



Charlotte County 2015/16 – 2016/17 Budget Process

**BCC Workshop
Dec. 16, 2014**



Agenda

- Overview of Budget Process
- Calendar & Assumptions for 2015/16
- Historical Information

- Review of MSBU work programs



What is a Budget?

- A Policy Document – policies, vision, mission, goals
- An Operations Guide – structure, processes, resource allocation
- A Financial Plan – fiscal stability, capital management, debt management
- A Communication Device – user friendly, transparency



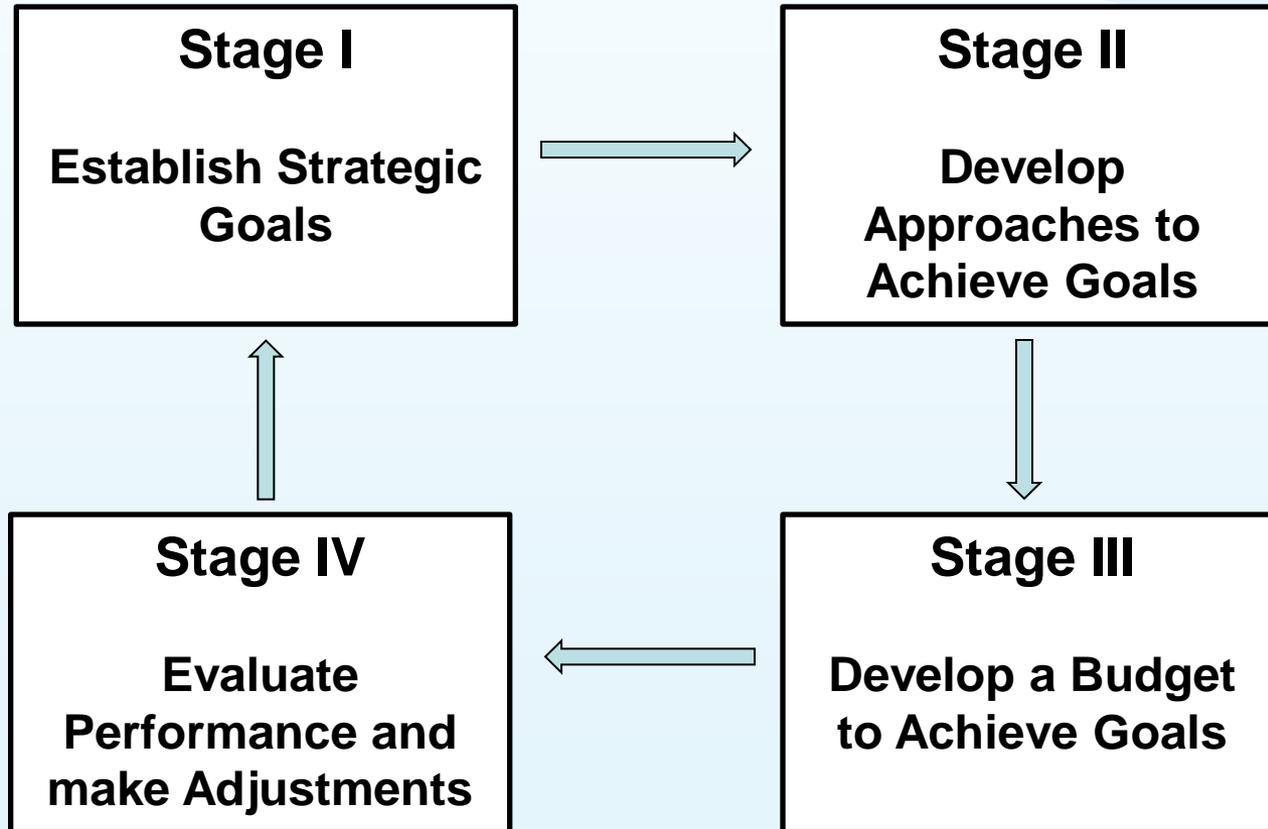
What is a Budget?

Process is as important as the product:

The mission of the budget process is to help decision makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process



Stages of the Budget Process





Stage I - Establish Strategic Goals

- Citizen survey
- Online citizen input
- Public meetings for citizen input
- Charlotte Assembly
- Employee survey
- Strategic focus area Strengths, Weaknesses, Opportunities and Threats (SWOT)
- Benchmarking with other communities



Stage I - Establish Strategic Goals

- Update financial trends and projections
- Review of organizational and community plans
- Compilation of materials

- BCC Strategic Goal Setting Workshops
 - Strategic Focus Area Results
 - Initiatives for next 2-5 years



Stage II - Develop Approaches to Achieve Strategic Goals

- Departments update Performance Based Budgeting information (PBB)
- Assessment of capabilities
 - Services & Programs
 - Capital
 - Management structures
- Follow up to SWOT analysis and BCC Goals



Stage II - Develop Approaches to Achieve Strategic Goals

- Department programmatic and fiscal review with Budget
- Department programmatic and fiscal review with Admin
- Compilation of materials

- BCC Strategic Focus Area Workshops



Stage III - Develop a Budget to Achieve Strategic Goals

- Calculation of salaries, fringe benefits and internal costs
- Revenue projections
- Updating capital asset schedules
- Aligning cashflow for capital projects
- Development of line item budgets
 - 135+ funds
 - 500+ unique budgets



Stage III - Develop a Budget to Achieve Strategic Goals

- Develop MSBU work programs, budