Funds

These funds track the use of Local Option Gas Taxes and maintain the funding and expenditures for small projects and maintenance of the transportation system, roads, sidewalks and signalization systems.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	10,180,489	5,010,530	1,317,217	2,130,126
<b>Subtotal</b>	<b>10,180,489</b>	<b>5,010,530</b>	<b>1,317,217</b>	<b>2,130,126</b>
<b>Revenues to be received during Fiscal Year:</b>				
Interest income	136,009	71,900	143,864	129,217
Transfers from other funds	9,069,920	9,574,027	10,282,899	9,972,779
Less Statutory 5%	0	-3,595	-7,193	-6,461
<b>Subtotal</b>	<b>9,205,929</b>	<b>9,642,332</b>	<b>10,419,570</b>	<b>10,095,535</b>
<b>Total Sources</b>	<b><u>19,386,418</u></b>	<b><u>14,652,862</u></b>	<b><u>11,736,787</u></b>	<b><u>12,225,661</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Public Works(Transp/Prj Mgt)	8,089,584	8,974,245	9,136,864	8,389,487
<b>Subtotal</b>	<b>8,089,584</b>	<b>8,974,245</b>	<b>9,136,864</b>	<b>8,389,487</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Tr to 2 Ct Loc Option Gs Tx	2,250,000	1,000,000	0	200,000
Tr to 4 Ct Gs Tx Cap Proj Fund	1,250,000	1,110,000	0	100,000
Transfer to: 5ctBdVoteCapProj	650,000	300,000	300,000	1,140,000
<b>Subtotal</b>	<b>4,150,000</b>	<b>2,410,000</b>	<b>300,000</b>	<b>1,440,000</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves - Compression	0	9,419	9,348	0
Salary Adjustment - PFP	0	177,756	160,449	320,898
1-4 Ct Gas Tax Operating	0	466,204	227,877	257,774
5 Ct Gas Tax - Operating	0	905,077	301,210	209,891
9th Ct Resurface - Operating	0	345,166	237,097	151,732
Cash Balance - Road Maint - Operating	0	582,719	121,737	124,628
Budget Stabilization	0	113,078	788,992	856,948
Budget Stabilization	0	539,033	0	0
Cash Balance -5-6 Cent Gas Tax	0	130,165	453,213	474,303
<b>Subtotal</b>	<b>0</b>	<b>3,268,617</b>	<b>2,299,923</b>	<b>2,396,174</b>
<b>Total Uses</b>	<b><u>12,239,584</u></b>	<b><u>14,652,862</u></b>	<b><u>11,736,787</u></b>	<b><u>12,225,661</u></b>

## Green Bridge Demolition Fund

Monies received from the state and interest earnings are required to be held in this fund for demolition of the "Old Green Bridge" should it no longer be useful as a fishing pier.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	344,176	338,488	349,559	351,215
<b>Subtotal</b>	<b>344,176</b>	<b>338,488</b>	<b>349,559</b>	<b>351,215</b>
<b>Revenues to be received during Fiscal Year:</b>				
Interest income	5,026	1,692	1,743	1,756
Less Statutory 5%	0	-85	-87	-88
<b>Subtotal</b>	<b>5,026</b>	<b>1,607</b>	<b>1,656</b>	<b>1,668</b>
<b>Total Sources</b>	<u><b>349,202</b></u>	<u><b>340,095</b></u>	<u><b>351,215</b></u>	<u><b>352,883</b></u>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - Green Bridge	0	340,095	351,215	352,883
<b>Subtotal</b>	<b>0</b>	<b>340,095</b>	<b>351,215</b>	<b>352,883</b>
<b>Total Uses</b>	<u><b>0</b></u>	<u><b>340,095</b></u>	<u><b>351,215</b></u>	<u><b>352,883</b></u>

## Health Self Insurance Fund

This internal service fund accounts for the operation of the County's employee health, dental and wellness programs.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	36,360,403	31,314,256	33,860,492	33,450,629
<b>Subtotal</b>	<b>36,360,403</b>	<b>31,314,256</b>	<b>33,860,492</b>	<b>33,450,629</b>
<b>Revenues to be received during Fiscal Year:</b>				
Charges for services	47,117,270	50,407,464	54,008,583	55,088,963
Interest income	578,954	204,000	204,000	210,120
Miscellaneous	3,703,774	2,016,830	2,016,829	2,017,334
Transfers from other funds	0	270,000	500,000	500,000
Less Statutory 5%	0	-2,631,415	-2,811,471	-2,865,821
<b>Subtotal</b>	<b>51,399,998</b>	<b>50,266,879</b>	<b>53,917,941</b>	<b>54,950,596</b>
<b>Total Sources</b>	<b><u>87,760,401</u></b>	<b><u>81,581,135</u></b>	<b><u>87,778,433</u></b>	<b><u>88,401,225</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
County Administration	24,655	0	0	0
Human Resources	48,736,790	52,774,365	54,298,248	55,462,612
<b>Subtotal</b>	<b>48,761,445</b>	<b>52,774,365</b>	<b>54,298,248</b>	<b>55,462,612</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Transfer to General Fund	1,800	0	0	0
<b>Subtotal</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves-Compression	0	1,346	1,769	0
Reserves- Salary	0	24,502	27,788	55,576
EHB Operating	0	6,033,065	6,665,742	5,760,662
Reserves- (Non Claims) 20%	0	0	1,843,816	1,881,448
Reserves- Prescription RX (20% Reserves-	0	0	1,657,728	1,700,034
Cash Balance- Dental Reserves-Cash	0	60,000	60,000	60,000
Balance-Medical Rerserves-Run off Claims	0	6,880,000	7,094,600	7,241,772
(15%) Reserves-Cash Balance- OPEB	0	5,160,000	5,320,950	5,431,329
	0	10,647,857	10,807,792	10,807,792
<b>Subtotal</b>	<b>0</b>	<b>28,806,770</b>	<b>33,480,185</b>	<b>32,938,613</b>
<b>Total Uses</b>	<b><u>48,763,245</u></b>	<b><u>81,581,135</u></b>	<b><u>87,778,433</u></b>	<b><u>88,401,225</u></b>

## Highway Capital Projects Funds

These funds account for highway capital improvements not funded by gas taxes. Included within this fund summary is the 2016 Revenue Improvement Note (credit line) for 44th Avenue capital projects. Associated debt service for the 44th Avenue credit line is located within the debt service fund and paid by appropriate impact fees. Capital project funds include multi-year project budgets carried over from previous years and are not reflected below.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	1,806,409	1,955,834	4,074,429	1,650,429
<b>Subtotal</b>	<b>1,806,409</b>	<b>1,955,834</b>	<b>4,074,429</b>	<b>1,650,429</b>
<b>Revenues to be received during Fiscal Year:</b>				
Interest income	186,595	21,000	1,053	1,053
Contributions	2,000,000	0	0	0
Capital grants	544,991	0	0	0
Transfers from other funds	2,000,000	480,600	0	0
Loan proceeds	19,400,000	0	0	0
Less Statutory 5%	0	-1,050	-53	-53
<b>Subtotal</b>	<b>24,131,586</b>	<b>500,550</b>	<b>1,000</b>	<b>1,000</b>
<b>Total Sources</b>	<b><u>25,937,995</u></b>	<b><u>2,456,384</u></b>	<b><u>4,075,429</u></b>	<b><u>1,651,429</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Public Works(Transp/Prj Mgt)	17,387,502	0	2,425,000	1,001,000
<b>Subtotal</b>	<b>17,387,502</b>	<b>0</b>	<b>2,425,000</b>	<b>1,001,000</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - 2013 Transp Bonds Cash	0	27,232	30,519	30,519
Balance - 2016 Transportation Cash	0	98,413	0	0
Balance- 2018TranspNote Cap Highway	0	0	167,589	167,589
Capital Proj Cash Balance Reserves -	0	116,704	1,452,321	452,321
Capital Projects - Highway	0	2,214,035	0	0
<b>Subtotal</b>	<b>0</b>	<b>2,456,384</b>	<b>1,650,429</b>	<b>650,429</b>
<b>Total Uses</b>	<b><u>17,387,502</u></b>	<b><u>2,456,384</u></b>	<b><u>4,075,429</u></b>	<b><u>1,651,429</u></b>



## Impact Fee Administration Fund

The Impact Fee Administration fund includes a special revenue fund used to account for the administrative costs associated with the collection and expenditure of impact fees.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	202,420	141,848	261,367	242,329
<b>Subtotal</b>	<b>202,420</b>	<b>141,848</b>	<b>261,367</b>	<b>242,329</b>
<b>Revenues to be received during Fiscal Year:</b>				
Charges for services	503,847	350,000	360,501	1,021,314
Interest income	3,005	1,500	3,000	3,090
Transfers from other funds	400,000	400,000	600,000	0
Less Statutory 5%	0	-17,575	-18,175	-51,220
<b>Subtotal</b>	<b>906,853</b>	<b>733,925</b>	<b>945,326</b>	<b>973,184</b>
<b>Total Sources</b>	<u>1,109,273</u>	<u>875,773</u>	<u>1,206,693</u>	<u>1,215,513</u>
<b>Budgeted Expenditures by Department in this fund:</b>				
County Administration	773,799	748,669	953,808	953,781
<b>Subtotal</b>	<b>773,799</b>	<b>748,669</b>	<b>953,808</b>	<b>953,781</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves- Compression	0	538	505	0
Salary Adjustments- PFP	0	12,303	10,051	20,102
Cash Balance -Impact Fee Admin	0	114,263	241,338	241,630
Budget Stabilization	0	0	991	0
<b>Subtotal</b>	<b>0</b>	<b>127,104</b>	<b>252,885</b>	<b>261,732</b>
<b>Total Uses</b>	<u>773,799</u>	<u>875,773</u>	<u>1,206,693</u>	<u>1,215,513</u>

## Infrastructure Sales Tax Operating & Capital Projects Funds

The Infrastructure Sales Surtax was approved by voters in November 2016 for an initial 15 year period.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	21,412,192	13,947,483	13,614,680	4,455,848
<b>Subtotal</b>	<b>21,412,192</b>	<b>13,947,483</b>	<b>13,614,680</b>	<b>4,455,848</b>
<b>Revenues to be received during Fiscal Year:</b>				
Other Taxes	25,225,136	27,253,801	28,158,372	29,292,133
Interest income	443,957	163,157	201,984	194,284
Transfers from other funds	24,941,963	29,091,886	26,750,453	27,827,526
Less Statutory 5%	0	-1,370,848	-1,418,018	-1,474,322
<b>Subtotal</b>	<b>50,611,056</b>	<b>55,137,996</b>	<b>53,692,791</b>	<b>55,839,621</b>
<b>Total Sources</b>	<b><u>72,023,248</u></b>	<b><u>69,085,479</u></b>	<b><u>67,307,471</u></b>	<b><u>60,295,469</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Sheriff	5,457,922	0	694,800	0
Financial Management	107,841	0	0	0
Public Safety	72,555	77,900	938,200	1,753,500
Public Works(Transp/Prj Mgt)	199,768	0	17,534,184	23,392,699
Parks&NaturalResourcesDept	751,591	0	3,026,279	364,501
Neighborhood Services Dept	0	0	500,000	3,077,753
<b>Subtotal</b>	<b>6,589,677</b>	<b>77,900</b>	<b>22,693,463</b>	<b>28,588,453</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
TsfToInfraStrTransportCapPrj	17,633,968	19,825,286	18,912,570	19,674,061
TsfToInfraPubSftyLawEnCapPrj	3,791,178	3,935,449	4,547,577	4,730,679
TsfToInfraPks/CommFacilCapPrj	3,516,817	5,331,151	3,290,306	3,422,786
<b>Subtotal</b>	<b>24,941,963</b>	<b>29,091,886</b>	<b>26,750,453</b>	<b>27,827,526</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - Public Safety IST	0	22,100	100,000	100,000
Cash Balance - Transp IST	0	21,019,194	1,685,848	100,000
Reserves - Cash Balance	0	0	100,000	100,000
Capital Projects - Parks IST	0	5,413,749	0	0
Capital Projects - Public Safety IST	0	2,407,200	4,629,557	2,993,671
Reserves - Capital Projects - Transport	0	11,053,450	11,348,150	585,819
<b>Subtotal</b>	<b>0</b>	<b>39,915,693</b>	<b>17,863,555</b>	<b>3,879,490</b>
<b>Total Uses</b>	<b><u>31,531,639</u></b>	<b><u>69,085,479</u></b>	<b><u>67,307,471</u></b>	<b><u>60,295,469</u></b>

## Law Enforcement Impact Fee Funds

These funds account for the revenues and expenditures relating to impact fees collected for law enforcement and judicial facilities.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	2,864,293	3,397,857	2,785,535	2,072,101
<b>Subtotal</b>	<b>2,864,293</b>	<b>3,397,857</b>	<b>2,785,535</b>	<b>2,072,101</b>
<b>Revenues to be received during Fiscal Year:</b>				
Licenses and permits	1,954,067	1,800,000	1,600,000	1,600,000
Interest income Less	62,690	21,490	0	0
Statutory 5%	0	-91,075	-80,000	-80,000
<b>Subtotal</b>	<b>2,016,757</b>	<b>1,730,415</b>	<b>1,520,000</b>	<b>1,520,000</b>
<b>Total Sources</b>	<b><u>4,881,050</u></b>	<b><u>5,128,272</u></b>	<b><u>4,305,535</u></b>	<b><u>3,592,101</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
General Government	397,842	0	800,660	0
<b>Subtotal</b>	<b>397,842</b>	<b>0</b>	<b>800,660</b>	<b>0</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Tsf to RevRef/Imp Bds 2013	1,370,928	1,381,779	1,432,774	993,733
<b>Subtotal</b>	<b>1,370,928</b>	<b>1,381,779</b>	<b>1,432,774</b>	<b>993,733</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Law Enf Imp Fee Capital - Countywide Law	0	982,769	229,660	229,660
Enf Imp Fees-Operating-Unincorp MCSO -	0	2,134,491	1,842,441	1,433,327
Jail - New Medical Wing	0	629,233	0	935,381
<b>Subtotal</b>	<b>0</b>	<b>3,746,493</b>	<b>2,072,101</b>	<b>2,598,368</b>
<b>Total Uses</b>	<b><u>1,768,770</u></b>	<b><u>5,128,272</u></b>	<b><u>4,305,535</u></b>	<b><u>3,592,101</u></b>

## Library Funds

These funds account for the Library millage levy and operating costs of the Central Library and County branch libraries, as well as the Eaton Trust Historical Library fund and the Library Gift fund.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	3,151,830	2,742,477	4,248,952	5,415,022
<b>Subtotal</b>	<b>3,151,830</b>	<b>2,742,477</b>	<b>4,248,952</b>	<b>5,415,022</b>
<b>Revenues to be received during Fiscal Year:</b>				
Property Taxes	7,967,761	8,924,655	9,600,295	10,176,312
Intergovernmental	200,962	190,000	0	0
Charges for services	24,808	20,000	20,000	20,000
Fines and forfeitures	58,064	75,000	50,000	50,000
Interest income	74,897	20,774	54,699	29,406
Contributions	170,046	155,506	100,000	100,000
Miscellaneous	37	0	0	0
Less Statutory 5%	0	-469,297	-491,250	-518,786
<b>Subtotal</b>	<b>8,496,574</b>	<b>8,916,638</b>	<b>9,333,744</b>	<b>9,856,932</b>
<b>Total Sources</b>	<b><u>11,648,404</u></b>	<b><u>11,659,115</u></b>	<b><u>13,582,696</u></b>	<b><u>15,271,954</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Neighborhood Services Dept	7,529,675	8,365,218	7,930,442	8,098,335
<b>Subtotal</b>	<b>7,529,675</b>	<b>8,365,218</b>	<b>7,930,442</b>	<b>8,098,335</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Transfer to General Fund	200	0	0	0
<b>Subtotal</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves - Additional Exemption	0	249,000	0	0
Salary Reserves	0	5,647	0	0
Reserves - Compression	0	17,223	17,938	0
Salary Adjustments	0	238,517	219,294	438,590
Cash Balance - Eaton Trust	0	202,357	2,000	2,000
Cash Balance - Library Gift	0	189,823	25,000	25,000
Cash Balance - Operating	0	1,612,707	1,559,089	1,592,667
Budget Stabilization	0	778,623	3,828,933	5,115,362
<b>Subtotal</b>	<b>0</b>	<b>3,293,897</b>	<b>5,652,254</b>	<b>7,173,619</b>
<b>Total Uses</b>	<b><u>7,529,875</u></b>	<b><u>11,659,115</u></b>	<b><u>13,582,696</u></b>	<b><u>15,271,954</u></b>

State Aid to Libraries (Intergovernmental Revenues) has continued to be reduced each year and future reductions are expected to occur. Additional fluctuations in total library operating costs may be noted due to changes in the indirect cost allocation plan and historical budget cuts.

## Library Impact Fee Fund

The Library Impact Fee Fund was created in 2016 to collect impact fees to accommodate new development and collect revenue for additional library space and collection materials.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	1,714,573	1,276,705	1,228,138	21,138
<b>Subtotal</b>	<b>1,714,573</b>	<b>1,276,705</b>	<b>1,228,138</b>	<b>21,138</b>
<b>Revenues to be received during Fiscal Year:</b>				
Licenses and permits	873,259	500,000	600,000	525,000
Interest income Transfers	18,526	8,000	0	0
from other funds Less	0	200,000	1,777,000	500,000
Statutory 5%	0	-25,400	-30,000	-26,250
<b>Subtotal</b>	<b>891,786</b>	<b>682,600</b>	<b>2,347,000</b>	<b>998,750</b>
<b>Total Sources</b>	<u><b>2,606,359</b></u>	<u><b>1,959,305</b></u>	<u><b>3,575,138</b></u>	<u><b>1,019,888</b></u>
<b>Budgeted Expenditures by Department in this fund:</b>				
Neighborhood Services Dept	0	0	1,777,000	500,000
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>1,777,000</b>	<b>500,000</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
TransferToLibraryImpFeeCapPrj	0	200,000	1,777,000	500,000
<b>Subtotal</b>	<b>0</b>	<b>200,000</b>	<b>1,777,000</b>	<b>500,000</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance- LibraryImpFee Capital	0	200,000	4,382	4,382
Cash Balance-Library ImpFeesUnincorp	0	1,559,305	16,756	15,506
<b>Subtotal</b>	<b>0</b>	<b>1,759,305</b>	<b>21,138</b>	<b>19,888</b>
<b>Total Uses</b>	<u><b>0</b></u>	<u><b>1,959,305</b></u>	<u><b>3,575,138</b></u>	<u><b>1,019,888</b></u>



## Metropolitan Planning Organization (MPO) Fund

The Metropolitan Planning Organization for Manatee and Sarasota Counties, in cooperation with state and local governments, identifies transportation needs and develops transportation improvement programs. Funding is from federal and state grants and local contributions from Manatee and Sarasota Counties.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues to be received during Fiscal Year:</b>				
Miscellaneous	65	97,421	105,635	105,635
Operating grants	1,289,309	1,801,008	1,957,066	1,957,066
Transfers from other funds	18,683	20,810	21,045	21,045
Less Statutory 5%	0	-94,921	-103,135	-103,135
<b>Subtotal</b>	<b>1,308,057</b>	<b>1,824,318</b>	<b>1,980,611</b>	<b>1,980,611</b>
<b>Total Sources</b>	<u>1,308,057</u>	<u>1,824,318</u>	<u>1,980,611</u>	<u>1,980,611</u>
<b>Budgeted Expenditures by Department in this fund:</b>				
MPO	1,310,193	1,824,318	1,980,611	1,980,611
<b>Subtotal</b>	<b>1,310,193</b>	<b>1,824,318</b>	<b>1,980,611</b>	<b>1,980,611</b>
<b>Total Uses</b>	<u>1,310,193</u>	<u>1,824,318</u>	<u>1,980,611</u>	<u>1,980,611</u>

Beginning Cash Carryover and ending balances are often zero or negative because MPO activities are grant funded and are reimbursed after expenditures are reported.

## Miscellaneous Funds (Less Than \$100,000)

The Library Capital Projects fund, EMS Impact Fees fund, Substance Abuse Treatment fund, Comprehensive Jail Facility fund, and the CRA Capital Projects fund make up the Miscellaneous fund balance. The fund balance for each is less than \$100,000.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	196,095	158,462	141,850	144,662
<b>Subtotal</b>	<b>196,095</b>	<b>158,462</b>	<b>141,850</b>	<b>144,662</b>
<b>Revenues to be received during Fiscal Year:</b>				
Intergovernmental	24,360	0	0	0
Fines and forfeitures	8,352	5,300	6,500	6,500
Interest income	13,458	283	1,723	1,779
Contributions	20,000	0	0	0
Transfers from other funds	33,250	0	0	0
Less Statutory 5%	0	-279	-411	-415
<b>Subtotal</b>	<b>99,420</b>	<b>5,304</b>	<b>7,812</b>	<b>7,864</b>
<b>Total Sources</b>	<u>295,515</u>	<u>163,766</u>	<u>149,662</u>	<u>152,526</u>
<b>Budgeted Expenditures by Department in this fund:</b>				
County Administration	12,739	0	0	0
Public Safety	32,480	0	0	0
Property Management Dept	37,207	0	0	0
Neighborhood Services Dept	0	5,000	5,000	5,000
Redevelop&EconomicOpportunity	678,248	0	0	0
<b>Subtotal</b>	<b>760,673</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - So Cty CRA Capital Cash	0	21,852	24,195	24,195
Balance - Jail Facility Capital	0	37,085	0	0
Cash Balance - Library Capital Projects	0	23,361	33,781	34,102
Cash Balance - Substance Abuse	0	51,794	1,000	1,000
Reserves - Cash Balance - Cable Fee	0	0	14,640	14,821
Reserves - Substance Abuse	0	0	71,046	73,408
Cash Balance - EMS Impact Fees	0	24,674	0	0
<b>Subtotal</b>	<b>0</b>	<b>158,766</b>	<b>144,662</b>	<b>147,526</b>
<b>Total Uses</b>	<u>760,673</u>	<u>163,766</u>	<u>149,662</u>	<u>152,526</u>

## Miscellaneous Grants Fund

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	511,389	418,433	0	0
<b>Subtotal</b>	<b>511,389</b>	<b>418,433</b>	<b>0</b>	<b>0</b>
<b>Revenues to be received during Fiscal Year:</b>				
Intergovernmental	309,105	0	0	0
Interest income	6,841	1,000	0	0
Less Statutory 5%	0	-50	0	0
<b>Subtotal</b>	<b>315,946</b>	<b>950</b>	<b>0</b>	<b>0</b>
<b>Total Sources</b>	<b><u>827,335</u></b>	<b><u>419,383</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Parks&NaturalResourcesDept	309,105	0	0	0
<b>Subtotal</b>	<b>309,105</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - Grants	0	419,383	0	0
<b>Subtotal</b>	<b>0</b>	<b>419,383</b>	<b>0</b>	<b>0</b>
<b>Total Uses</b>	<b><u>309,105</u></b>	<b><u>419,383</u></b>	<b><u>0</u></b>	<b><u>0</u></b>

## Palm Aire Landscape MSTU Fund

The Palm Aire Landscape Municipal Service Taxing Unit (MSTU) fund is a special revenue fund used to account for additional ad-valorem millage revenues assessed to this geographic area to provide enhanced landscape maintenance within the Palm Aire subdivision.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	374,940	302,187	346,629	305,149
<b>Subtotal</b>	<b>374,940</b>	<b>302,187</b>	<b>346,629</b>	<b>305,149</b>
<b>Revenues to be received during Fiscal Year:</b>				
Property Taxes	103,499	115,495	120,115	127,322
Interest income	5,939	1,500	1,500	1,500
Less Statutory 5%	0	-5,850	-6,081	-6,441
<b>Subtotal</b>	<b>109,438</b>	<b>111,145</b>	<b>115,534</b>	<b>122,381</b>
<b>Total Sources</b>	<b><u>484,378</u></b>	<b><u>413,332</u></b>	<b><u>462,163</u></b>	<b><u>427,530</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Public Works(Transp/Prj Mgt)	69,290	145,306	159,346	166,981
<b>Subtotal</b>	<b>69,290</b>	<b>145,306</b>	<b>159,346</b>	<b>166,981</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - Palm Aire MSTU	0	238,965	302,817	260,549
Reserve- Budget Stabilization	0	29,061	0	0
<b>Subtotal</b>	<b>0</b>	<b>268,026</b>	<b>302,817</b>	<b>260,549</b>
<b>Total Uses</b>	<b><u>69,290</u></b>	<b><u>413,332</u></b>	<b><u>462,163</u></b>	<b><u>427,530</u></b>

## Parks & Recreation Capital Projects Fund

This fund accounts for Parks capital improvements funded by general revenue and grants for parks, natural resources and recreation facilities. Capital project funds include multi-year project budgets carried over from previous years and are not reflected below.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	218,584	254,885	388,667	388,667
<b>Subtotal</b>	<b>218,584</b>	<b>254,885</b>	<b>388,667</b>	<b>388,667</b>
<b>Revenues to be received during Fiscal Year:</b>				
Intergovernmental	66,267	0	0	0
Interest income	14,264	1,274	0	0
Contributions	1,064,828	0	0	0
Operating grants	64,318	0	0	0
Capital grants	492,159	0	0	0
Transfers from other funds	180,882	0	3,550,769	0
Less Statutory 5%	0	-64	0	0
<b>Subtotal</b>	<b>1,882,718</b>	<b>1,210</b>	<b>3,550,769</b>	<b>0</b>
<b>Total Sources</b>	<b><u>2,101,302</u></b>	<b><u>256,095</u></b>	<b><u>3,939,436</u></b>	<b><u>388,667</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Parks and Recreation	24,607	0	0	0
Parks&NaturalResourcesDept	5,246,877	0	3,550,769	0
Property Management Dept	5,515	0	0	0
<b>Subtotal</b>	<b>5,276,999</b>	<b>0</b>	<b>3,550,769</b>	<b>0</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Tran to FBIP Fund	84,693	0	0	0
<b>Subtotal</b>	<b>84,693</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - Parks Capital Projects	0	256,095	388,667	388,667
<b>Subtotal</b>	<b>0</b>	<b>256,095</b>	<b>388,667</b>	<b>388,667</b>
<b>Total Uses</b>	<b><u>5,361,692</u></b>	<b><u>256,095</u></b>	<b><u>3,939,436</u></b>	<b><u>388,667</u></b>



## Parks & Recreation Fund

This fund includes Parks & Recreation activities which are funded in part by user fees. In FY2019, Parks & Recreation was provided its own Ad-Valorem Tax to support operational functions and not rely on General fund as it did in previous years. These programs serve as liaison to youth and adult agencies and the general public who use County facilities (including County owned preserves) and include the following activities: athletics, fitness, racquet sports, youth camps, aquatics, special events, contracted recreation classes and pavilion reservations.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	1,174,573	850,603	3,805,860	4,693,381
<b>Subtotal</b>	<b>1,174,573</b>	<b>850,603</b>	<b>3,805,860</b>	<b>4,693,381</b>
<b>Revenues to be received during Fiscal Year:</b>				
Property Taxes	0	10,962,001	11,791,877	12,499,390
Charges for services	1,550,339	2,827,077	2,641,811	2,751,735
Interest income	9,082	5,177	50,000	50,000
Contributions	2,835	0	0	0
Miscellaneous	27,822	570,500	597,000	597,200
Transfers from other funds	2,961,574	2,884,500	100,000	100,000
Less Statutory 5%	0	-718,238	-754,034	-794,916
<b>Subtotal</b>	<b>4,551,651</b>	<b>16,531,017</b>	<b>14,426,654</b>	<b>15,203,409</b>
<b>Total Sources</b>	<b><u>5,726,224</u></b>	<b><u>17,381,620</u></b>	<b><u>18,232,514</u></b>	<b><u>19,896,790</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Tax Collector	0	225,817	235,838	247,301
Convention and Visitors Bureau	0	125,185	237,477	248,609
Parks&NaturalResourcesDept	2,923,010	5,150,242	5,588,458	6,079,931
Property Management Dept	451,360	6,971,571	7,369,324	6,641,984
<b>Subtotal</b>	<b>3,374,370</b>	<b>12,472,815</b>	<b>13,431,097</b>	<b>13,217,825</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves - Additional Exemption	0	301,850	0	0
Reserves-Compression	0	6,459	26,781	0
Salary Adjustment - PFP	0	108,140	298,948	597,896
Cash Balance - Operating	0	2,494,563	2,746,009	2,763,144
Budget Stabilization	0	268,185	1,016,129	2,554,375
Cash Balance - Golf Course Capital	0	275,000	275,000	275,000
Cash Balance - Beach	0	1,344,500	195,100	245,100
Reserves - Property Appr	0	110,108	0	0
Reserves - Enhance Security/Integrity	0	0	43,450	43,450
Reserves - Enhanced Security	0	0	200,000	200,000
<b>Subtotal</b>	<b>0</b>	<b>4,908,805</b>	<b>4,801,417</b>	<b>6,678,965</b>
<b>Total Uses</b>	<b><u>3,374,370</u></b>	<b><u>17,381,620</u></b>	<b><u>18,232,514</u></b>	<b><u>19,896,790</u></b>

## Parks Impact Fee Funds and Capital Projects Funds

These funds account for the revenues and expenditures related to impact fees collected for construction and expansion of Parks projects. Capital project funds include multi-year project budgets carried over from previous years and are not reflected below.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	10,694,586	11,346,871	6,098,678	7,822,428
<b>Subtotal</b>	<b>10,694,586</b>	<b>11,346,871</b>	<b>6,098,678</b>	<b>7,822,428</b>
<b>Revenues to be received during Fiscal Year:</b>				
Licenses and permits	3,915,712	3,125,000	3,125,000	3,125,000
Interest income	205,857	81,037	0	0
Transfers from other funds	9,850,140	6,751,285	2,500,000	0
Less Statutory 5%	0	-160,302	-156,250	-156,250
<b>Subtotal</b>	<b>13,971,709</b>	<b>9,797,020</b>	<b>5,468,750</b>	<b>2,968,750</b>
<b>Total Sources</b>	<b><u>24,666,295</u></b>	<b><u>21,143,891</u></b>	<b><u>11,567,428</u></b>	<b><u>10,791,178</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Parks and Recreation	17,560	0	0	0
Parks&NaturalResourcesDept	2,610,445	0	170,000	1,530,000
Property Management Dept	74,648	0	0	0
<b>Subtotal</b>	<b>2,702,652</b>	<b>0</b>	<b>170,000</b>	<b>1,530,000</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Tsf to Pk Ctywide Imp fee	2,998,840	0	0	0
TsfToPNRImpactUnincorpCapPrj	6,835,300	6,751,285	2,500,000	0
<b>Subtotal</b>	<b>9,834,140</b>	<b>6,751,285</b>	<b>2,500,000</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
PNRImpact-UnincorpCapitalPrj	0	2,203	365,414	4,078,310
Park CntyWide Impact-Capital Cash Bal	0	0	592,335	1,229,439
PNR Impact Fees-Op-Unincorp	0	3,612,778	484,679	3,453,429
PNR Impact Fees - UnincorpCapitalPrj	0	6,751,285	5,162,896	500,000
Parks Projects-Capital-Countywide	0	4,026,340	2,292,104	0
<b>Subtotal</b>	<b>0</b>	<b>14,392,606</b>	<b>8,897,428</b>	<b>9,261,178</b>
<b>Total Uses</b>	<b><u>12,536,792</u></b>	<b><u>21,143,891</u></b>	<b><u>11,567,428</u></b>	<b><u>10,791,178</u></b>

## Phosphate Severance Tax Fund

The Phosphate Severance Tax is a state excise tax levied on entities engaged in mining phosphate rock from the soils or waters for commercial use. Payments are made to the County based upon the proportion of the number of tons of phosphate rock produced within the political boundary. Proceeds are distributed annually and can only be used for phosphate related expenses. Monitoring of phosphate mining sites must continue long after mining has ended, so it is important to maintain reserves for future requirements.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	2,320,470	1,987,915	2,263,969	1,921,815
<b>Subtotal</b>	<b>2,320,470</b>	<b>1,987,915</b>	<b>2,263,969</b>	<b>1,921,815</b>
<b>Revenues to be received during Fiscal Year:</b>				
Intergovernmental	1,056,062	750,000	653,416	500,000
Interest income	33,853	20,000	20,000	20,000
Less Statutory 5%	0	-38,500	-33,671	-26,000
<b>Subtotal</b>	<b>1,089,915</b>	<b>731,500</b>	<b>639,745</b>	<b>494,000</b>
<b>Total Sources</b>	<b><u>3,410,385</u></b>	<b><u>2,719,415</u></b>	<b><u>2,903,714</u></b>	<b><u>2,415,815</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Parks&NaturalResourcesDept	1,072,868	1,019,493	948,588	956,883
<b>Subtotal</b>	<b>1,072,868</b>	<b>1,019,493</b>	<b>948,588</b>	<b>956,883</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Tr to P&R Capital Projects	-7,454	0	0	0
Tran to Motor Pool Fund	7,338	0	0	0
<b>Subtotal</b>	<b>-116</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves-Compression	0	2,153	2,021	0
Salary Adjustment - PFP	0	38,356	31,290	62,580
Cash Balance - Phosphate Severance	0	203,899	189,718	191,377
Budget Stabilization	0	1,455,514	1,732,097	1,204,975
<b>Subtotal</b>	<b>0</b>	<b>1,699,922</b>	<b>1,955,126</b>	<b>1,458,932</b>
<b>Total Uses</b>	<b><u>1,072,752</u></b>	<b><u>2,719,415</u></b>	<b><u>2,903,714</u></b>	<b><u>2,415,815</u></b>

## Port Authority & Debt Service

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Revenues to be received during Fiscal Year:</b>				
Charges for services	15,472,688	14,502,228	17,182,409	17,182,409
Interest income	198,046	75,000	150,000	150,000
Miscellaneous	393,983	1,188,275	1,333,285	1,333,285
Operating grants	131,620	0	0	0
Transfers from other funds	4,113,853	3,685,508	3,586,778	3,586,778
Less Statutory 5%	0	-788,275	-933,285	-933,285
<b>Subtotal</b>	<b>20,310,191</b>	<b>18,662,736</b>	<b>21,319,187</b>	<b>21,319,187</b>
<b>Total Sources</b>	<u>20,310,191</u>	<u>18,662,736</u>	<u>21,319,187</u>	<u>21,319,187</u>
<b>Budgeted Expenditures by Department in this fund:</b>				
Port Authority	15,305,705	11,920,499	13,745,598	13,745,598
<b>Subtotal</b>	<b>15,305,705</b>	<b>11,920,499</b>	<b>13,745,598</b>	<b>13,745,598</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Tran to Port Capital Improv	481,333	0	0	0
Tran to Port Debt Service	3,186,020	3,239,008	3,140,278	3,140,278
Tran to Port Grants Cap Proj	-84,555	0	0	0
<b>Subtotal</b>	<b>3,582,798</b>	<b>3,239,008</b>	<b>3,140,278</b>	<b>3,140,278</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves-Contingency	0	3,503,229	4,433,311	4,433,311
<b>Subtotal</b>	<b>0</b>	<b>3,503,229</b>	<b>4,433,311</b>	<b>4,433,311</b>
<b>Total Uses</b>	<u>18,888,504</u>	<u>18,662,736</u>	<u>21,319,187</u>	<u>21,319,187</u>

## Port TIF Fund

In November 2009, the Port TIF was established through Ordinance 09-50 for the purpose of providing a financing mechanism to pay a portion of the costs of (a) Port Authority debt obligations, (b) port related economic development within and adjacent to the Port Manatee Encouragement Zone (PMEZ), (c) infrastructure improvements within the PMEZ and North County Gateway Overlay and expansion of Port Manatee, and (d) capital improvements to Port Manatee. Additional tax revenues generated in the Port TIF area are to be used for the above purposes.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	277,954	277,293	253,725	436,208
<b>Subtotal</b>	<b>277,954</b>	<b>277,293</b>	<b>253,725</b>	<b>436,208</b>
<b>Revenues to be received during Fiscal Year:</b>				
Interest income	3,611	3,000	4,200	4,200
Transfers from other funds	143,368	152,573	181,306	181,306
Less Statutory 5%	0	-150	-210	-210
<b>Subtotal</b>	<b>146,979</b>	<b>155,423</b>	<b>185,296</b>	<b>185,296</b>
<b>Total Sources</b>	<u><b>424,933</b></u>	<u><b>432,716</b></u>	<u><b>439,021</b></u>	<u><b>621,504</b></u>
<b>Budgeted Expenditures by Department in this fund:</b>				
Redevelop&EconomicOpportunity	175	175	2,813	2,813
<b>Subtotal</b>	<b>175</b>	<b>175</b>	<b>2,813</b>	<b>2,813</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - Port TIF-Operating	0	432,541	436,208	618,691
<b>Subtotal</b>	<b>0</b>	<b>432,541</b>	<b>436,208</b>	<b>618,691</b>
<b>Total Uses</b>	<u><b>175</b></u>	<u><b>432,716</b></u>	<u><b>439,021</b></u>	<u><b>621,504</b></u>



## Public Safety Impact Fee & Capital Projects Funds

This fund accounts for the revenues and expenditures relating to impact fees collected for emergency services such as EMS and emergency communications.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	1,925,763	1,857,900	1,104,534	221,380
<b>Subtotal</b>	<b>1,925,763</b>	<b>1,857,900</b>	<b>1,104,534</b>	<b>221,380</b>
<b>Revenues to be received during Fiscal Year:</b>				
Licenses and permits	1,089,417	985,000	985,000	985,000
Interest income	29,814	11,752	0	0
Transfers from other funds	0	0	800,000	331,500
Less Statutory 5%	0	-49,837	-49,250	-49,250
<b>Subtotal</b>	<b>1,119,232</b>	<b>946,915</b>	<b>1,735,750</b>	<b>1,267,250</b>
<b>Total Sources</b>	<b><u>3,044,995</u></b>	<b><u>2,804,815</u></b>	<b><u>2,840,284</u></b>	<b><u>1,488,630</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Public Safety	5,478	22,100	876,750	331,500
<b>Subtotal</b>	<b>5,478</b>	<b>22,100</b>	<b>876,750</b>	<b>331,500</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Tsf to RevRef/Imp Bds 2013	396,468	397,880	397,846	275,935
Tsf to Rev Impr Bond-2016	543,504	545,348	544,308	158,598
Tsf to Pub Safety Impact Fee	0	0	800,000	331,500
<b>Subtotal</b>	<b>939,972</b>	<b>943,228</b>	<b>1,742,154</b>	<b>766,033</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Pub Safety Imp Fee-Cap-Countywide	0	175,656	56,404	56,404
Public Safety Imp Fee-Op-Unincorp	0	1,663,831	164,976	334,693
<b>Subtotal</b>	<b>0</b>	<b>1,839,487</b>	<b>221,380</b>	<b>391,097</b>
<b>Total Uses</b>	<b><u>945,450</u></b>	<b><u>2,804,815</u></b>	<b><u>2,840,284</u></b>	<b><u>1,488,630</u></b>

## Radio Fund

This fund accounts for internal services of the 800 MHz radio program excluding capital projects.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	1,323,446	2,572,074	928,168	381,524
<b>Subtotal</b>	<b>1,323,446</b>	<b>2,572,074</b>	<b>928,168</b>	<b>381,524</b>
<b>Revenues to be received during Fiscal Year:</b>				
Charges for services	1,024,058	1,196,409	906,670	1,341,185
Interest income	36,027	1,000	30,000	30,450
Miscellaneous	1,779	0	0	0
Transfers from other funds	0	200,000	100,000	200,000
Less Statutory 5%	0	-59,870	-46,834	-68,582
<b>Subtotal</b>	<b>1,061,863</b>	<b>1,337,539</b>	<b>989,836</b>	<b>1,503,053</b>
<b>Total Sources</b>	<b><u>2,385,309</u></b>	<b><u>3,909,613</u></b>	<b><u>1,918,004</u></b>	<b><u>1,884,577</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Information Technology Dept	1,490,486	1,437,034	1,498,417	1,503,950
<b>Subtotal</b>	<b>1,490,486</b>	<b>1,437,034</b>	<b>1,498,417</b>	<b>1,503,950</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Tran to W & S Operating	24,828	0	0	0
Tran to Stormwater	6,915	0	0	0
Transfer to Landfill	1,366	0	0	0
<b>Subtotal</b>	<b>33,110</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves-Compression	0	2,153	2,021	0
Salary adjustments	0	39,946	36,042	72,084
Radio-Operating	0	287,407	299,683	300,790
Budget Stabilization	0	2,143,073	81,841	7,753
<b>Subtotal</b>	<b>0</b>	<b>2,472,579</b>	<b>419,587</b>	<b>380,627</b>
<b>Total Uses</b>	<b><u>1,523,595</u></b>	<b><u>3,909,613</u></b>	<b><u>1,918,004</u></b>	<b><u>1,884,577</u></b>

## Roads Impact Fee Project Funds

These funds are used to account for revenues and expenditures relating to impact fees collected for transportation projects. Capital Project Funds include multi-year project budgets carried over from previous years and are not reflected below.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	53,358,878	42,962,082	40,852,418	34,439,346
<b>Subtotal</b>	<b>53,358,878</b>	<b>42,962,082</b>	<b>40,852,418</b>	<b>34,439,346</b>
<b>Revenues to be received during Fiscal Year:</b>				
Licenses and permits	20,062,945	9,200,000	9,331,579	9,331,579
Interest income	926,609	403,000	938,263	668,974
Miscellaneous	1,124	0	0	0
Transfers from other funds	2,750,000	19,864,000	8,983,374	25,521,420
Less Statutory 5%	0	-480,150	-513,492	-500,028
<b>Subtotal</b>	<b>23,740,677</b>	<b>28,986,850</b>	<b>18,739,724</b>	<b>35,021,945</b>
<b>Total Sources</b>	<b><u>77,099,555</u></b>	<b><u>71,948,932</u></b>	<b><u>59,592,142</u></b>	<b><u>69,461,291</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Public Works(Transp/Prj Mgt)	5,786,699	1,000,000	10,737,000	24,156,112
<b>Subtotal</b>	<b>5,786,699</b>	<b>1,000,000</b>	<b>10,737,000</b>	<b>24,156,112</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Tsf to Rev Impr Note-2016	434,320	200,000	0	0
Tsf to NE Rd Imp Fee-Projects	0	4,500,000	5,461,828	2,550,000
Tsf to NW Rd Imp Fee-Projects	0	6,600,000	0	0
Tsf to SE Road Imp Cap Proj	2,500,000	8,764,000	3,521,546	21,371,420
Tsf to SW Transp Cap Imp Fee	250,000	0	0	0
<b>Subtotal</b>	<b>3,184,320</b>	<b>20,064,000</b>	<b>8,983,374</b>	<b>23,921,420</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - NW Roads Capital	0	398,804	588,239	590,139
Cash Balance - SW Roads Capital	0	127,765	184,027	203,027
Cash Balance - SW Roads Operating	0	1,927,113	3,546,050	3,888,050
Cash Balance - Roads Dist D Capital	0	0	51,173	51,173
Cash Balance - Roads Dist F Capital	0	117,716	5,864	5,864
Cash Balance - Roads Dist E Capital	0	857	0	0
Cash Balance - NE Roads Operating	0	620,281	1,021,284	6,909
Cash Balance - NW Roads Operating	0	411,781	2,564,544	3,574,044
Cash Balance - SE Roads Capital	0	684,475	1,166,632	884,006
Cash Balance - SE Roads Operating	0	1,783,200	25,315,453	5,439,227
Cash Balance - NE Roads Capital	0	625,901	18,502	49,890
Reserves	0	7,675,000	0	0
Reserves - Capital Projects - NW Dist	0	7,200,000	0	0
Reserves - Capital Projects - SE Dist	0	8,764,000	0	2,370,000
Reserves - Capital SE Roads Operating	0	20,548,039	5,410,000	4,321,430
<b>Subtotal</b>	<b>0</b>	<b>50,884,932</b>	<b>39,871,768</b>	<b>21,383,759</b>
<b>Total Uses</b>	<b><u>8,971,019</u></b>	<b><u>71,948,932</u></b>	<b><u>59,592,142</u></b>	<b><u>69,461,291</u></b>

## Self Insurance Fund

This internal service fund accounts for the costs and claims of worker's compensation, automobile, property and general liability insurances.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	13,355,200	12,293,025	14,089,864	10,835,395
<b>Subtotal</b>	<b>13,355,200</b>	<b>12,293,025</b>	<b>14,089,864</b>	<b>10,835,395</b>
<b>Revenues to be received during Fiscal Year:</b>				
Charges for services	8,915,473	8,238,040	7,654,227	8,159,200
Interest income	183,732	40,600	41,006	41,416
Miscellaneous	595,717	409,060	427,391	446,546
Less Statutory 5%	0	-434,385	-406,131	-432,358
<b>Subtotal</b>	<b>9,694,921</b>	<b>8,253,315</b>	<b>7,716,493</b>	<b>8,214,804</b>
<b>Total Sources</b>	<b><u>23,050,121</u></b>	<b><u>20,546,340</u></b>	<b><u>21,806,357</u></b>	<b><u>19,050,199</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
County Attorney	7,412,118	11,351,592	10,970,962	11,055,141
<b>Subtotal</b>	<b>7,412,118</b>	<b>11,351,592</b>	<b>10,970,962</b>	<b>11,055,141</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves-Compression	0	1,346	1,516	0
Reserves-Salary Adjustment-PFP	0	24,994	22,416	44,832
Self Insurance	0	6,892,822	0	0
Self Insurance - Auto	0	295,826	1,405,490	1,033,529
Self Insurance- Workmen's	0	1,706,690	8,108,597	5,962,670
Self Insurance - General & Property	0	273,070	1,297,376	954,027
<b>Subtotal</b>	<b>0</b>	<b>9,194,748</b>	<b>10,835,395</b>	<b>7,995,058</b>
<b>Total Uses</b>	<b><u>7,412,118</u></b>	<b><u>20,546,340</u></b>	<b><u>21,806,357</u></b>	<b><u>19,050,199</u></b>

Miscellaneous revenues include insurance subrogation, which will vary based on claim activity.

## Solid Waste Capital Projects Fund

These funds account for capital projects associated with the Solid Waste Fund. Capital project funds include multi-year project budgets carried over from previous years and are not reflected below.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	4,144,622	3,109,241	4,064,936	2,407,186
<b>Subtotal</b>	<b>4,144,622</b>	<b>3,109,241</b>	<b>4,064,936</b>	<b>2,407,186</b>
<b>Revenues to be received during Fiscal Year:</b>				
Interest income	96,807	50,000	15,000	15,000
Less Statutory 5%	0	-2,500	-750	-750
<b>Subtotal</b>	<b>96,807</b>	<b>47,500</b>	<b>14,250</b>	<b>14,250</b>
<b>Total Sources</b>	<b><u>4,241,429</u></b>	<b><u>3,156,741</u></b>	<b><u>4,079,186</u></b>	<b><u>2,421,436</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Utilities Department	1,850,726	0	1,672,000	0
<b>Subtotal</b>	<b>1,850,726</b>	<b>0</b>	<b>1,672,000</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - Solid Waste Capital	0	2,642,241	2,407,186	2,421,436
Reserves - Capital Projects	0	514,500	0	0
<b>Subtotal</b>	<b>0</b>	<b>3,156,741</b>	<b>2,407,186</b>	<b>2,421,436</b>
<b>Total Uses</b>	<b><u>1,850,726</u></b>	<b><u>3,156,741</u></b>	<b><u>4,079,186</u></b>	<b><u>2,421,436</u></b>



## Solid Waste Operating & Debt Service Funds

These funds support the operation of the solid waste programs. Revenue is generated via garbage rates and landfill tipping fees. A household hazardous waste and electronic scrap collection program also operates from the main facility. These programs are critical to protecting the environment and the landfill from disposal of potentially harmful waste. The recycling division has successfully promoted its benefits in the County, increasing the recycling rate and lengthening the life of the landfill. This report also includes the debt service costs on solid waste project bonds.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	50,929,950	56,203,183	62,972,217	56,802,262
<b>Subtotal</b>	<b>50,929,950</b>	<b>56,203,183</b>	<b>62,972,217</b>	<b>56,802,262</b>
<b>Revenues to be received during Fiscal Year:</b>				
Charges for services	45,034,183	44,753,288	46,566,521	48,179,631
Interest income	824,291	325,515	690,515	500,515
Miscellaneous	327,459	114,052	214,333	214,620
Transfers from other funds	434,240	436,001	436,468	435,973
Less Statutory 5%	0	-2,259,643	-2,373,569	-2,444,739
<b>Subtotal</b>	<b>46,620,173</b>	<b>43,369,213</b>	<b>45,534,268</b>	<b>46,886,000</b>
<b>Total Sources</b>	<b><u>97,550,123</u></b>	<b><u>99,572,396</u></b>	<b><u>108,506,485</u></b>	<b><u>103,688,262</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Utilities Department	46,984,160	39,126,822	41,717,649	42,403,615
<b>Subtotal</b>	<b>46,984,160</b>	<b>39,126,822</b>	<b>41,717,649</b>	<b>42,403,615</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Transfer to General Fund	5,850	0	0	0
Tsf to RevRef/Imp Bds 2013	340,932	342,133	342,331	237,432
Tran to Stormwater	7,000,000	11,000,000	9,000,000	12,000,000
Tran to Solid Waste Debt Serv	432,874	436,001	436,468	435,973
<b>Subtotal</b>	<b>7,779,656</b>	<b>11,778,134</b>	<b>9,778,799</b>	<b>12,673,405</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves-Compression	0	10,764	10,359	0
Salary Adjustment - PFP	0	210,266	197,418	394,836
Reserves - Solid Wase Debt Service	0	9,873	11,259	11,449
Solid Waste Operating	0	10,093,731	20,510,288	11,924,244
Landfill Closure	0	30,325,268	36,280,713	36,280,713
Landfill Maintenance	0	8,017,538	0	0
<b>Subtotal</b>	<b>0</b>	<b>48,667,440</b>	<b>57,010,037</b>	<b>48,611,242</b>
<b>Total Uses</b>	<b><u>54,763,815</u></b>	<b><u>99,572,396</u></b>	<b><u>108,506,485</u></b>	<b><u>103,688,262</u></b>

## Special Law Enforcement Trust Funds

These funds account for monies confiscated in state and federal cases returned to the county for enhancement of law enforcement. Funds are expended by the Sheriff as approved by the Board in accordance with Florida statutes.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	1,156,058	496,000	496,000	496,000
<b>Subtotal</b>	<b>1,156,058</b>	<b>496,000</b>	<b>496,000</b>	<b>496,000</b>
<b>Revenues to be received during Fiscal Year:</b>				
Fines and forfeitures	698,914	170,000	170,000	170,000
Interest income	12,414	1,750	1,750	1,750
Less Statutory 5%	0	-8,588	-8,588	-8,588
<b>Subtotal</b>	<b>711,328</b>	<b>163,162</b>	<b>163,162</b>	<b>163,162</b>
<b>Total Sources</b>	<b><u>1,867,386</u></b>	<b><u>659,162</u></b>	<b><u>659,162</u></b>	<b><u>659,162</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Sheriff	102,557	0	0	0
<b>Subtotal</b>	<b>102,557</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - Federal Law Enf Trust	0	356,168	356,168	356,168
Cash Balance - State Law Enf Trust	0	302,994	302,994	302,994
<b>Subtotal</b>	<b>0</b>	<b>659,162</b>	<b>659,162</b>	<b>659,162</b>
<b>Total Uses</b>	<b><u>102,557</u></b>	<b><u>659,162</u></b>	<b><u>659,162</u></b>	<b><u>659,162</u></b>

## Stormwater Operating & Capital Improvement Funds

The Stormwater Management fund accounts for stormwater management and maintenance costs. Interfund transfers are made to the Stormwater Capital Improvement fund for stormwater projects. Capital project funds include multi-year project budgets carried over from previous years and are not reflected below.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	3,510,606	2,307,206	6,435,054	3,431,908
<b>Subtotal</b>	<b>3,510,606</b>	<b>2,307,206</b>	<b>6,435,054</b>	<b>3,431,908</b>
<b>Revenues to be received during Fiscal Year:</b>				
Charges for services	41,596	46,360	25,000	25,000
Interest income	128,246	5,007	29,968	18,279
Operating grants	174,980	0	0	0
Gain on disposition of assets	17,001	0	0	0
Transfers from other funds	8,968,105	15,000,000	13,000,000	17,000,000
Less Statutory 5%	0	-2,568	-2,748	-2,164
<b>Subtotal</b>	<b>9,329,928</b>	<b>15,048,799</b>	<b>13,052,220</b>	<b>17,041,115</b>
<b>Total Sources</b>	<b><u>12,840,534</u></b>	<b><u>17,356,005</u></b>	<b><u>19,487,274</u></b>	<b><u>20,473,023</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Public Works(Transp/Prj Mgt)	7,790,851	5,509,008	10,652,850	10,831,146
Parks&NaturalResourcesDept	616,207	607,950	626,668	629,181
Public Works Projects	19,086	0	0	0
<b>Subtotal</b>	<b>8,426,144</b>	<b>6,116,958</b>	<b>11,279,518</b>	<b>11,460,327</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Tran to Stormwtr Cap Proj	1,000,000	4,000,000	4,000,000	5,000,000
<b>Subtotal</b>	<b>1,000,000</b>	<b>4,000,000</b>	<b>4,000,000</b>	<b>5,000,000</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves-WatershedStudiesSWFTagmt	0	580,050	0	0
Reserves-Compression	0	16,146	16,928	0
Salary Adjustment - PFP	0	170,669	158,920	317,840
Reserves-Stormwater Improvements	0	0	1,013,210	438,083
Cash Balance -Stormwater Capital	0	534,808	176,208	283,608
Stormwater - Operating	0	1,198,874	2,242,490	2,423,165
Reserves - Capital Projects - Strmwtr	0	4,738,500	600,000	550,000
<b>Subtotal</b>	<b>0</b>	<b>7,239,047</b>	<b>4,207,756</b>	<b>4,012,696</b>
<b>Total Uses</b>	<b><u>9,426,144</u></b>	<b><u>17,356,005</u></b>	<b><u>19,487,274</u></b>	<b><u>20,473,023</u></b>

Charges for services include staff costs eligible to be charged and billed to capital projects. Operating expenditures in this fund may fluctuate from year-to-year depending on the timing of non-recurring Southwest Florida Water Management District (SWFWMD) stormwater monitoring costs periodically funded from cash balances.

## Street Lighting Districts Funds

This is a summary of street lighting districts funded through Municipal Service Benefit Units (MSBUs) which are established for the levy, collection and enforcement of the assessments provided in FS 197.3632.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	30,368	30,703	26,601	19,952
<b>Subtotal</b>	<b>30,368</b>	<b>30,703</b>	<b>26,601</b>	<b>19,952</b>
<b>Revenues to be received during Fiscal Year:</b>				
Charges for services	69,172	74,132	72,109	72,354
Interest income	754	208	133	100
Transfers from other funds	994	0	3,800	5,500
Less Statutory 5%	0	-3,716	-3,611	-3,624
<b>Subtotal</b>	<b>70,920</b>	<b>70,624</b>	<b>72,431</b>	<b>74,330</b>
<b>Total Sources</b>	<b><u>101,288</u></b>	<b><u>101,327</u></b>	<b><u>99,032</u></b>	<b><u>94,282</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Tax Collector	1,089	1,122	1,137	1,141
Public Works(Transp/Prj Mgt)	77,337	77,015	77,941	78,522
<b>Subtotal</b>	<b>78,426</b>	<b>78,137</b>	<b>79,078</b>	<b>79,663</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - 28thAve.E Street light	0	762	1,198	1,208
Cash Balance - Apollo Park Streetlight	0	4	70	10
Cash Balance - Cape Vista Street Light	0	388	716	720
Cash Balance - Gulf & Bay Street Light	0	188	677	682
Cash Balance - Hernando Ave	0	21	59	0
Cash Balance - Holiday Heights	0	1,454	2,005	2,017
Cash Balance - Lake Park Streetlight	0	136	884	891
Cash Balance - Oakwood	0	92	35	7
Cash Balance - Pictown Street Lighting	0	18	86	114
Cash Balance - Rubonia Street Lighting	0	556	1,098	1,106
Cash Balance - Sunny Shores MSBU	0	90	20	10
Cash Balance - Tropical Harbor Lights	0	189	434	8
Cash Balance - Washington Garden	0	31	304	2
Cash Balance- Sylvan Oaks	0	45	1	28
Budget Stabilization - 28thAveE Street	0	3,048	1,372	371
Budget Stabilization - Cape Vista	0	1,550	1,419	1,255
Budget Stabilization - Gulf&Bay	0	752	1,847	2,151
Budget Stabilization - Holiday Heights	0	5,815	4,084	1,869
Budget Stabilization - Rubonia	0	2,224	1,217	177
Reserve - Budget Stabilization	0	2,578	0	0
Reserves - Budget Stabilization	0	3,249	2,428	1,993
<b>Subtotal</b>	<b>0</b>	<b>23,190</b>	<b>19,954</b>	<b>14,619</b>
<b>Total Uses</b>	<b><u>78,426</u></b>	<b><u>101,327</u></b>	<b><u>99,032</u></b>	<b><u>94,282</u></b>

## SW TIF Operating and Capital Projects Funds

The Southwest Tax Increment Financing District (SWTIF) was created on June 3, 2014 through Ordinance 14-28 and became effective October 1, 2014 with a 30 year life span. The goal of this improvement area is to protect environmentally sensitive areas, support transportation mobility, encourage economic redevelopment, maintain public safety, provide affordable housing options, assist small businesses, sustain the involvement of the public and partner with academic institutions to better integrate schools into the redevelopment of the community.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	6,121,880	5,715,527	9,911,917	14,058,733
<b>Subtotal</b>	<b>6,121,880</b>	<b>5,715,527</b>	<b>9,911,917</b>	<b>14,058,733</b>
<b>Revenues to be received during Fiscal Year:</b>				
Interest income	83,569	10,690	60,000	100,000
Transfers from other funds	3,357,489	4,528,220	6,191,535	6,191,535
Less Statutory 5%	0	-535	-3,000	-5,000
<b>Subtotal</b>	<b>3,441,058</b>	<b>4,538,375</b>	<b>6,248,535</b>	<b>6,286,535</b>
<b>Total Sources</b>	<b><u>9,562,938</u></b>	<b><u>10,253,902</u></b>	<b><u>16,160,452</u></b>	<b><u>20,345,268</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Neighborhood Services Dept	41,239	52,237	54,234	54,228
Redevelop&EconomicOpportunity	553,819	1,066,983	2,010,161	2,537,703
<b>Subtotal</b>	<b>595,058</b>	<b>1,119,220</b>	<b>2,064,395</b>	<b>2,591,931</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves - Economic Development	0	1,850,000	1,354,575	1,706,374
Reserves - Catalytic Projects	0	0	6,772,880	8,531,871
Reserves - Infrastructure Related	0	0	2,709,151	3,412,748
Reserves - Land Assembly	0	0	1,354,575	1,706,374
Reserves - Placemaking & Quality of	0	0	1,354,575	1,706,374
Reserves-Compression	0	1,615	1,769	0
Salary Adjustment - PFP	0	33,992	35,554	71,108
SWTIF - Capital Projects	0	2,583	100,099	100,099
SWTIF-Operating	0	230,642	412,879	518,389
SW TIF - Initiatives	0	7,015,850	0	0
<b>Subtotal</b>	<b>0</b>	<b>9,134,682</b>	<b>14,096,057</b>	<b>17,753,337</b>
<b>Total Uses</b>	<b><u>595,058</u></b>	<b><u>10,253,902</u></b>	<b><u>16,160,452</u></b>	<b><u>20,345,268</u></b>



## Tourist Development Tax Fund

Tourist development taxes are collected on hotel rooms and other lodging rentals of six months or less. Of the five cents collected on every dollar, four cents are used for marketing and promoting of tourism interests in Manatee County, and the remaining one cent is used for beach renourishment. The one cent for beach renourishment is accounted for in a separate fund.

Budgeted transfers out include \$500,000 to the General Fund as an annual debt service repayment for the interfund loan made for Convention Center improvements. Finance records the transfer to the General Fund as a reduction of the interfund loan balance per financial guidelines, and therefore, amounts are not shown above under the Actual Transfers column.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	12,757,368	8,661,292	9,372,402	4,952,791
<b>Subtotal</b>	<b>12,757,368</b>	<b>8,661,292</b>	<b>9,372,402</b>	<b>4,952,791</b>
<b>Revenues to be received during Fiscal Year:</b>				
Other Taxes	11,780,359	11,336,143	12,497,784	12,872,717
Intergovernmental	27,127	0	0	0
Charges for services	0	90,000	0	5,000
Interest income	188,493	22,657	23,563	23,563
Contributions	116,710	12,000	0	0
Miscellaneous	559	53,000	3,000	53,000
Operating grants	0	0	0	0
Less Statutory 5%	0	-575,690	-626,217	-647,714
<b>Subtotal</b>	<b>12,113,248</b>	<b>10,938,110</b>	<b>11,898,130</b>	<b>12,306,566</b>
<b>Total Sources</b>	<b><u>24,870,616</u></b>	<b><u>19,599,402</u></b>	<b><u>21,270,532</u></b>	<b><u>17,259,357</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Convention and Visitors Bureau	8,051,247	7,751,860	8,698,846	8,223,167
Parks&NaturalResourcesDept	402,828	400,626	348,724	350,329
Property Management Dept	323,130	373,425	447,500	447,969
<b>Subtotal</b>	<b>8,777,205</b>	<b>8,525,911</b>	<b>9,495,070</b>	<b>9,021,465</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Transfer to General Fund	108,750	500,000	500,000	282,000
Tran to Parks & Rec User Fd Pr	0	0	100,000	100,000
Tran to Unincrp Srvs Fund	0	0	0	218,000
Tr to P&R Capital Projects	0	0	3,550,769	0
Tr to Build Cap Projects	4,000,000	0	0	0
Tran to Civic Center	600,000	600,000	600,000	600,000
<b>Subtotal</b>	<b>4,708,750</b>	<b>1,100,000</b>	<b>4,750,769</b>	<b>1,200,000</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves Compression	0	4,844	4,295	0
Salary Adjustment - PFP	0	78,975	67,606	135,214
Cash Balance - Operating	0	1,925,182	2,849,168	2,044,293
Budget Stabilization	0	5,964,490	2,103,624	2,858,385
Reserve - Capital Projects	0	2,000,000	2,000,000	2,000,000
<b>Subtotal</b>	<b>0</b>	<b>9,973,491</b>	<b>7,024,693</b>	<b>7,037,892</b>
<b>Total Uses</b>	<b><u>13,485,955</u></b>	<b><u>19,599,402</u></b>	<b><u>21,270,532</u></b>	<b><u>17,259,357</u></b>

## Transit Operating & Capital Funds

Transit Operating and Capital funds are used to account for public transit services. Transit operations are funded from user charges (fares), various state and federal operating grants and transfers from other funds (i.e. recurring funds, gas taxes in the Transportation Trust fund). Capital project funds include multi-year project budgets carried over from previous years and are not reflected below.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	3,488,965	1,335,562	4,111,604	2,185,606
<b>Subtotal</b>	<b>3,488,965</b>	<b>1,335,562</b>	<b>4,111,604</b>	<b>2,185,606</b>
<b>Revenues to be received during Fiscal Year:</b>				
Charges for services	1,282,876	1,272,000	1,293,500	1,293,500
Interest income	32,374	5,000	5,025	5,100
Contributions	317,198	0	0	0
Miscellaneous	133,570	58,000	110,000	110,000
Operating grants	5,845,986	1,600,000	1,241,222	1,167,250
Capital grants	1,953,549	0	450,000	450,000
Transfers from other funds	7,564,515	8,104,897	6,032,104	8,138,067
Less Statutory 5%	0	-146,750	-154,987	-151,293
<b>Subtotal</b>	<b>17,130,068</b>	<b>10,893,147</b>	<b>8,976,864</b>	<b>11,012,624</b>
<b>Total Sources</b>	<b><u>20,619,033</u></b>	<b><u>12,228,709</u></b>	<b><u>13,088,468</u></b>	<b><u>13,198,230</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Public Works(Transp/Prj Mgt)	18,353,457	10,114,462	10,902,862	10,913,145
<b>Subtotal</b>	<b>18,353,457</b>	<b>10,114,462</b>	<b>10,902,862</b>	<b>10,913,145</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Transfer to General Fund	700	0	0	0
Transfer to Highway	391,402	0	0	0
<b>Subtotal</b>	<b>392,102</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - Transit - Operating	0	2,022,892	2,180,572	2,182,629
Budget Stabilization	0	91,355	5,034	102,456
<b>Subtotal</b>	<b>0</b>	<b>2,114,247</b>	<b>2,185,606</b>	<b>2,285,085</b>
<b>Total Uses</b>	<b><u>18,745,559</u></b>	<b><u>12,228,709</u></b>	<b><u>13,088,468</u></b>	<b><u>13,198,230</u></b>

## Transportation Trust Fund

The Transportation Trust Fund is a special revenue fund used to account for specific sources of revenues (e.g. gasoline taxes, transportation ad valorem, etc.) related to right-of-way maintenance, landscaping of medians, traffic and streetlight maintenance operations and non-capitalized highway projects.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	25,528,709	21,089,429	22,320,711	17,343,464
<b>Subtotal</b>	<b>25,528,709</b>	<b>21,089,429</b>	<b>22,320,711</b>	<b>17,343,464</b>
<b>Revenues to be received during Fiscal Year:</b>				
Property Taxes	8,090,105	9,144,616	9,836,908	10,427,122
Other Taxes	20,530,136	21,986,840	21,808,430	22,416,645
Intergovernmental	5,362,744	5,626,824	5,686,992	5,857,602
Charges for services	1,174,301	1,098,644	908,500	908,500
Interest income	475,720	137,112	468,112	475,133
Contributions	948,617	700,000	0	650,000
Miscellaneous	584,293	485,000	420,000	420,000
Operating grants	599,644	429,000	0	0
Transfers from other funds	5,229,788	4,838,386	5,338,386	5,338,386
Less Statutory 5%	0	-1,980,402	-1,956,447	-2,057,750
<b>Subtotal</b>	<b>42,995,348</b>	<b>42,466,020</b>	<b>42,510,881</b>	<b>44,435,638</b>
<b>Total Sources</b>	<b><u>68,524,057</u></b>	<b><u>63,555,449</u></b>	<b><u>64,831,592</u></b>	<b><u>61,779,102</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Public Works(Transp/Prj Mgt)	15,045,939	17,756,259	19,815,338	18,610,052
Property Management Dept	521,725	573,471	738,180	695,225
Redevelop&EconomicOpportunity	0	300,000	300,000	300,000
<b>Subtotal</b>	<b>15,567,664</b>	<b>18,629,730</b>	<b>20,853,518</b>	<b>19,605,277</b>

## Transportation Trust Fund

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
<b>Transfers Out to Other Funds/Agencies:</b>				
Transfers	4,135,930	4,440,379	4,393,980	4,525,800
Trans to:Co 9ct Voted Gas Tx	1,388,226	1,410,518	1,505,228	1,550,385
Tran to LocOpt4Ct Maint Proj	1,280,656	1,388,033	1,488,015	1,406,200
Transfer To:5ctBdVote Gas Tax	4,073,363	4,336,692	4,464,451	4,472,681
Trans to 5&6Ct Gax Tax	2,327,675	2,438,784	2,825,205	2,543,513
Tr to Highway Capital Projects	2,000,000	480,600	0	0
Tr to 2 Ct Loc Option Gs Tx	0	0	0	525,000
Tr to 4 Ct Gs Tx Cap Proj Fund	3,549,744	3,550,423	3,552,457	3,063,887
Tsf to NE Rd Imp Fee-Projects	0	0	0	1,600,000
Tran to Transit	7,564,515	8,104,897	6,032,104	8,138,067
Tran to Stormwater	711,190	0	0	0
Tran to Motor Pool Fund	426,770	0	0	0
<b>Subtotal</b>	<b>27,458,069</b>	<b>26,150,326</b>	<b>24,261,440</b>	<b>27,825,533</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves - Fuel	0	300,000	300,000	300,000
Reserves - Additional Exemption	0	256,000	0	0
Contributions from private sources	0	700,000	0	0
Reserves- Compression	0	68,353	64,932	0
Salary Adjustment - PFP	0	989,131	855,709	1,711,418
Shell Placement on Roads	0	200,000	0	0
Stormwater Maintenance	0	250,000	0	0
Budget Stabilization	0	5,897,525	8,136,344	1,605,900
RTMC Video Wall Replacement 37%	0	0	185,000	0
ROW	0	0	500,000	500,000
FDOT Traffic Signal Timing 2503 DU 12	0	0	152,529	152,529
Cash Balance - Operating	0	9,167,508	9,207,120	9,828,445
Public Works Operating	0	500,000	0	0
Reserves - Debt	0	200,000	0	0
Reserves-FiberOpticEmergencyRepair	0	100,000	0	0
Reserves-Contracted Shell Placement	0	146,876	250,000	250,000
Reserves-AMI Trolley Vehicle	0	0	65,000	0
<b>Subtotal</b>	<b>0</b>	<b>18,775,393</b>	<b>19,716,634</b>	<b>14,348,292</b>
<b>Total Uses</b>	<b><u>43,025,733</u></b>	<b><u>63,555,449</u></b>	<b><u>64,831,592</u></b>	<b><u>61,779,102</u></b>

Other tax revenues (non-Ad Valorem) include a portion of Local Option Gas taxes collected by the county and distributed to the municipalities. Transfers from other funds include amounts for Rights-of-Way (ROW) maintenance in the unincorporated areas of the county.

## Tree Trust Fund

This fund is used to account for fees collected for tree loss mitigation under the applicable provisions of the Land Development Code.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	183,555	390,949	162,665	165,337
<b>Subtotal</b>	<b>183,555</b>	<b>390,949</b>	<b>162,665</b>	<b>165,337</b>
<b>Revenues to be received during Fiscal Year:</b>				
Interest income	5,842	1,200	813	827
Miscellaneous	19,180	2,000	2,000	2,000
Less Statutory 5%	0	-160	-141	-141
<b>Subtotal</b>	<b>25,022</b>	<b>3,040</b>	<b>2,672</b>	<b>2,686</b>
<b>Total Sources</b>	<b><u>208,577</u></b>	<b><u>393,989</u></b>	<b><u>165,337</u></b>	<b><u>168,023</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Parks&NaturalResourcesDept	282,631	0	0	0
<b>Subtotal</b>	<b>282,631</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance - Tree Trust	0	393,989	165,337	168,023
<b>Subtotal</b>	<b>0</b>	<b>393,989</b>	<b>165,337</b>	<b>168,023</b>
<b>Total Uses</b>	<b><u>282,631</u></b>	<b><u>393,989</u></b>	<b><u>165,337</u></b>	<b><u>168,023</u></b>

Capital Project Funds include multi-year project budgets that are carried over from previous years and are not reflected above.



## Unincorporated Municipal Services Taxing Unit Fund (UMSTU)

Services to residents in the unincorporated areas of Manatee County are accounted for in the Unincorporated Municipal Services Taxing Unit Fund. Residents of the district are assessed a millage rate by the County to provide services which would be provided by a municipality if the areas were incorporated. Residents living within city limits are assessed a city millage levy to cover the cost of similar services. These services include comprehensive planning services, code enforcement, economic development and local road maintenance.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	10,287,880	10,889,178	8,246,005	6,675,391
<b>Subtotal</b>	<b>10,287,880</b>	<b>10,889,178</b>	<b>8,246,005</b>	<b>6,675,391</b>
<b>Revenues to be received during Fiscal Year:</b>				
Property Taxes	14,212,166	15,943,048	17,202,109	18,234,236
Licenses and permits	4,108,928	3,503,000	3,944,234	3,944,234
Charges for services	1,458,404	1,420,000	1,426,622	1,426,622
Fines and forfeitures	1,141,546	1,087,000	894,072	894,072
Interest income	299,346	180,000	301,916	301,916
Miscellaneous	54,750	49,000	37,822	37,823
Transfers from other funds	0	0	0	218,000
Less Statutory 5%	0	-1,109,102	-1,190,339	-1,241,945
<b>Subtotal</b>	<b>21,275,140</b>	<b>21,072,946</b>	<b>22,616,436</b>	<b>23,814,958</b>
<b>Total Sources</b>	<b><u>31,563,020</u></b>	<b><u>31,962,124</u></b>	<b><u>30,862,441</u></b>	<b><u>30,490,349</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Public Safety	27,611	0	91,195	92,156
Public Works(Transp/Prj Mgt)	2,680,212	3,163,982	3,537,228	3,504,870
General Government	1,854,492	1,862,765	1,213,243	1,230,618
Project Management Svcs	-8,468	0	0	0
Neighborhood Services Dept	616,036	824,948	852,512	815,968
Building & Development Service	4,911,475	5,249,239	5,769,891	5,831,357
Redevelop&EconomicOpportunity	1,041,405	1,572,559	1,604,635	1,587,636
<b>Subtotal</b>	<b>11,122,763</b>	<b>12,673,493</b>	<b>13,068,704</b>	<b>13,062,605</b>

## Unincorporated Municipal Services Taxing Unit Fund (UMSTU)

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
<b>Transfers Out to Other Funds/Agencies:</b>				
Transfer to General Fund	1,571,806	1,571,806	1,571,806	1,571,806
Transfer to Highway	4,838,386	4,838,386	5,338,386	5,338,386
Transfer to Impact Fee Admin	400,000	400,000	600,000	0
Tran to Building Dept Fund	130,955	130,955	130,955	130,955
Tsf to Rev Impr Bond-2016	1,573,320	1,578,687	1,576,198	652,937
Tran to Stormwater	250,000	0	0	0
Transfer to Port TIF	12,439	13,233	15,725	15,725
Transfer to Southwest TIF	291,298	392,744	537,007	537,007
TsfToPNRImpactUnincorpCapPrj	16,000	0	0	0
<b>Subtotal</b>	<b>9,084,204</b>	<b>8,925,811</b>	<b>9,770,077</b>	<b>8,246,816</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves - Boards Reserve	0	500,000	500,000	500,000
Reserves - Additional Exemption	0	458,000	0	0
Reserves - Street Light Pilot Program	0	0	350,000	0
Reserves - Compression	0	28,794	29,813	0
Salary Adjustment - PFP	0	406,784	388,507	777,014
Cash Balance - Operating	0	4,506,976	4,651,420	4,417,287
Budget Stabilization	0	4,462,266	2,103,920	3,486,627
<b>Subtotal</b>	<b>0</b>	<b>10,362,820</b>	<b>8,023,660</b>	<b>9,180,928</b>
<b>Total Uses</b>	<b><u>20,206,967</u></b>	<b><u>31,962,124</u></b>	<b><u>30,862,441</u></b>	<b><u>30,490,349</u></b>

## Utilities Capital Projects Funds

These funds account for the capital projects associated with the Utilities System for Potable Water and Wastewater. Capital project funds include multi-year project budgets carried over from previous years and are not reflected below.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	46,371,662	44,978,369	49,817,815	62,304,757
<b>Subtotal</b>	<b>46,371,662</b>	<b>44,978,369</b>	<b>49,817,815</b>	<b>62,304,757</b>
<b>Revenues to be received during Fiscal Year:</b>				
Interest income	1,319,886	569,422	1,684,210	1,684,210
Contributions	18,513,209	15,789,473	15,789,473	15,789,473
Miscellaneous	12	0	0	0
Transfers from other funds	41,460,026	38,000,000	25,000,000	41,350,795
Bond proceeds	74,695,000	0	0	0
Less Statutory 5%	0	-817,945	-873,684	-873,684
Premium on bonds	1,148,773	0	0	0
<b>Subtotal</b>	<b>137,136,905</b>	<b>53,540,950</b>	<b>41,599,999</b>	<b>57,950,794</b>
<b>Total Sources</b>	<b><u>183,508,567</u></b>	<b><u>98,519,319</u></b>	<b><u>91,417,814</u></b>	<b><u>120,255,551</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Utilities Department	54,637,358	9,634,120	25,130,509	30,688,036
Public Works(Transp/Prj Mgt)	228,394	0	0	0
<b>Subtotal</b>	<b>54,865,752</b>	<b>9,634,120</b>	<b>25,130,509</b>	<b>30,688,036</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Tran to W & S Operating	465,000	0	0	0
Tran to W & S Debt Svc	2,351,695	2,950,924	2,106,045	2,174,646
<b>Subtotal</b>	<b>2,816,695</b>	<b>2,950,924</b>	<b>2,106,045</b>	<b>2,174,646</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Cash Balance -Utilities Capital Projects	0	630,745	8,810,029	11,865,769
Reserves - Util Rev Bnds,2018	0	0	1,058,380	1,058,380
Reserves - Utilities 2015 Rev Ref & Imp	0	1,146,536	1,066,894	1,066,894
Reserves - Capital Projects - FIFs	0	25,149,871	32,730,655	37,887,846
Reserves - SewerFIF	0	12,068,345	18,638,799	26,356,961
Reserve for Capital-FIF-Capital	0	6,500,000	250,000	250,000
Reserves - Capital Projects - Sewer	0	4,630,925	1,000,000	1,000,000
Reserves - Capital Projects - W/S	0	35,807,853	626,503	7,907,019
<b>Subtotal</b>	<b>0</b>	<b>85,934,275</b>	<b>64,181,260</b>	<b>87,392,869</b>
<b>Total Uses</b>	<b><u>57,682,447</u></b>	<b><u>98,519,319</u></b>	<b><u>91,417,814</u></b>	<b><u>120,255,551</u></b>

## Utilities Maintenance Projects Fund

This fund is to account for annual non-capital Utilities maintenance for the plants, pipelines, meters, pumping stations and other components. Examples of these projects include line extensions, meter replacements, lift station rehabilitation and replacement of some plant components.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	5,968,084	9,991,539	5,299,376	5,299,376
<b>Subtotal</b>	<b>5,968,084</b>	<b>9,991,539</b>	<b>5,299,376</b>	<b>5,299,376</b>
<b>Revenues to be received during Fiscal Year:</b>				
Operating grants	-3,663	0	0	0
Transfers from other funds	8,965,000	4,000,000	6,605,000	6,605,000
<b>Subtotal</b>	<b>8,961,337</b>	<b>4,000,000</b>	<b>6,605,000</b>	<b>6,605,000</b>
<b>Total Sources</b>	<b><u>14,929,421</u></b>	<b><u>13,991,539</u></b>	<b><u>11,904,376</u></b>	<b><u>11,904,376</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Utilities Department	4,138,112	7,763,400	6,605,000	6,605,000
<b>Subtotal</b>	<b>4,138,112</b>	<b>7,763,400</b>	<b>6,605,000</b>	<b>6,605,000</b>
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves - Cash Balance	0	6,228,139	5,299,376	5,299,376
<b>Subtotal</b>	<b>0</b>	<b>6,228,139</b>	<b>5,299,376</b>	<b>5,299,376</b>
<b>Total Uses</b>	<b><u>4,138,112</u></b>	<b><u>13,991,539</u></b>	<b><u>11,904,376</u></b>	<b><u>11,904,376</u></b>

## Water & Sewer Operating & Debt Service Funds

The Water & Sewer Operating and Debt Service funds are enterprise funds, which are self-supporting funds that bring in revenue to cover operating and capital costs. These funds include the County's potable (drinking) water, wastewater and reclaimed water programs, and the debt service costs on water and sewer projects.

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
Beginning Balance/Budgeted Cash	139,874,243	61,340,821	142,594,228	133,998,909
<b>Subtotal</b>	<b>139,874,243</b>	<b>61,340,821</b>	<b>142,594,228</b>	<b>133,998,909</b>
<b>Revenues to be received during Fiscal Year:</b>				
Licenses and permits	13,536	9,000	13,942	14,360
Charges for services	134,628,650	135,179,551	138,620,388	142,778,999
Fines and forfeitures	16,261	20,000	16,749	17,251
Interest income	2,044,191	1,006,500	2,937,802	2,768,241
Assessments	0	62,000	0	0
Contributions	20,886,410	200,000	528,112	543,955
Miscellaneous	1,671,356	1,404,600	1,690,652	1,741,371
Operating grants	471,469	0	0	0
Gain on disposition of assets	107,407	0	0	0
Transfers from other funds	15,515,766	18,271,184	15,074,311	17,721,459
Less Statutory 5%	0	-6,988,452	-7,284,751	-7,487,578
Interest Rebate	1,762,816	1,887,383	1,887,383	1,887,383
<b>Subtotal</b>	<b>177,117,862</b>	<b>151,051,766</b>	<b>153,484,588</b>	<b>159,985,441</b>
<b>Total Sources</b>	<b><u>316,992,105</u></b>	<b><u>212,392,587</u></b>	<b><u>296,078,816</u></b>	<b><u>293,984,350</u></b>
<b>Budgeted Expenditures by Department in this fund:</b>				
Information Technology Dept	406,545	371,847	405,489	405,435
Utilities Department	110,649,555	100,410,578	109,053,807	114,608,099
Public Works(Transp/Prj Mgt)	1,292,690	1,472,865	1,677,872	1,677,696
Parks&NaturalResourcesDept	1,572,525	1,617,194	1,606,393	1,609,399
Property Management Dept	165,499	158,009	168,460	168,454
<b>Subtotal</b>	<b>114,086,813</b>	<b>104,030,493</b>	<b>112,912,021</b>	<b>118,469,083</b>
<b>Transfers Out to Other Funds/Agencies:</b>				
Transfer to General Fund	3,152,592	2,945,142	2,945,142	2,945,142
Transfer to 402 Pub Wks Maint	8,965,000	4,000,000	6,605,000	6,605,000
Tran to W & S Debt Svc	12,675,098	15,320,260	12,968,266	15,546,813
Tran to W & S Capital Improv	40,000,000	38,000,000	25,000,000	41,350,795
Tran to Motor Pool Fund	431,100	0	0	0
<b>Subtotal</b>	<b>65,223,790</b>	<b>60,265,402</b>	<b>47,518,408</b>	<b>66,447,750</b>



## Water & Sewer Operating & Debt Service Funds

	Actual FY18	Adopted FY19	Adopted FY20	Planned FY21
<b>Reserves &amp; Set Aside Amounts:</b>				
Reserves - Compression	0	110,065	107,125	0
Salary Adjustment - PFP	0	1,663,450	1,542,353	3,084,706
Cash Balance - Utility System Debt Svc	0	132,677	3,223,417	2,793,225
Reserve- Crossover 2017 Bonds	0	0	51,175,912	43,902,642
Utility System Operations	0	17,535,813	27,572,531	32,155,486
Reserve Maintenance & Future Projects	0	28,654,687	52,027,049	27,131,458
<b>Subtotal</b>	<b>0</b>	<b>48,096,692</b>	<b>135,648,387</b>	<b>109,067,517</b>
<b>Total Uses</b>	<u>179,310,603</u>	<u>212,392,587</u>	<u>296,078,816</u>	<u>293,984,350</u>



An aerial photograph of a coastal town, likely in Florida, showing a mix of residential and commercial buildings, palm trees, and a large body of water in the background. A long pier extends into the water. The title 'Financial Structures and Policies' is overlaid in a white box with an orange background.

# Financial Structures and Policies



# Financial Structure

## The Governmental Entity

Manatee County is a non-charter county established under the Constitution and the laws of the State of Florida. Manatee County is governed by a seven-member Board of County Commissioners. Five members represent a geographical district within the county while two members represent the county at-large. There are five additional officers elected countywide: Clerk of the Circuit Court, Property Appraiser, Sheriff, Supervisor of Elections, and Tax Collector.

The Board of County Commissioners is responsible for adopting the county budget and provides all funding used by the constitutional offices with the exception of fees collected by the Clerk of the Circuit Court, the Tax Collector, and the Property Appraiser. The Finance department, under the direction of the Clerk of the Circuit Court, maintains the accounting system for the county's operations and is responsible for accounting, managing, and disbursing the county's monies.

The annual budget is a plan for current expenditures and the adopted means of financing them. The annual budget is prepared and managed by the Financial Management department under the direction of the County Administrator. The Board of County Commissioners adopts budgets for the operations of the county as a whole, including, but not limited to: Port Manatee, the Manatee County Civic Center, the Manatee County Tourist Development Council, and a countywide public utilities system.

## Governmental Accounting

The accounting system provides the basis for budgetary control. Formal budgetary integration combines budgetary accounts into the general ledger so that actual revenues and expenditures are always measured against the budget to ensure that expenditures do not exceed appropriations.

The financial transactions of the county are recorded in individual funds and account groups, each of which is a separate accounting entity. Each fund is accounted for by providing a separate, self-balancing set of accounts comprised of its assets, liabilities, reserves, equities, revenues, and expenditures. The county adopts budgets for the following fund types and account groups (a list of county operating funds for each fund type for the fiscal year 2020 budget is shown below each description).

1. Governmental Funds - The focus of governmental funds measurement is upon determination of financial position and changes in financial position (sources, uses, and balances of financial resources) rather than upon net income. Governmental funds are accounted for using the modified accrual basis of accounting. The following are governmental funds:
  - General Fund - The general fund is the general operating fund of the county. All general tax revenues and other receipts that accounting principles do not require to be accounted for in a separate fund are accounted for in the general fund and parks fund.

- Special Revenue Funds - Special revenue funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts or major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action.
  - o 5 & 6 Cent Gas Tax Fund
  - o 5Ct Voted Gas Tax
  - o 911 Enhancement
  - o Assessment Revenue
  - o Beach Erosion Control
  - o Building Department
  - o Cable Franchise Fees
  - o Children's Services
  - o Const. 5 & 6 80% Maint. Proj.
  - o County 9 Ct Voted Road Resurfacing
  - o Court Technology
  - o Department of Natural Resources Grants
  - o Dredging Assessment
  - o EMS Trust
  - o EMS/Public Safety Impact Fees
  - o Florida Boating Improvement Program
  - o Green Bridge Demolition
  - o Impact Fee Administration – Affordable Housing
  - o Impact Fee Administration
  - o Law Enforcement Impact Fees
  - o Library Impact Fees
  - o Library, Library Gift & Eaton Trust
  - o Local Opt. 4Ct Maint. Proj.
  - o Palm Aire MSTU
  - o Parks Impact Fees
  - o Phosphate Severance Tax
  - o Port TIF (County)
  - o Sarasota-Manatee MPO
  - o Southwest TIF (County)
  - o Spec. Federal Law Enf. Trust
  - o Special Law Enforcement State Trust
  - o Street Lighting Districts
  - o Substance Abuse
  - o Tourist Development
  - o Transportation Impact Fees
  - o Transportation Trust
  - o Tree Trust
  - o Unincorporated MSTU

- Debt Service Funds - Debt service funds are used to account for the annual payment of principal, interest and expenditures on long-term general government debt, other than bonds payable from the operations of an enterprise fund.
  - o 2013 Revenue Refunding & Improvement Bonds & Note
  - o 2014 General Obligation Refunding
  - o 2014 Revenue Improvement Bonds
  - o 2018 Revenue Improvement Bonds & Note
  
- Capital Projects Funds - Capital project funds are used to account for financial resources segregated for the acquisition or construction of major capital facilities other than those financed by special assessments or enterprise operations.
  - o 2013 Revenue Refunding & Improvement Bonds & Note  
Transportation Capital Projects
  - o 2016 Revenue Improvement Bond & Note Capital Projects
  - o 2018 Revenue Refunding & Improvement Note Capital Project
  - o 5Ct Board Voted Capital Project
  - o Beach Erosion Control Projects
  - o Building Capital Projects
  - o Comprehensive Jail Facility
  - o ESCO & ESCO PH2 Capital Projects
  - o Gas Tax Capital Projects
  - o Highway Capital Projects
  - o Infrastructure-Parks and Community Facilities Capital Projects
  - o Infrastructure-Public Safety and Law Enforcement Capital Projects
  - o Infrastructure-Transportation Capital Project
  - o Law Enforcement Impact Fee Capital Projects
  - o Law Enforcement Impact Fees-Unincorporated
  - o Library Capital Projects
  - o Local Government Infrastructure Sales Surtax
  - o Local Option 4th Cent Gas Tax Projects
  - o Local Option 5th & 6th Cent Gas Tax Proj.
  - o Parks & Recreation Capital Projects
  - o Parks Impact Fees Projects
  - o PNR Impact Fees-Unincorporated
  - o Public Safety Impact Fee Project Fund
  - o Public Safety Impact Fees-Unincorporated
  - o Road Assessment Capital Projects
  - o Road Impact Fees Projects
  - o South Cty CRA Cap Projects
  - o SW TIF Capital Projects
  - o Transportation Impact Fees Projects



2. Proprietary Funds - The focus of proprietary fund measurement is upon determination of net income, financial position, and changes in financial position. Proprietary funds use the accrual basis of accounting. The following are proprietary funds:
- Enterprise Funds - Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises - where the stated intent is that the cost (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed primarily through user charges. Enterprise funds are also used where periodic determination of revenues earned, expenses incurred, and/or net income is deemed appropriate for capital maintenance, public policy, management control, accountability, or other purposes.
    - o Civic Center
    - o Port Manatee
    - o Port Manatee Debt Service
    - o Sewer Facility Invest Fees
    - o Solid Waste
    - o Solid Waste Capital Improvements
    - o Solid Waste Debt Service
    - o Stormwater Capital Improvements
    - o Stormwater Management
    - o Transit System & Transit Capital Projects
    - o Utility Bond Funds
    - o Utility Maintenance Projects
    - o Water & Sewer Capital Improvements
    - o Water & Sewer Debt Service
    - o Water & Sewer Operating
    - o Water Facility Invest Fees
  - Internal Service Funds - Internal service funds are used to account for the financing of goods or services provided by one department to other departments of the county or to other governmental units on a cost reimbursement basis.
    - o Automated Systems Maintenance
    - o Communications
    - o Fleet Services
    - o Fuel Services
    - o Health Self Insurance
    - o Radio
    - o Self-Insurance

3. Fiduciary Funds - Fiduciary funds are used to account for assets held by a governmental unit acting as a trustee for units, or other funds of the same governmental unit. Funds use the accrual basis of accounting.

The following are fiduciary funds:

- Agency Funds - A fund used to account for resources received and held by the governmental unit as an agent for others.
- Trust Funds - A fund used to account for resources received and held by the governmental unit as trustee, to be expended or invested in accordance with the conditions of the trust.

## Budgetary Basis Data

The county adopts operating budgets for all governmental and proprietary funds on a modified accrual basis, which is not always the same basis of accounting that is used to account for the actual results of operations. Depreciation expense is not budgeted; however, expenditures for capital outlays are capitalized into fixed assets and eliminated from the results of operations on a Generally Accepted Accounting Principles (GAAP) basis. Principal repayment and interest expense are budgeted as expenditures in proprietary funds, but principal repayment is accounted for as a reduction to bond payable liability. Accumulated compensated absence leave in proprietary funds is reflected in the fund's financial statements on the accrual basis but are not budgeted as expenditures.

The County Administrator's budget development process is explained in the budget message found in the beginning of this document. When the budget process reaches the point at which the budget is to be submitted to the Board of County Commissioners, the remaining steps in the process are prescribed by statute.

The following are the procedures required by statute and followed by the Board in establishing the budget for the county:

1. Within 15 days after certification of the ad valorem tax roll by the Property Appraiser, a proposed operating budget is presented to the Board of County Commissioners for the fiscal year commencing the following October 1. The operating budget includes proposed expenditures and the means of financing them.
2. By Board resolution, a tentative budget is adopted. Public hearings are held to obtain taxpayers comments.
3. Within fifteen days after submission of the tentative budget, public hearings are held, and a final budget is adopted.
4. Prior to September 30, the county's operating budget is legally enacted through passage of a resolution.
5. During the year, the County Administrator or designee acts on intradepartmental budget changes that do not alter the total revenue or expenditures budgeted to a fund or department. All other budget changes (whether they are transfers between departments or alterations of total revenues or expenditures in a fund) are approved by Board resolution.
6. Florida Statutes 129, Section 7, as amended in 1978, provides that only expenditures in excess of total fund budgets are unlawful. The fund level is, therefore, the level of control for budgetary considerations.
7. Formal budgetary integration is employed as a management control device during the year for all fund types.

## Net Budget

The net budget is used to represent the amount of new appropriations for expenditure in the new fiscal year. The net budget excludes interfund transfers, internal services, trust fund reserves, cash balance reserves not intended for expenditure, and capital projects fund budgets from prior years. Interfund transfers and internal service payments are movements of monies from one fund to another for the purpose of accurately accounting for expenditures in accordance with Generally Accepted Accounting Principles. Transfers and internal service payments result in showing the funds transferred as being expended twice and to avoid double counting they are excluded from the net budget.

	<u>FY19</u>	<u>FY20</u>
Adopted Net Budget	\$737,805,948	\$757,046,906

The adopted gross budget includes all appropriations in the budget, a significant portion of which are interfund transfers and internal service charges or services. Thus, the gross budget counts these items twice. The fiscal year 2020 adopted gross budget is \$1,864,075,905.

# Financial Policies

## Section I - Budget Implementation and Administration Policy

On September 27, 1994, the Board of County Commissioners adopted Resolution R-94-270, which consolidated and codified existing policies and practices, and also initiated some new procedures designed to reduce paperwork and facilitate budget administration.

### Authority and Accountability

The County Administrator is responsible for managing all financial resources budgeted under the Board of County Commissioners. Keeping within overall budget limits as adopted or amended, the County Administrator has the authority, subject to controls set forth in R-94-270, to adjust allocations of resources in order to accomplish the goals and objectives of the Board of County Commissioners. The County Administrator or designee will establish criteria to use in evaluating financial management performance of department managers.

### Budget Development

The County Administrator or designee will set forth procedures and guidelines to be followed by departments in developing budget requests. Departmental budget requests will be reviewed, analyzed, and aggregated into budget recommendations that will reflect the objectives and policies of the Board of County Commissioners. The proposed budget will be presented to the Board of County Commissioners and adopted in accordance with Florida law. Budget recommendations will include Reserves as deemed appropriate by the County Administrator. In addition to Reserves for Contingency, other Reserves may be budgeted for items including but not limited to: Reserve for Cash Balance which will include monies intended to be used for cash flow purposes and should, in aggregate, be adequate to ensure availability of operating cash prior to receipt of budgeted revenue; Prior Year Appropriation, for encumbrances and items budgeted and/or requisitioned in the previous year but not delivered or invoiced in the previous year; Reserve for Salary Adjustment, which will be budgeted in funds to pay for planned merit increases, wage adjustments, and unrealized attrition, and distributed to operating cost centers only if needed; Reserve for Capital Outlay, which may include funds set aside for capital equipment and/or capital improvements. Reserves for Contingency may include funds for specific items or activities which are not intended for purchase unless specific authorization from the Board of County Commissioners is given during the fiscal year.

Budgets will be established and expended to reflect as accurately as possible all costs related to activities of each program or cost center. To accomplish this, salaries will be allocated between appropriate cost centers when necessary. Indirect cost allocations will be used to the greatest extent possible. Intergovernmental charges will be used as a mechanism to properly reflect costs when appropriate. An attrition factor, based on experience, may be applied to departmental salary budget allocations.



A balanced budget will be prepared with estimated receipts to include balances brought forward equal to the total appropriations and reserves. A budget summary will be presented with each year's tentative budget to meet the budget summary requirements of Florida Statute 129.03(3)(a)(b). The summary will show a gross budget total which will include all items shown on the expenditure side of the budget, including transfers, internal services, and cash balances. Since this overstates and does not represent the net new appropriations for expenditure in a fiscal year, a net budget will be calculated by subtracting from the gross budget all transfers, internal services, prior year appropriations, and cash balances. Prior year project appropriations will also be shown on the summary, to be continued into the next fiscal year, separately from net new appropriations.

### Budget Administration

With adoption of a budget, the Board of County Commissioners is approving a broad policy plan as well as the estimated funding needs at the fund and departmental level. Line items and cost centers are subsets of fund and departmental budgets established for control and tracking purposes, and are not mandates to fully expend funds appropriated, nor are they unchangeable limits.

The Budget Officer, with approval of the County Administrator or designee, has authority to approve transfers of funds between cost centers and line items as long as the transfer is within department and fund limits. Procedures for making such transfers will be developed and implemented by the County Administrator or Budget Officer with the cooperation and approval of the Clerk of the Circuit Court. In the absence of such procedures, such transfers will require a budget resolution approved by the Board of County Commissioners. Budget resolutions will identify the fund, department, and cost centers affected by the amendment. Line items need not be included on budget amendments if a procedure to identify the line item portions of budget amendments is developed and implemented by the County Administrator and with the cooperation and approval of the Clerk of the Circuit Court. Scrivener errors on budget resolutions may be corrected by the County Administrator using the same forms and procedures used for transfers between cost centers.

Budget adjustments that cross departmental or fund lines require approval by resolution of the Board of County Commissioners. Budget adjustments that appropriate unanticipated revenue available within or transferred to a fund (which may include unbudgeted fund balances from prior years) also require a resolution adopted by the Board of County Commissioners.

Budget control will be exercised at the cost center level. Budget line items may show negative balances, but total budgets of cost centers may not be exceeded. Budget performance will be evaluated based on budget and actual amounts as of the end of the fiscal year.

## **Section II - County Administrator Guidelines**

Pursuant to policy set forth in Resolution R-94-270, the County Administrator set forth the following guidelines and procedures for budget development.

### **Budget Development Guidelines**

The County Administrator has implemented a “zero-based” process in which funds are allocated by program rather than by department. All county departments which report to the County Administrator have examined each program and service to evaluate the needs and have prioritized these services as “decision units” in accordance with available resources.

The term “zero-based” means that each program starts with no funding. The minimum cost necessary to operate the program is then determined and becomes the “base unit”. The base is then built upon by adding additional “decision units” with each unit being the cost for an increase in the level of service provided by the program. Each decision unit builds on the preceding unit up to a “continuation level” which delineates the current operations of the department. Departments can submit “desired” decision units for program expansions, enhancements or for new programs.

Non-recurring items are funded from non-recurring sources, usually fund balance, and recurring budget items are funded from recurring sources.

Replacement equipment and major building repair needs are usually the highest priority non-recurring items.

### **Accounting and Reporting Practices (Basis of Budgeting and Accounting)**

1. Maintain accounting and reporting practices in conformance with the Uniform Accounting System of the State of Florida and Generally Accepted Accounting Principles (GAAP).
2. Maintain accounting system records on a basis consistent with the accepted standards for local government accounting according to Governmental Accounting and Financial Reporting (GAFR), the National Council on Governmental Accounting (NCGA), and the Governmental Accounting Standards Board (GASB).

3. The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All Governmental Funds and Expendable Trust Funds are accounted for using a current financial resources measurement focus on a modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become both measurable and available to finance expenditures of the current period. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred. Exceptions to this general rule include: (1) accumulated sick pay and accumulated vacation pay, which are not recorded as expenditures; (2) prepaid insurance and similar items, which are reported only on the Balance Sheet and do not affect expenditures; and (3) principal and interest on general long-term debt, which are recognized when due. Budgets for Governmental Funds are also prepared on the modified accrual basis.

All Proprietary and Nonexpendable Trust Funds are accounted for using a flow of economic resources measurement focus on an accrual basis of accounting. Revenues are recognized in the period in which they are earned, and expenses are recognized in the period incurred.

The preparation of financial statements in conformity with Generally Accepted Accounting Principles, as applicable to governmental units, requires management to make use of estimates that affect the reported amounts in the financial statements. Actual results could differ from estimates.

4. Provide regular interim financial statements prepared in accordance with GAAP to the Board of County Commissioners and the public that include all fund groups.
5. Provide regular monthly trial balances to county departments of line item financial activity by type of revenue and expenditure. Financial information is also available "on line" to all departments.
6. Insure that an annual financial and compliance audit of the county's financial records is conducted by an independent firm of certified public accountants whose findings and opinions are published and available for public review.
7. Maintain a continuing program of internal audits.
8. Seek, annually, the Government Finance Officers Association (GFOA) Certificate of Achievement in Financial Reporting and the GFOA's annual Distinguished Budget Presentation Award.

## Section III - Administration of the Five-Year Capital Improvement Plan

### Purpose and Intent

This section is established to provide for the applicability and effect of the Five-Year Capital Improvement Plan for the Manatee County Board of County Commissioners, and to set forth the specific requirements and procedures related to the revision and update of the Capital Improvement Plan. It is the intent of this resolution that its prescriptive provisions shall be implemented, in part, through the completion of the Capital Improvement projects as described herein.

### Applicability

The Five-Year Capital Improvement Plan shall apply to capital improvement projects undertaken by the County of Manatee, Florida. For the purposes of this section, the term "capital improvement project" shall mean a nonrecurring expenditure of \$250,000 or more from county funds for the construction, installation, or acquisition of capital facilities, or the acquisition of interests in land.

### Review and Revision

Each year the Five-Year Capital Improvement Plan shall be updated by resolution of the Board of County Commissioners. Such review and revision of the Capital Improvement Plan shall be consistent with the Goals, Objectives, and Policies of the Manatee County Comprehensive Plan.

### Consistency of Governmental Development

1. For the purpose of the consistency requirement of the Program, the first year of the Five Year Capital Improvement Plan shall apply to all capital improvement projects undertaken by the County of Manatee for which funds were or will be appropriated in fiscal year 2019, except as provided in paragraph D of Section 5 Administrative Provisions, or in a prior year, if the project has not been started as of October 1, 2018.
2. Year two of the Five Year Capital Improvement Plan shall apply to all capital improvement projects for which funds will be appropriated in Fiscal Year 2019. Projects for Year Two are subject to availability of funds and subsequent appropriation of funds by the Board of County Commissioners.
3. Years Three through Five of the Five Year Capital Improvement Plan shall represent general county policy with respect to capital improvements programming, subject to review and revision on a case by case basis during each of the succeeding budget years, and subject to availability of funds.

4. Notwithstanding Paragraphs A, B and C above, the County of Manatee may undertake other capital improvement projects not shown in the current year of the Five-Year Capital Improvement Plan as follows:
  - (1) Emergencies - Projects found by the Board of County Commissioners to be of an emergency nature may be undertaken without amendment to the program.
  - (2) Other Projects - If not so found to be of an emergency nature, such projects that are deemed by the Manatee County Board of County Commissioners to be of higher priority by resolution of the Board of County Commissioners.

Provided, however, that in all cases, such projects shall be otherwise consistent with the prescriptive provisions of the Plan.

### Administrative Provisions

1. Capital improvement shall be deemed consistent with the Capital Improvement Plan where they are consistent as to general location, scale and type of facility as provided in the CIP project description, although it need not be consistent in revenue sources or manner of operation.
2. If funding for a project identified in the CIP as a future year project or a project of record becomes available in advance of the year for which it is planned, the Board of County Commissioners may proceed to implement that project when funding becomes available without an amendment to the Plan.
3. Amounts shown in the CIP as estimated project costs are estimates and not intended to serve as precise project budgets. This also applies to initial appropriations for the capital projects. A precise project budget will be established for a project upon completion of the following:
  - (1) Engineering and architectural plans and specifications (upon which the project cost will be estimated).
  - (2) Adoption of budget amendments subsequent to completion of plans and specification that may be necessary to properly fund the project.



4. Budgets for projects shall be adopted by the Board of County Commissioners as provided in Resolution R-94-270 which establishes the Manatee County Budget Administration and Implementation Policy. Budget Administration Procedures as provided for under Resolution R-94-270 allow the Budget Officer or his designee to authorize the Purchasing division to encumber items which require exception to the level of budget control established in the Budget Administration Procedures. This authorization can be given for approved projects, items previously approved for expenditure by the Board of County Commissioners, items required by law, or other expressed priorities of the Board of County Commissioners. Projects included in this CIP and previous CIPs are to be considered "approved projects" for the purpose of encumbering funds in anticipation of formal budget amendment in order to meet significant time constraints or provide for improved fiscal resource management.
5. To the maximum extent possible, engineering and architectural plans and specifications prepared for roadway projects contained in the Capital Improvement Plan will incorporate landscaping, pedestrian/bicycle facilities and other aesthetic design considerations that enhance the image of the community and reduce the impacts to adjacent land uses.
6. This Five-Year Capital Improvement Plan is prepared to be consistent with the Capital Improvement Element of the Comprehensive Plan subject to any proposed amendments to the plan presented to the Board of County Commissioners. If any provisions of this resolution are not consistent with the Comprehensive Plan, then the Comprehensive Plan shall prevail over any provisions of this resolution. Projects in the Five-Year Capital Improvement Plan that impact on the Capital Improvement Element of the Comprehensive Plan may require subsequent adoption of ordinances and/or amendments to the Comprehensive Plan before the projects can be initiated.

## Funding Sources

1. It is the intent of the Board of County Commissioners that any project included in the program may be financed and refinanced using bond proceeds. Language is provided to ensure that the issuance of bonds to finance projects remains as a viable alternative, even if other fund sources are used to initially finance projects.
2. A resolution is an affirmative action of the Board towards the issuance of bonds to finance or refinance the Capital Improvement Plan of the county in accordance with the laws of the state and the applicable provisions of the Internal Revenue Code of 1986, as amended, and the rules and regulations of the Internal Revenue Service applicable thereto.

3. The Board determines to issue, to the extent necessary to provide financing for projects, or refinancing for such projects funded from other sources, its general obligation and revenue bonds pursuant to the laws of the State of Florida and, if required by the laws of the State, or the Constitution, a referendum vote on such general obligation bonds, for the capital improvements described in the Five Year Capital Improvement Plan in one or more series and issues. The authority established is implemented by subsequent resolutions of the Board of County Commissioners.

## **Section IV - Debt Policy**

The Board of County Commissioners approved the current debt policy in 1985. We have used this policy to negotiate favorable terms on bond insurance, and to receive ratings which get bond issues secured with our covenant to budget and appropriate funds annually for debt obligations (rather than pledge a specific revenue source). This policy has also been incorporated in the county's Comprehensive Plan, which is adopted by ordinance of the Board of County Commissioners and approved by the State of Florida.

Debt policy provisions require that the county shall not issue additional debt payable from non-ad valorem county monies unless:

1. The total outstanding non-self-supporting revenue debt service in any year is less than 50% of total non-ad valorem revenues for the county,
2. Gross non-ad valorem revenues (all legally available non-ad valorem revenues of the county from whatever source) for the preceding fiscal year are at least 2.00 times the average annual debt service of all indebtedness of the county payable from non-ad-valorem revenues, and,
3. Net non-ad valorem revenues for the preceding fiscal year are at least 1.10 times the average annual debt service of all indebtedness of the county payable from non-ad valorem revenues.

General Obligation debt, supported by ad valorem taxes, can be authorized only by referendum of the county's electorate. The laws of the State of Florida do not impose any limitations on the amount of debt that local governments may incur.

## **Section V - Investment Policies**

These investment policies apply to all financial assets of Manatee County, which are under the direct control of the Board of County Commissioners of Manatee County. These policies do not include any financial assets under the direct control of any of the constitutional officers of Manatee County. At such time as the funds under their direct control pass to Manatee County, then these policies will be applicable.

## Investment Responsibilities

### 1. Legal Requirements

Investments of Manatee County are subject to Florida Statutes Chapter 125.31. These investment policies are established to supplement the existing statutory authority.

- a. Investment Authority of Manatee County - Investments of Manatee County must conform to the provisions of Florida Statutes Chapter 125.31, as amended from time to time. The Board of County Commissioners shall establish the overall investment policies and the implementation is delegated to the Clerk of Circuit Court, acting in his capacity as the Clerk, and the Chief Financial Officer to the Board. The Clerk is herewith delegated the responsibility of establishing detailed investment and accounting procedures to govern the day to day investment activities necessary to carry out these investment policies.
- b. Authorized Investments - Manatee County is authorized under Florida Statutes Chapter 125.31 to undertake investments in the following authorized investments:
  - i. The Local Government Surplus Funds Trust Fund (State Pool).
  - ii. Florida Counties Investment Trust (FCIT); (State Investment Trust).
  - iii. Direct obligations of the U.S. Government, such as, U.S. Treasury obligations.
  - iv. Obligations guaranteed by the U.S. Government as to principal and interest.
  - v. Time deposits and savings accounts in banks and savings and loan associations, organized under the laws of Florida or the United States, doing business in and situated in this state. All such deposits shall be collateralized as provided for by Florida Statutes Chapter 280 (Exhibit 4).
  - vi. Obligations of the:
    1. Federal Farm Credit Banks (FFCB).
    2. Federal Home Loan Mortgage Corporation (FHLMC) participation certificates.
    3. Federal Home Loan Bank (FHLB) or its banks.
    4. Government National Mortgage Association (GNMA), including Federal National Mortgage Association (FNMA) participation certificates, which are guaranteed by the GNMA.
  - vii. Commercial Paper of U.S. Corporations having a rating of at least two of the following three ratings: A-1, P-1 and F-1, as rated by Standard & Poors, Moody's, and Fitch Investors Service rating services.

- viii. Bankers' Acceptances that are eligible for purchase by the Federal Reserve Banks and have a Letter of Credit rating of AA or better.
  - ix. Tax-exempt obligations of the State of Florida and its various local governments, including Manatee County. Tax-exempt obligations with a rating of A or less must be an insured issue through MBIA (or an equivalent company). Issues rated A+ or higher may or may not carry an insurance backing.
  - x. Manatee County is herewith authorized to enter into Repurchase Agreements (for purchase and subsequent sale) for any of the investments authorized above in categories c, d, e, or f.
- c. Collateral Requirements General:
- i. Manatee County is required by the provisions in Florida Statutes Chapter 280 to place its deposits only in a "qualified public depository", as that term is defined in the Florida Statutes. Any deposit placed in a qualified public depository is deemed to be adequately collateralized by Florida Statutes. Subsequent failure by a qualified public depository to timely return public deposits to Manatee County will be governed by Chapter 280, as amended.
  - ii. In the event of a repeal of Chapter 280, the county shall adopt alternative collateralization policies.
  - iii. Repurchase Agreements:  
  
The county is herewith required to seek collateral for any Repurchase Agreement not covered under Chapter 280. Collateral placed for any repurchase agreement will be governed by the Master Repurchase Agreements executed between Manatee County and the various security brokers/dealers, including banks and savings and loan associations. The terms for collateral will be based on economic and financial conditions existing at the time of the repurchase agreement and credit risk of the particular broker/dealer or financial institution which enters into the repurchase agreement with Manatee County.

## 2. County Funds and Bond Ordinance Requirements

All county funds under the direct control of the Board of County Commissioners are herewith covered by these Investment Policies.

Certain funds have outstanding bond issues, which have specific investment policies contained within the bond ordinances and official statements. Those policies were adopted using Florida Statutes Chapter 125.31 and are not in conflict with these Investment Policies.

## Investment Objectives

1. Safety of Capital
  - a. Safety of capital is regarded as the highest priority in the handling of investments for Manatee County. All other investment objectives are secondary to the safety of capital. Each investment transaction shall seek to first ensure that capital losses are avoided, whether they are from securities defaults or erosion of market value.
  - b. From time to time, securities may be traded for other similar securities to improve yield, maturity or credit risk. For these type transactions, a loss may be incurred for accounting purposes, provided any of the following occurs with respect to the replacement security: the yield has been increased, or the maturity has been reduced, or the quality of the investment has been improved.
2. Maintenance of Adequate Liquidity
  - a. The investment portfolio must be structured in such a manner that will provide sufficient liquidity to pay obligations as they become due. Specific policies describing the manner in which adequate liquidity is maintained is described in Section III.B of these policies.
3. Return on Investments
  - a. The county seeks to optimize return on investments within the constraints of safety and liquidity. The investment portfolio shall be designed with the annual objective of exceeding the average return on three-month (90 day) U.S. Treasury Bills by an average of fifty (50) basis points.
4. Prudence and Ethical Standards
  - a. The standard of prudence to be used by investment officials shall be the "prudent person" and shall be applied in the context of managing an overall portfolio. Investment officers, or persons performing the investment functions, acting in accordance with written policies and procedures, and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.
  - b. The "prudent person" standard is herewith understood to mean the following:
    - i. "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."



## Investment Policies

### 1. Specific Policies to Ensure Safety of Principal

The following specific policies are set forth below to provide additional guidance in implementing the first investment objective of safety of capital.

#### a. Reducing Credit Risk

##### i. Acceptable Investments:

1. Legally authorized investments were set forth above in Section 1A. The following is an expansion of that list.
  - a. U.S. Treasury Obligations:
  - b. U.S. Treasury Obligations consist of U.S. Treasury Bills, U.S. Treasury Notes, and U.S. Treasury Bonds.
  - c. Obligations guaranteed by the U.S. Government, as to principal and interest:
  - d. Export Import Bank
  - e. Farmers Home Administration
  - f. General Services Administration
  - g. Government National Mortgage Association (GNMA)
  - h. Penn Transportation Certificates
  - i. Ship Financing Bonds Title 13
  - j. Small Business Administration
  - k. Washington Metropolitan Transit Authority Bonds
2. Time Deposits and Savings Deposits of banks and savings and loans organized under the laws of Florida or the U.S. Government and operating in Florida:
  - a. Savings Accounts
  - b. Money Market Accounts (NOW)
  - c. Certificates of Deposits (non-negotiable type)
3. Specific obligations of the following U.S. Government Agencies:
  - a. Federal Farm Credit Banks (FFCB)
  - b. Federal Home Loan Mortgage Corporation (FHLMC) Participation certificates or debentures
  - c. Federal Home Loan Bank (FHLB) or its banks Government National Mortgage Association (GNMA); also see above under U.S. Government guaranteed.
  - d. Federal National Mortgage Association (FNMA), Participation Certificates, or debentures, which are guaranteed by the GNMA.

4. Manatee County is herewith authorized to enter into Repurchase Agreements (for purchase and subsequent sale) for any of the investments authorized in the first four categories above.
  5. Commercial Paper:
    - a. Commercial Paper of U.S. Corporations having a rating of at least two of the following three ratings: A-1, P-1 and F-1, as rated by Standard & Poors, Moody's, and Fitch Investors Service rating services.
  6. Bankers' Acceptances:
    - a. Bankers' Acceptances that are eligible for purchase by the Federal Reserve Banks and have a Letter of Credit rating of AA or better.
  7. Tax-Exempt Obligations:
    - a. Tax-exempt obligations of the State of Florida and its various local governments, including Manatee County. Tax-exempt obligations with a rating of A or less, must be an insured issue through MBIA (or an equivalent company). Issues rated A+ or higher may or may not carry an insurance backing.
- ii. Approved Broker/Dealers
1. It is the policy of Manatee County to purchase securities only from those broker/dealers (or their agents) or banks included on the county's approved list, as approved by the Clerk of Circuit Court. The approved list will be developed in accordance with these Investment Policies.
  2. For banks and savings and loan associations to be included on the approved list, they must be a qualified public depository, as determined by the State of Florida. A listing of the qualified public depositories is available on a quarterly basis from the Florida Administrative Weekly.
  3. Only brokers and dealers (or their agents) included on the Federal Reserve Bank of New York's list of primary government securities dealers will be included on the county's approved list.
  4. Repurchase Agreements will be conducted only with principals and not through third party brokers acting as agents. Repurchase Agreements will be in the form specified in Section h below.
- iii. Safekeeping of Securities
1. To protect against potential fraud and embezzlement, the investment securities of the county shall be secured through third-party custody and safekeeping procedures. Investments held in custody and safekeeping by the Federal Reserve Bank of Jacksonville or any other

- Reserve Bank will qualify as third-party safekeeping. Other banks may qualify as third-party banks for safekeeping provided the securities are held in the Trust Department of the bank, and the total assets of the bank are in excess of \$4 billion.
2. Certificates of deposits and other time deposits do not need to be placed with a third-party custodian, since they are collateralized through Chapter 280 of the Florida Statutes. Prior to any securities being transferred to a third-party custodian bank, a custodian/safekeeping agreement will be executed by both parties and placed on file.
- iv. Delivery vs. Payment
1. Simultaneous to the release of county funds to purchase a security, there will be a delivery of the securities purchased. Accordingly, for any sale of securities, there will be a simultaneous transfer of money to the county before the release of the securities. This policy ensures that the county neither transfers money or securities before receiving the other portion of the transaction. Rather both transfers will happen simultaneous through a custodial bank, authorized to conduct transactions for the county.
  2. Delivery in or out of safekeeping with a Federal Reserve Bank will not be done simultaneously.
- v. Collateralization
1. Collateral for public deposits is controlled by the State of Florida through Chapter 280 of the Florida Statutes. The county shall not be under any obligation to secure additional collateral beyond the provisions set forth in Chapter 280, except in the case of Repurchase Agreements.
  2. Collateral requirement for Repurchase Agreements will be contained in the Master Repurchase Agreement, executed between the county and the broker/dealer or bank. The actual collateral requirements will be based on economic and financial conditions existing at the time of execution, as well as the credit risk of the particular broker/dealer or financial institution which enters into the repurchase agreement with the county.
  3. At no time will the collateral (margin ratios) be less than the following provisions:

4. Margin Ratios. For purposes of calculating the margin amount, the following ratios shall be applied to the market value of the purchased securities, depending on their maturity. These margin ratios may be increased or decreased with the approval of the Clerk of Circuit Court.

<b>Maturity of Purchased Securities</b>	<b>U.S. Treasury Securities</b>	<b>U.S. Discount and Coupon Securities</b>	<b>Agency Mortgage-Backed or Other</b>
<b>Under 1 Year</b>	101%	102%	103%
<b>1 to 5 Years</b>	102%	103%	104%
<b>Over 5 Years</b>	103%	104%	105%

5. Securities issued by FNMA, FFCB, FHLB; quoted daily in the Wall Street Journal.
  6. Market Value. In determining market value, dealers' bid prices shall be used, as quoted daily in the Wall Street Journal and accrued interest shall be included.
- vi. Bidding Process
1. All investments, except the daily open repurchase agreement with the concentration bank and certain offered securities by broker/dealers whose purchase needs to be done immediately or the specific transaction cannot take place, will be purchased through dealers and banks on the approved list. The county is under no obligation to secure competitive bids from all the dealers or banks on the approved list. Rather a decision will be made by the Investment officials as to the institutions that have been the most competitive over the last few weeks, and they will be contacted for a bid. Documentation will be retained for all bids, with the winning bid clearly identified. If for any reason, the highest interest rate bid was not selected, then the reasons leading to that decision will be clearly indicated on the bidding forms.
  2. In certain circumstances where a dealer or bank informs the county of a potential purchase or sale that must be completed within minutes of notification, then the competitive bidding policy will be waived. The Clerk of Circuit Court or the Director of Finance must approve all of these particular transaction types after they have been completed.

vii. Diversification of Portfolio

1. Prudent investing necessitates that the portfolio be diversified as to instruments and dealers. The following maximum limits are guidelines established for diversification by instrument. These guidelines may be revised by the Clerk of Circuit Court for specific circumstances:

Repurchase Agreements.....	35%
Certificates of Deposit.....	60%
U.S. Treasury Bills/Notes.....	75%
Other U.S. Government Agencies.....	30%
State Investment Pool.....	40%
Commercial Paper.....	20%
Bankers' Acceptances.....	20%
FCIT.....	40%

2. To allow efficient and effective placement of proceeds from bond sales, the limit on repurchase agreements may be exceeded for a maximum of five business days following the receipt of bond proceeds, on the direction of the Clerk of Circuit Court.
3. No more than 20% of the entire portfolio may be placed with any one bank, savings and loan or security dealer.

viii. Written Repurchase Agreements

1. All repurchase agreements must be in written form using the Public Securities Association (PSA) Master Repurchase Agreement as a guide. Annex 1 of this guide shall materially conform to the recommendations by the Government Finance Officers Association. Agreements not substantially conforming to this Master and Annex 1 are unacceptable.

b. Reducing Interest Rate Risk

- i. The longer the maturity of a particular investment, the greater its price volatility. Accordingly, the county seeks to limit its risk by maintaining the maturities of its investment portfolio in short-term investments. Maturity guidelines are established below:
- ii. Pooled Cash and Investments (no restrictions):
  1. No security shall have a maturity exceeding two years. The weighted average to maturity for the portfolio shall be less than 365 days or 1 year.



- iii. Restricted Accounts:
      - 1. Securities will have a maximum maturity consistent with the nature of the restricted accounts.
- 2. **Policies to Ensure Adequate Liquidity**
  - a. Maintenance of Liquidity Base
    - i. A liquidity base of approximately two months of anticipated disbursements, excluding bond construction payments or other bond payments made from escrow or trust accounts, will be kept in relatively short-term investments. These would include the State Investment Pool, Repurchase Agreements and U.S. Treasury Obligations.
  - b. Maximum Maturity on Repurchase Agreement
    - i. The maximum maturity for any single Repurchase Agreement except for the daily repurchase agreement with the concentration bank will be one (1) year.
  - c. Purchase Securities with Active Secondary Market
    - i. Although many securities are acceptable for investment using the legal authorized list, some are not very desirable from a liquidity standpoint. Accordingly, although investments may be on the authorized list, only those securities with an active secondary market may be purchased from that list.
- 3. **Policies to Achieve Investment Return Objectives**
  - a. Active Portfolio Management
    - i. It is the policy of the county to actively manage the investment portfolio within the constraints outlined in these investment policies. By using an active portfolio management philosophy, rather than a "buy and hold" philosophy, portfolio yield will be enhanced without any appreciable increase in risk.
  - a. Portfolio Maturity Management
    - ii. When structuring the maturity composition of the portfolio, it is the policy of the county to evaluate current and expected interest rate yields, by evaluating the general economic conditions. Whenever interest rates are expected to increase in the near future, actions will be taken on the portfolio to shorten the maturities. Accordingly, whenever interest rates are expected to decrease, the maturities of the portfolio will be lengthened, as appropriate. Specific procedures for evaluating the general economic conditions are to be incorporated into the Investment Procedures.
  - b. Bond Swaps
    - iii. It shall be the policy of the county to pursue bond swaps as they may present themselves over the term of any investment. The following categories of bond swaps are considered appropriate for the county:

1. Swaps to Increase Yield:
  - a. Market aberrations are often caused by supply and demand conditions for particular securities. For example, if a short supply exists for a particular maturity range, then it may be advantageous to swap out of the security in a short supply and into another similar security in a different maturity range.
2. Swaps to Reduce Maturity:
  - a. Market aberrations occasionally create a situation where longer maturity securities are yielding the same or less than securities with a shorter maturity. Portfolio quality can be improved by switching from the longer maturity security to the shorter maturity with little or no interest rate penalty.
3. Swaps to Increase Portfolio Quality:
  - a. Market aberrations occasionally create a situation where certain higher risk securities yield the same or less than an equivalent lower risk security. Portfolio quality can be improved by switching from the higher risk security to a lower risk security without any interest rate penalty.
- iv. Temporary accounting losses on swaps can be incurred provided the loss is more than offset by the higher yield. Procedures for evaluating and recording bond swaps will be developed by the investment officials.

**4. Policies to Ensure Ethical and Prudent Action**

- a. Establishment of Internal Controls
  - i. It is the policy of the county to establish a system of internal controls, which shall be in writing. The internal controls shall address the following points:
    1. Control of collusion
    2. Separation of functions
    3. Separation of transaction authority from accounting and record keeping
    4. Custodial safekeeping
    5. Avoidance of bearer-form securities
    6. Avoidance of physical delivery securities
    7. Clear delegation of authority to subordinate staff members
    8. Specific limitations regarding securities losses and remedial action
    9. Written confirmation of telephone transactions for investments and wire transfers
    10. Documentation of transactions and strategies

11. Development of a wire transfer agreement with the concentration bank outlining the various controls and security provisions for making and receiving wire transfers.
- b. Training and Education
    - i. It is the policy of the county to provide periodic training in investments for the investment personnel through courses and seminars offered by the Government Finance Officers Association and other organizations.

## Section VI - Fund Balance Policy

The Fund Balance Analysis provides a schedule for beginning and ending balances in each fund. The beginning fund balance for the upcoming budget year is estimated by reviewing each fund to project the outcome of revenues and expenditures as of September 30. To this estimated beginning balance, projected revenues are added, and projected expenditures and reserves are deducted to provide the estimated ending balance.

To ensure that fund balance, in aggregate, is always adequate to provide cash flow until anticipated revenues are realized, a minimum fund balance level is determined for each major operating budget fund based on the individual history of revenue inflow and cash outflow. Manatee County restricts the funding for ongoing operations to recurring revenue sources. Fund balance is not used for recurring expenditures but is used to fund non-recurring operation or capital expenditures when it is determined that sufficient fund balance is available.

Capital project balances are projected at zero dollars to attempt to appropriate all available sources. We expect that all project appropriations will be expended over the life of the project.

Estimates of ending fund balances are conservative for several reasons:

1. The balances reflect the policy of using one-time monies such as fund balances for one-time purchase (e.g., equipment, renovations and improvements, projects, etc.). Also, all projections are based on "cash" and exclude constitutional officer balances, and thus, will be lower than fund balances shown on financial statements.
2. Revenues are estimated conservatively. New fees or revised fees for services are not included until adopted by the Board of County Commissioners, which often happens after adoption of the annual budget. Additionally, Florida state law requires that revenue estimates budgeted be reduced by a 5% contingency factor. Thus, revenues actually received in a year almost always exceed the revenue estimate that was adopted in the annual budget.

3. Budgeted reserves are available for expenditure, and although large portions are never expended, year-end balance projections assume that reserves may be spent. When beginning balances were projected, the assumption was made that reserves would not be spent unless the need could be forecasted at the time of the beginning balance projection.

The combination of factors listed above usually results in year-end balance projections that reflect a decreasing fund balance. This is part of the budget plan; even at the decreased amount, fund balances will be more than sufficient to meet policy requirements. In most years, actual fund balances turn out to be higher. Historically, we have seen fund balances in Manatee County remain stable for the above listed reasons.

## **Section VII - Reserve Policy from Resolution R-10-098**

On May 25, 2010, the County Commission adopted R-10-098 regarding budgeted reserves to ensure appropriate amounts are available for operating cash and emergency reserves:

### **Purpose and Intent**

1. Establish policies for committed and uncommitted reserve amounts.
2. Identify the funds to which the policies apply.
3. Define the terms that are used in reporting and budgeting reserves.
4. Provide guidance as to how reserves are to be used in emergency situations.

## General Considerations

Maintaining adequate reserves is important for the county's financial well-being, and for being prepared for periods of time when regular revenue streams may be interrupted. Although several terms including "fund balance", "cash balance", and "reserves" are often used interchangeably to describe reserves, each of these terms has a slightly different meaning. Clear distinctions should be made in the way that these terms are used in order to fully explain the reserve policies.

Manatee County Government's financial structure includes over 150 funds, each created for a different purpose. Typically, references to governmental reserves usually relate to the General Fund, where most governmental activities are budgeted. However, other funds, especially large Enterprise Funds, should maintain adequate reserve levels as well. It is not necessary to maintain reserves or cash balances in all funds. This policy will identify the major funds for which reserves should be maintained. For smaller funds, reserve levels can be determined administratively.

These reserve policies apply to budgets, which are based on estimates. Terminology used in these policies, as well as terms that may be used in discussions related to reserves and fund balances is defined below.

## Calculation of Beginning Balance

To prepare fund budget estimates for the future year, the first source of funds for which an estimate is provided is typically the beginning cash balance, also known as the cash carryover. This estimate is derived by starting with the ending cash balance from the financial statements from the years previous, adding all projected revenues for the current year, and subtracting all projected expenses for the current year. For instance, for the 2020 budget, the calculation starts with the ending cash balance from 2018, adds projected revenues from 2019, then subtracts projected expenditures from 2019 to determine the beginning cash balance for 2020. Because this estimate should always be conservative, it is recommended that the number derived from the calculation described above be reduced by a factor approximately five percent before entering a beginning cash balance figure in the fund budget for the future year.

## Calculation of Budgeted Funds Available for Reserves

To calculate the budgeted funds available for reserves, all projected sources of funds for the coming year are totaled. From this, all budgeted expenditures, transfers, and other uses of funds are subtracted. The remainder is available for reserves.



### Identification of Committed Reserves

Within the amount identified as available for reserves, various amounts may be identified as being committed for certain purposes, including but not limited to reserves for contingency, salary adjustments, capital outlay, prior year encumbrances, etc.

Uncommitted reserves will generally be shown in the reserves for cash balance, budget stabilization, and in a portion of reserves for contingency. Although budget amendments during the year may transfer funds from the reserve for cash balance, such transfers shall not reduce the estimated cash balance below amounts required by this policy. Budget amendments may also transfer funds from reserve for cash balance in lieu of appropriating unexpected revenue.

### Calculation of Minimum Level of Uncommitted Reserves

For the funds enumerated in this policy as requiring minimum cash balance levels, the minimum cash balance required is twenty percent of the fund's total budgeted operating expenditures.

### Funds Subject to This Policy

This policy shall apply to the General Fund, the Transportation Trust Fund, the Unincorporated Municipal Services Taxing Unit Fund, the Utility Fund, and the Solid Waste Fund. Calculations for the Utility Fund, the Solid Waste Fund, and the Transportation Trust Fund may include uncommitted reserves in related (i.e. – funded from similarly restricted revenues) capital project funds and/or maintenance funds to meet the twenty percent requirement.

For all other funds with budgets in excess of \$500,000, reserve levels will be established annually via an administrative process taking into account cash flow, operating needs, and emergency requirements. In these cases, written notations explaining the reserve calculation will be provided.

## Use of Reserves and Other Cash Sources in Emergency Situations

It is important to note that in an emergency event, cash available to mitigate problems that might be encountered due to interrupted cash flow and due to the need to make large unbudgeted expenditures to preserve public health and safety will be greater than the twenty percent of operating expenditures used to establish minimum cash balances.

1. Typically, there will be many millions in cash available in capital project budgets and other non-operating accounts that could be reallocated to provide needed cash flow.
2. It is generally expected and verified by past experience that any amounts reallocated in this fashion will be reimbursed at near one hundred percent levels through FEMA.

Procedures have been established to set up special expenditure accounts to capture expenditures related to the emergency for the purpose of documenting costs for FEMA reimbursement.

1. For an initial period of time, existing contingency reserves would be adequate in most cases to provide funding for these special accounts. However, in an emergency of major proportions, requiring staff efforts over extended periods of time as well as significant capital outlay and contractual service expenditures, additional sources of funds may be required.
2. The situation may be exacerbated if the emergency has caused interruption of revenue collection efforts, which could result in budgeted funds being available, but without actual cash to support the budget.

In a major emergency, the uncommitted reserves would be one of the sources of funds for the operational and capital expenditures required to address the emergency. However, other funding sources may also be available, and should be considered for use. Such other sources may include capital project funds, interfund loans, and short-term borrowing. In recent decades, FEMA has always provided for reimbursement of nearly all emergency outlays expended by local governments. Therefore, there are reasonable expectations that FEMA funds will be available to repay short term loans, interfund loans, and funds depleted from reserves and capital projects.





# Supplemental Information





## Statistical Information

Date Constitutionally Established	January 9, 1855
Date of Present Constitutional Establishment	May 4, 1921
Form of Government	Constitutional County
Present Area	743 square miles
Total Property Assessment	\$45.8 Billion

### Education:

Number of Schools (K-12, Adult Ed)	
High Schools	7
Middle Schools	9
Elementary Schools	32
Post Secondary Schools	1
Alternative Educations Schools	1
Charter/Contract Schools	30
FY18 Budget Per Pupil	5,654

### Ambulance Service:

Number of Stations	16
EMS Staff Positions	180

### Fire Protection:

Number of Stations	33
Number of Employees	482
Number of Volunteers	68

### Infrastructure Information:

Miles of County Roads	
Paved	1,394
Shelled	63

### Convention Center:

Number of Seats	4,000
Total Area	49,200 sq. ft.

### Election Information:

Eligible Voters - Nov 2018	245,088
Ballots cast General Election - Nov 2018	164,885

### Sheriff Protection:

Number of Stations	7
Number of Employees	1,210

### Construction Permits:

Permits Issued	28,728
Est. Construction Values	879,787,747

### Utility System:

Water Storage Capacity	32 MGD*
Daily Water Production	40.96 MGD*
Daily Sewer Flow	23.56 MGD*
Solid Waste Per Year	349,000 Tons
*Million Gallons per Day	

### Parks:

Number of County Parks	41
Park Acreage	1,289
Number of Preserves	20
Preserves Acreage	27,868

### Libraries:

Central Library	1
Branches	5
Total Volumes	423,846



## **Demographic Statistics (Last Ten Years)**

<b>Fiscal Year</b>	<b>Population Estimate</b>	<b>Change</b>	<b>Per Capita Income</b>	<b>Median Age</b>	<b>School Enrollment</b>	<b>Unemployment Rate</b>
2009	330,201	2.1%	43,200	43	42,500	12.7%
2010	318,176	-3.6%	41,967	43	43,000	12.6%
2011	324,168	1.9%	39,200	46	44,175	10.9%
2012	330,862	2.1%	37,200	46	45,050	9.0%
2013	333,687	0.9%	40,500	46	45,800	7.2%
2014	337,546	1.2%	46,700	46	46,800	6.1%
2015	341,405	1.1%	43,800	46	47,700	5.1%
2016	356,133	4.3%	44,800	46	48,600	4.7%
2017	368,782	3.6%	45,900	46	48,867	3.3%
2018	377,826	2.5%	47,300	46	49,152	2.9%

Source: 2018 Comprehensive Annual Financial Report (CAFR), produced by the Clerk of Circuit Court

## **Principal Property Taxpayers (\$ in Thousands)**

<b>Taxpayer</b>	<b>Assessed Value</b>	<b>% of Total Net Assessed Value</b>	<b>Ranking</b>
Florida Power & Light	\$ 1,018,608	3.06%	1
Tropicana Products, Inc.	\$ 345,875	1.04%	2
Mosaic Fertilizer, LLC.	\$ 166,903	0.50%	3
Gulfstream Natural Gas System, LLC.	\$ 148,011	0.44%	4
Peace River Electric, Co Op, Inc.	\$ 120,025	0.36%	5
Manatee Memorial Hospital	\$ 115,019	0.35%	6
Gulf Coast Factory Shops	\$ 110,000	0.33%	7
Frontier Florida LLC/Verizon Florida, Inc.	\$ 85,967	0.26%	8
Publix Super Markets, Inc	\$ 78,128	0.23%	9
93 FLRPT LLC	\$ 77,276	0.23%	10

Source: 2018 Comprehensive Annual Financial Report (CAFR), produced by the Clerk of Circuit Court

## ***Principal Employers***

<b>Employer</b>	<b># Employees</b>	<b>Rank</b>	<b>% of Total County Employment</b>
Manatee County School Board	5,695	1	3.28%
Manatee County Government	1,944	2	1.12%
Beall's, Inc.	1,732	3	1.00%
Manatee Memorial Hospital	1,200	4	0.69%
Manatee County Sheriff's Department	1,176	5	0.68%
Tropicana Products, Inc.	1,000	6	0.58%
Publix	994	7	0.57%
Blake Medical Center	849	8	0.49%
IMG Academies	700	9	0.40%
Feld Entertainment	600	10	0.35%
<b>Total number of individuals employed within Manatee County</b>			<b>173,486</b>

Source: 2018 Comprehensive Annual Financial Report (CAFR), produced by the Clerk of Circuit Court

## ***Unincorporated Municipal Services Taxing Unit***

In fiscal year 1979, Manatee County established a separate Municipal Services Taxing Unit (MSTU) for those areas of the county not within the boundaries of any municipality. Florida Statutes, Section 200.071, provide that a county may levy an ad valorem tax millage for an Unincorporated MSTU in addition to the millage levied for countywide services. The funds from this levy are used to provide services or facilities of the type commonly provided by municipalities to the unincorporated areas of the county. Use of the MSTU ensures that services benefiting only the unincorporated areas are funded from MSTU property tax revenues.

Additional MSTU revenues are generated by fees and charges to residents for services provided only to unincorporated areas. In addition, portions of the state-shared revenues (sales tax, state revenue sharing) may be appropriately designated as unincorporated area revenues.

According to state law, segregation of funding for Unincorporated Area Services is the proper way to remedy “dual taxation” concerns. This method ensures that revenues raised from within municipalities are used only for services that provide countywide benefit. A complete list of Unincorporated Municipal Services Taxing Unit revenues for FY20 is provided below:

	<i>FY20 Adopted</i>
Ad Valorem MSTU	\$16,011,770
Permits and Licenses	3,780,554
Charges for Services	1,590,302
Fines and Forfeitures	894,072
Interest Income	301,916
Miscellaneous	37,812
<b>Total Revenue</b>	<b>\$22,616,426</b>
Cash Carry Over	8,246,015
<b>Total Funds Available</b>	<b>\$30,862,441</b>

It is important to note that substantial additional revenues are available from state sales tax and state revenue sharing, among other revenue sources, for unincorporated services. However, by exercising the option to use those additional unincorporated revenues for countywide purposes, the countywide millage rates can be kept lower.

The services funded by the Unincorporated MSTU in Manatee County include certain operations of the Building and Development Services department and specific functions of the various other departments listed below; Department of Forestry Fire Control for the unincorporated area of the county, local road maintenance and related administration, infrastructure inspections and engineering costs, and indirect costs, including the Tax Collector commissions on MSTU collections. These are the county non-enterprise programs that provide little or no benefit to incorporated areas of the county.

A complete list of Unincorporated Municipal Services Taxing Unit expenditures adopted for FY20 is provided below:

<i><b>Operating Cost Centers</b></i>	<i><b>FY20 Adopted</b></i>
<i><b>Building &amp; Development Services</b></i>	
Planning and Development	\$3,107,479
Code Enforcement	2,662,412
<i><b>Public Works</b></i>	
Project Management	\$2,138,329
Traffic Management	1,167,124
Infrastructure Engineering	231,775
<i><b>Neighborhood Services</b></i>	
Neighborhood Development	\$851,512
Hardship Assessment Assistance	\$1,000
<i><b>Redevelopment and Economic Opportunity</b></i>	
Redevelopment	\$82,078
Economic Development	1,522,557
<i><b>Public Safety</b></i>	
Emergency Management/Planning	91,195
<i><b>Other Departments</b></i>	
Tax Collector Commission	\$371,871
Property Appraiser	166,457
MSTU General County	674,915
<i><b>Transfers</b></i>	
Local Road Maintenance	5,338,386
General Fund	1,571,806
Impact Fee	600,000
Building Department	130,955
Revenue Improvement Bonds, 2016	1,576,198
Port TIF	15,725
Southwest TIF	537,007
<i><b>Reserves</b></i>	
Reserve for Contingency	\$850,000
Reserve for Salary Adjustments	418,320
Reserve for Cash Balance	6,755,340
<b>Total Expenditures</b>	<b>\$30,862,441</b>

The budget printout provides detailed schedules of all county revenues and expenditures by fund and classification. With the exception of those revenues and expenditures in the following funds: Unincorporated MSTU; Palm Aire MSTU; Street Lighting Districts; and Road Assessment revenues and expenditures, all other revenues and expenditures of the county, as reflected in the budget printout, are either not for the exclusive benefit of the unincorporated areas of the county, provide benefit to municipal areas; or are revenues and expenditures required by law to be segregated into a separate fund.

It is the policy of the Board of County Commissioners to comply with state statutes to ensure that services that fail to provide real and substantial benefit to municipal areas are funded exclusively from county revenues derived from the unincorporated areas.

The FY20 budget has been prepared to comply with all constitutional and statutory provisions and Florida law concerning taxation of municipal and unincorporated areas of the county.

## ***Public Utilities System***

The Manatee County Public Utilities System consists of:

- The combined Water and Sewer system which includes the water treatment plant and transmission system; and a sanitary sewer collection, treatment and transmission system;
- The Solid Waste System which includes solid waste collection, disposal and recycling; and
- The Stormwater Management System which includes storm sewers, drains, culverts, retention systems, detention basins, drainage wells, conduits, catch basins, desilting facilities, recharging basins, outfall structures and all appurtenances.

These systems were consolidated to diversify the revenue streams of the system and improve the system's creditworthiness for the issuance of bonds and other financing arrangements. Financial details for each of these sections is included in the appropriate department section found earlier in this book. The summary below provides a consolidated overview showing the total annual operating budget for the Public Utilities System. Capital project transfers and reserves for each of these funds can be found in other sections of this book.



## Fund 401 Water & Sewer Operating

Department	Section	FY20 Adopted
Utilities	Customer Service	2,980,350
Utilities	Emergency Mgmt/Planning	110,811
Utilities	Accounts Receivable	2,622,238
Utilities	Meter Section	4,430,138
Information Services	LIS Mapping	405,489
Public Works	Engineering	1,349,802
Property Management	Survey	168,460
Utilities	Utility Locations	1,033,174
Public Works	Infrastructure Inspections	328,070
Public Works	Utility Records	790,698
Utilities	Administration	20,049,110
Utilities	Water Treatment & Laboratory	11,611,567
Natural Resources	Watershed Management	1,079,191
Utilities	Water Transmission	4,368,905
Utilities	Water System Maintenance	979,312
Utilities	Reclaimed Services	1,850,701
Utilities	SW Sewer Plant	5,049,057
Utilities	SE Sewer Plant	3,925,528
Utilities	North Sewer Plant	2,883,263
Utilities	Sludge Dryer	1,267,467
Utilities	WW Laboratory	1,785,899
Utilities	WW Lift Stations	10,752,173
Utilities	WW Collections	6,936,163
Utilities	WW Industrial Compliance	718,385
Utilities	In-House Overhead	1,860
Utilities	Water Conservation	555,953
Utilities	Water/Sewer Warehouse	133,802
Neighborhood Services	Water Conservation	355,783
Natural Resources	Ecological and Marine Resources	171,419
<b>Total Water &amp; Sewer Operating Fund</b>		<b>\$ 88,694,768</b>

## Fund 460 Stormwater Management

Department	Section	FY20 Adopted
Natural Resources	Water Quality	626,668
Public Works	Operations	5,295,435
Public Works	Management	1,040,345
Public Works	Maint. Projects	250,000
<b>Total Stormwater Management Fund</b>		<b>\$ 7,212,448</b>

## Fund 480 Solid Waste

Department	Section	FY20 Adopted
Utilities	Emergency Mgmt/Planning	83,811
Utilities	Customer Service	28,524,676
Utilities	Scale House	467,363
Utilities	Landfill Operations	10,007,948
Utilities	Solid Waste Enforcement	666,339
Utilities	Recycling Operations	1,376,744
Utilities	Erie Road Closure	54,000
Utilities	Lena Road Closure	100,000
<b>Total Solid Waste Fund</b>		<b>\$ 41,280,881</b>







# Glossary

### Accrual Basis

The recording of the financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the government.

### Adjusted Taxable Value

The value of the portion of a jurisdiction's taxable property for a new year which represents only the increased value of property on the tax roll from the previous year and excludes the assessed value of new construction.

### Ad Valorem

See property taxes.

### Aggregate Millage Rate

A millage rate obtained by calculating the quotient of the sum of all ad valorem taxes levied by a jurisdiction plus the ad valorem taxes for all dependent districts divided by the total taxable value of the jurisdiction. This rate is not used as a basis for levying taxes, but only for comparing tax rates from year to year.

### Annual Budget

A budget developed and enacted to apply to a single fiscal year.

### Appropriation

The legal authorization given by the County Commission to make expenditures and incur obligations using county funds.

### Appraised Valuation

See assessed valuation.

### Article V Costs

Expenditures mandated by state legislature and funded by local dollars. Examples include support for the Public Defender, State Attorney, Court Administrator and other costs related to civil and criminal disputes.

### Assessed Valuation

The total valuation of real property established by the Property Appraiser which will become the basis for levying taxes after exemptions are applied.

### Base Decision Unit

The cost necessary to operate a program at the minimum service level appropriate for viable service. (See minimum service level)



### **Beginning Cash Balance**

An amount calculated from audited financial statements, which reflects the unrestricted cash available in a fund as of the beginning of a fiscal year.

### **Beginning Fund Balance**

The ending fund balance of the previous period. (See ending fund balance definition)

### **Biennial Budget Process**

A two-year budget process in which two separate twelve-month budgets are prepared and approved by the Board of County Commissioners in odd-numbered years. The first year of the biennial budget is adopted as required by state statute. At the same time, the Board of County Commissioners also approve a planned budget for the second year. During the first year, the planned budget is reviewed by staff and the Board during the budget update process. This review allows the county to make the necessary adjustments to revenues and expenditures in order to accommodate needs that have arisen since the planned budget was prepared. The Board then adopts the 2nd year budget according to procedures outlined by state statute.

### **Bond**

A certificate of debt issued by an entity guaranteeing payment of the original investment plus interest by a specified future date.

### **Budgeted Cash Carryover**

The amount used in the annual budget as a source of funds based on the estimated beginning cash balance for each fund in the annual budget.

### **Budget Document**

The instrument used to present the comprehensive financial program approved by the governing body upon the completion of the two public hearings required by statute. Includes proposed expenditures and the means of financing them as well as information as to past years revenues and expenditures, and narrative descriptions of programs and policies. For actual budget control and compliance, a more detailed line-item report is used.

### **Budget Programs**

Within county departments, clearly defined resources are applied toward providing related services to achieve a specific public purpose or goal.

### **Capital Budget**

The financial plan of capital project expenditures for the fiscal year beginning October 1. It incorporates anticipated revenues and appropriations included in the first year of the five-year Capital Improvement Plan (CIP), and any anticipated unspent budget appropriation balances from the previous fiscal year. It is adopted by the Board of County Commissioners as a part of the annual county budget.

### Capital Expenditures

Expenditures which result in the acquisition of, or addition to fixed assets, usually equipment or facilities costing in excess of \$1,000, also called capital outlay or capital equipment.

### Capital Improvement Plan (CIP)

Manatee County's financial plan of approved capital projects with their schedules and costs over a five-year period. The CIP is designed to meet county infrastructure needs in a responsive and efficient manner. It includes projects which are, or will become the property of Manatee County, as well as projects that although not owned by the county, will be part of a joint project agreement.

### Capital Project

A non-recurring expenditure of \$50,000 or more for the construction, installation, or acquisition of capital facilities, or the acquisition of interests in land.

### Capitalized

Term used to classify assets which have a useful life greater than one reporting period.

### Cash Carryover

Budget appropriation made to carry forward the projected year-end cash balance for the next year's appropriations. Manatee County uses cash carryover primarily for reserve for cash balance, with smaller proportions being used for non-recurring expenditures.

### Charges for Services

Revenue derived from charges for current services. They include all revenue related to services performed whether received from private individuals or other governmental units.

### Comprehensive Annual Financial Report (CAFR)

This report is a countywide financial report which includes financial statements for all funds and account groups of governmental operations that are controlled by or dependent upon the county, as determined on the basis of budgetary oversight, taxing authority, or the county's obligation to fund any deficits that may occur.

### Committed Reserves

The total amount of reserves budgeted in a fund that is committed or allocated for specific purposes.

### Contingency Funds

Monies set aside, consistent with statutory authority, which subsequently can be appropriated to meet unexpected needs.

### **Continuation Budget**

A level of funding which enables an organization to provide the same amount of services in the following fiscal year as the organization provides in the current fiscal year. A continuation level budget does not necessarily provide funding for growth in demand of services.

### **Continuation Unit**

A decision unit which builds on the preceding unit up to a continuation level which outlines the current operations of the program.

### **Cost Center**

A segregated set of expenditure accounts within a fund, separated for the purpose of identifying specific resources that will be applied toward a set of tasks.

### **Debt Service**

Payment of interest and principal on an obligation resulting from the issuance of bonds.

### **Decision Unit**

Groups of inputs which make a measurable contribution to the achievement of an established department purpose – a purpose often dictated by law and/or defined by objectives and measured by service levels or units of output. Decision units are segregated by funding source. Decision units are used to build departmental budgets. They are ordered in a hierarchical format beginning with the base decision unit followed by continuation units and finally by desired units.

### **Deficit**

The excess of expenditures over revenues.

### **Department**

Manatee County's organizational structure groups programs or divisions into departments by functional similarities. Departments report to the County Administrator (see organization chart).

### **Dependent Special District**

A special district, whose governing body or whose budget is established by the governing body of the county to which it is dependent, i.e., Municipal Service Benefit Unit (MSBU), Municipal Service Taxing Unit (MSTU).

### **Depreciation**

Process of allocating the cost of a capital asset to the periods during which the asset will be used.

### Desired Decision Unit

The cost and resources needed to fund a new or increased level of service in a program.

### Division

Units of government which provide services directly to the public and other agencies. Divisions are organized within departments by functional similarity (see organization chart).

### Encumbrances

Commitments or contracts for goods or services which have not yet been received or performed.

### Ending Fund Balance

Funds carried over at the end of the fiscal year. Within a fund, the revenue on hand at the beginning of the fiscal year, plus revenues received during the year, less expenses equals ending funding balance. In financial statements the total year ending fund balance for each fund as shown in the audited financial statements. This includes cash and non-cash items.

### Ending Cash Balance

An amount calculated from audited financial statements, reflecting the unrestricted cash portion of the year ending fund balance in a fund.

### Enterprise Fund

Fund which pays for its cost of operations from user fees and does not generally receive property tax or general revenue support. County enterprise funds include public utilities, landfill, golf course, civic center, Port Authority, stormwater utilities, and mass transit.

### Exempt, Exemption, Non-Exempt

Amounts determined by state law to be deducted from the assessed value of property for tax purposes. Tax rates are applied to the balance, which is called the non-exempt portion of the assessment. A 1980 amendment to the Florida constitution sets the first exemptions for homesteads at \$25,000. An additional \$25,000 exemption was added in 2008 to apply for values between \$50,000 - \$75,000 and does not include a benefit on school tax. That means that a homeowner with property assessed at \$100,000 would have to pay taxes on \$50,000 of the assessment. Eligible homeowners must apply for the exemptions by March 1 of the first year of residence; thereafter renewal is automatic. Other exemptions apply to agricultural land and property owned by widows, the blind, the permanently and totally disabled people, seniors who meet certain income criteria, and disabled veterans.

### Expenditure

Decrease in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service and capital outlay.

### **Fines and Forfeitures Revenues**

Includes revenues received from fines and penalties imposed for the commission of statutory offenses, violation of lawful administrative rules and regulations, and for neglect of official duty. Forfeits include revenues resulting from confiscation of deposits or bonds held as performance guarantees and proceeds from sale of contraband property seized by law enforcement agencies.

### **Fiscal Year**

A twelve-month period (October 1 through September 30) at the beginning of which the county implements a new budget based on expected revenues and expenditures, and at the end of which the county determines its financial position and the results of its operations.

### **Fixed Assets**

Accounting classification of assets such as property, plant, and equipment which are capitalized.

### **Full-Time Equivalent**

One position funded for a full year. For example, a permanent employee funded and paid for 40 hours/week and 52 weeks/year or 2 employees funded and paid for 20 hours/week and 52 weeks/year would be equal to one full-time equivalent.

### **Fund**

A self-balancing set of accounts designated and accounted for separately for the purpose of restricting specific revenues that are then spent for specific activities (see explanation of financial structure).

### **Fund Balance**

The amount available within a fund at the close of a fiscal period which can be carried over as a non-recurring revenue for the upcoming fiscal period.

### **Funded Positions**

The number of authorized positions for which funding is included in a given fiscal year's budget.

### **Funding Sources**

The type or origination of funds to finance recurring or non-recurring expenditures. Examples include revenues such as ad valorem taxes, user fees, licenses, permits, and grants and non-revenues such as fund balance and interfund transfers.



### Impact Fees

Impact fees are a fee that is imposed by the County on new or proposed development projects to pay for all or a portion of the costs of providing public services to the new development. Impact fees are a charge on new development to help fund and pay for the construction or needed expansion of offsite capital improvements. These fees are implemented to help reduce the economic burden on the County associated with population growth within the area.

### Infrastructure

Major capital assets and facilities that serve a long-term purpose such as roads, bridges, drainage systems, and water and sewer systems.

### Infrastructure Sales Tax (IST)

The levy and collection of a one half-cent sales surtax collected by the Florida Department of Revenue and distributed to the County and the municipalities within the boundaries of the County, used to finance, plan, and construct infrastructure (as defined in Section 212.055(2), Florida Statutes), and limited to the following types of projects and equipment: roadways, sidewalks, intersections, street lights, infrastructure for law enforcement, emergency response, libraries, parks, waterways, public buildings and stormwater.

### Interfund Transfers

Transfers of cash between funds without requirement for repayment.

### Intergovernmental Revenues

Revenues received from other governments including federal, state, and other local governmental entities.

### Internal Service Fund

A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies, on a cost-reimbursement basis.

### Level of Service

Units of activity produced or provided by a program for a fiscal period with the resources available.

### Licenses and Permits Revenue

Fees levied by the county for providing corporations or individuals the right to engage in a business, occupation, or other lawful activity.

### Line Items

Also referred to as object codes, are a term used to classify expenditures as to the type of good or service obtained, e.g. contractual services, telephone expenses, office supplies.

### **Mandate**

Requirement imposed by a legal act of the federal, state, or local government.

### **Millage Rate**

The amount of tax levied for each \$1,000 of taxable valuation: one (1) mill equals \$1.00 of tax for each \$1,000 of taxable value.

### **Minimum Service Level (MSL)**

Base outputs which are either legally mandated and/or considered to be the most important set of outputs of an organization. The minimum service level corresponds directly to the purpose or mission of the organization. MSL is the effort, expressed in terms of service and cost, below which it is not realistic or feasible to operate.

### **Modified Accrual**

A governmental fund-type measurement focus whereby revenues and other financial resources are recognized when they become susceptible to accrual, i.e. when they become both measurable and available to finance expenditures of the current period. Available revenues mean collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred.

### **Net Budget**

Represents the net new appropriations for expenditure in the coming year. To obtain this figure, cash balances, non-expendable trust funds, internal services and internal transfers (which otherwise would be double counted), and prior year project budgets (usually for capital projects) carried forward are subtracted from the gross budget amount.

### **Non-Departmental**

Expenditure/expense items of a particular fund which do not relate directly to the operating costs of a county department.

### **New Construction**

The value of improved property added to the tax roll within a jurisdiction during the tax year.

### **Operating Budget**

The budget including appropriations for recurring and certain one-time expenditures that will be consumed in a fixed period of time to provide for day to day operations (e.g., salaries and related benefits, operating supplies, contractual and maintenance services, professional services, and operating equipment). The operating budget does not include debt service payments (principle and interest), budgeted reserves, transfers between funds, and the capital projects program budget. It does include the internal service funds.

### Operating Capital

Any items of equipment which cost \$1,000 or more. These items are budgeted and purchased in the department's operating budget.

### Operating Expenditures

Expenditures directly related to service activities which are not for personnel costs or capital outlay costs.

### Personal Expenditures (Personnel Costs)

Expenditures for county employees including regular wages, overtime, contributions to the state retirement system, Social Security, health and worker's compensation insurance premiums, and unemployment compensation costs.

### Program

A program consists of clearly defined resources applied toward achieving a specific public goal.

### Property (Ad Valorem) Taxes

A revenue which is collected on the basis of a tax rate applied to the taxable valuation of real property.

### Proposed Budget

The budget submitted by the County Administrator to the Board of County Commissioners within 15 days after the certification of the ad valorem tax roll by the Property Appraiser.

### Proposed Millage

The tax rate certified to a property appraiser by each taxing authority within a county. The proposed millage is to be sent to the County Property Appraiser within thirty days after a county's tax roll is certified by the state Department of Revenue and listed on notices sent to property owners. No taxing authority may approve a tax rate that is larger than the one it originally proposed.

### Proprietary Fund

A set of segregated revenue and expenditure accounts set up for the purpose of showing net income, financial position, and changes in financial position. Enterprise funds and internal service funds are proprietary funds.

### Recapture Rule

Requires property appraisers to increase the prior year's assessed value of a homestead property by the lower of three percent or the Consumer Price Index on all property where the assessed value is lower than the just or market value.

### Replacement Equipment

Equipment requested by a department for replacing like or similar equipment to be retired because of unserviceability.

### Reserve

An account used to set aside and earmark monies for future use. Monies must be appropriated from the reserve account to an expenditure account for a specific purpose before they can be spent.

### Restricted or Reserved Fund Balance

An entry in the audited financial statements identifying the portion of the fund balance in a fund that may be reserved due to legal or formal financial commitments. Criteria to determine restricted amounts are established by the Governmental Accounting Standards Board (GASB). Although the restricted or reserved fund balance as of the end of one fiscal year could be a part of the committed reserves identified in the following year's budget, the two terms are not synonymous.

### Retained Earnings

An equity account reflecting the accumulated earnings of an enterprise fund, internal service or similar trust fund.

### Revenue

Funds which are received by the county from external services, or income including taxes, fees, charges, special assessments, grants, and other funds collected and received by the county to support the services provided.

### Revenue Bonds

Bonds which are secured by a pledge of revenues generated by the operation of the system for which the bonds were issued. The bonds do not constitute a charge against the general credit or taxing power of the government.

### Rolled Back Millage Rate

The tax rate for a new fiscal year that would generate the same tax dollars as in the preceding fiscal year, based on the new tax roll for adjusted taxable value exclusive of new construction.

### Save Our Homes

Amendment to the Florida Constitution that limits increases in taxable value on homestead property to the Consumer Price Index (CPI), up to 3%. Recapture occurs when the CPI increase causes the capped taxable values to increase as market values are declining.

### Special Assessment

A compulsory levy imposed on certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

### Special Revenue Bonds

Bonds that are not considered general obligations of the government but are to be repaid through specific government resources.

### Special Revenue Fund

A governmental accounting fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

### Surplus

The excess of revenues over expenditures.

### Tax Base

The total property valuations on which each taxing authority levies its tax rates.

### Tax Increment Fund

Means of financing activities from the anticipated incremental increase in tax revenues resulting from the redevelopment of an area.

### Tax Roll

The certification of assessed/taxable values prepared by the Property Appraiser and presented to the taxing authority by July 1 each year.

### Tax Year

The calendar year for which property assessments have been developed upon which the millage will be levied. Fiscal Year 2012 will be funded with ad valorem tax revenues resulting from the millage rate applied to property values as they were assessed on January 1, 2011, for tax year 2011.

### Taxable Value

The assessed value of a property minus expenditures such as the homestead exemption is the taxable value. This value multiplied by the millage rate equals the property tax amount.

### Taxes

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. Does not include user fees or special assessments.

### Tentative Budget

The tentative budget is the County Administrator's proposed budget with amendments which is adopted by the Board of County Commissioners at the first public hearing as required by statute. The tentative budget, with any amendments considered at the second public hearing, is adopted as the county's annual budget.

### Tourist Development Council (TDC)

The Tourist Development Council (TDC) establishes projects, with Board approval, to promote tourism in Manatee County.



## Transfer

A movement of monies from one fund to another fund for the purpose of accurately accounting for expenditures. Transfers are expenditures to the fund they are being transferred from and revenues to the receiving fund. Because transfers are again budgeted as expenditures in the receiving fund, they are not included in the net budget to avoid counting the monies as expended twice.

## Uncommitted Reserves

The amount of reserves budgeted in a fund that is not committed or allocated for a specific purpose.

## Unrestricted Revenues

Term referring to those revenues that can be used for any lawful expenditure supporting a wide variety of functions or objectives.

## User Fees

The payment of a fee for direct receipt of a public service by the person benefiting from the service.

## Unincorporated Municipal Services Taxing Unit (MSTU)

Unincorporated areas within Manatee County are within the Unincorporated Municipal Services Taxing Unit. Residents of the district are assessed a millage rate by the county to provide services which would be provided by a municipality if the areas were incorporated.

## Unrestricted or Unreserved Fund Balance

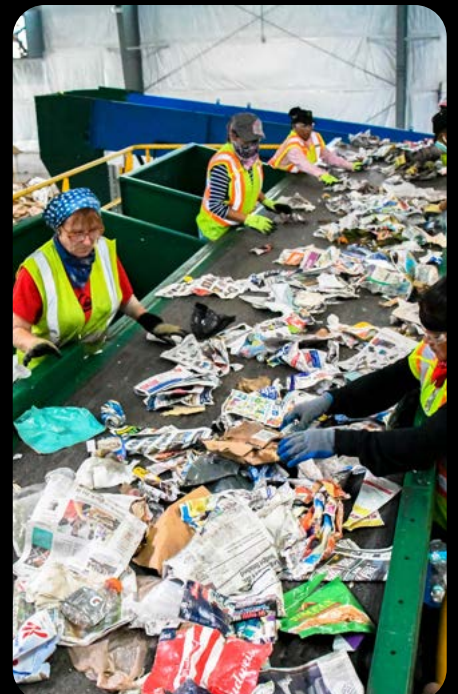
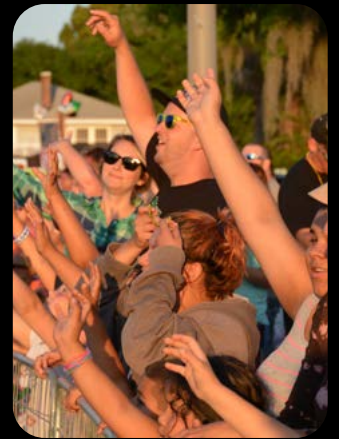
An entry in the audited financial statements identifying the portion of the fund balance of a fund that is not restricted from general use or reserved due to legal and/or financial commitments. Criteria to determine unrestricted and unreserved fund balance amounts are established by the Governmental Accounting Standards Board (GASB). Portions of the unrestricted or unreserved fund balance as of the end of a fiscal year may be shown as committed reserves in the budget for the following year.

## Voted Millage

Property tax levies authorized by voters within a taxing authority. Bond issues that are backed by property taxes are a common form of voted millage in the State of Florida. Such issues are called general obligation bonds.

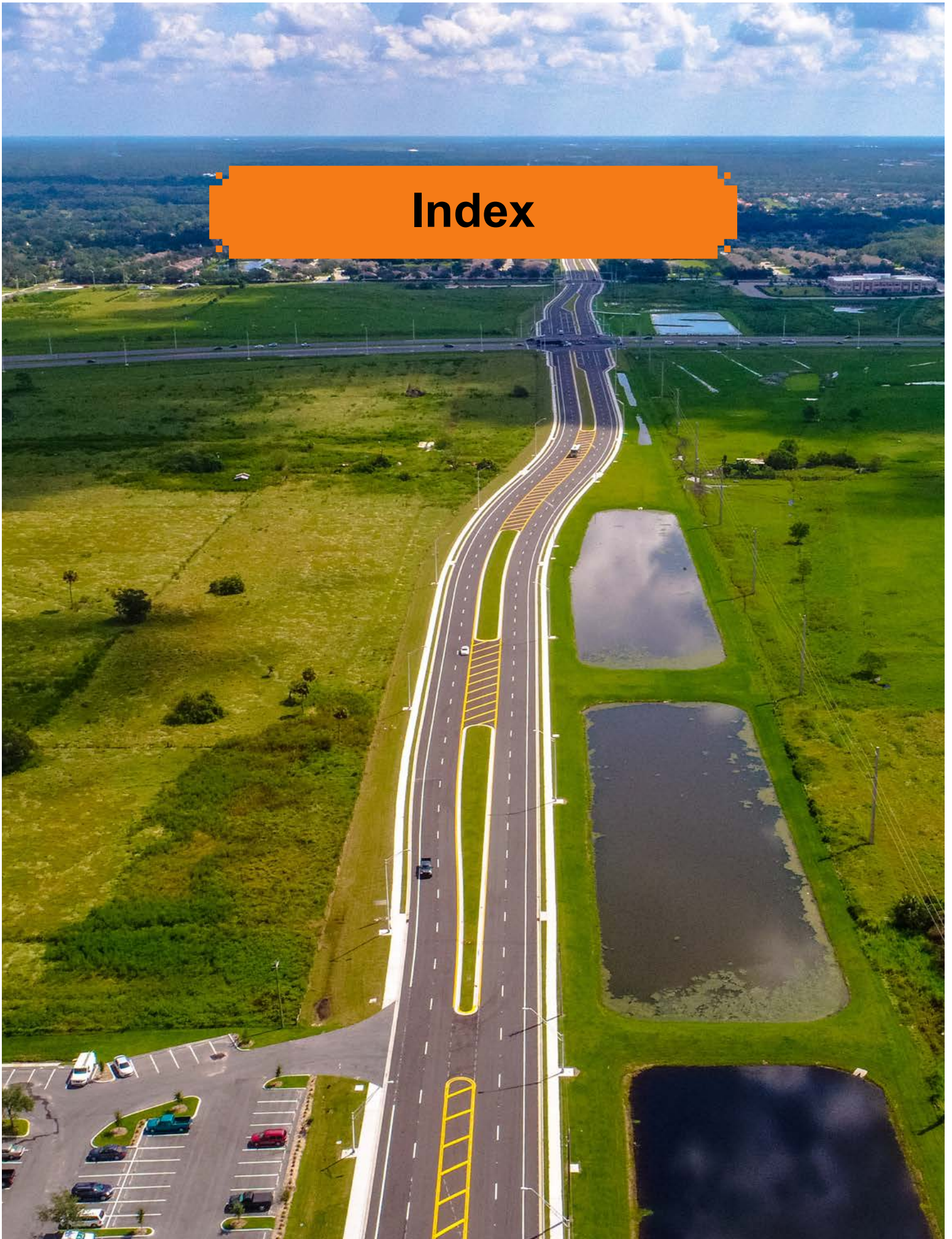
## Zero-Base Budgeting (ZBB)

Method of detailed budget analysis and justification. ZBB starts with an examination of an agency's basic programs and services by the lowest management level and continues up the organization as funding packages are prioritized at each level in accordance with available resources and desired outcomes. ZBB is a tool for objectively directing the allocation of funds among activities and programs. Its basis is the consideration of the efficiency and effectiveness of activities and programs.





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**County Administration**

Cheri Coryea, County Administrator  
John Osbourne, Deputy County Administrator  
Karen Stewart, Deputy County Administrator  
Mitchell Palmer, County Attorney

**Constitutional Officers**

Angelina M. Coloneso, Clerk of Circuit Court  
Rick Wells, Sheriff  
Ken Burton Jr., Tax Collector  
Charles E. Hackney, Property Appraiser  
Michael Bennett, Supervisor of Elections

**Department Directors**

John R. Barnott, Building and Development Services  
Elliott J. Falcione, Convention and Visitors Bureau  
Jan Brewer, Financial Management  
Kim Stroud, Human Resources  
Paul Alexander, Information Technology  
Ava Ehde, Neighborhood Services  
Charles A. Hunsicker, Parks and Natural Resources  
Charles H. Bishop, Property Management  
Jacob Saur, Public Safety  
Chad Butzow, Public Works  
Geri Lopez, Redevelopment and Economic Opportunity  
Mike Gore, Utilities

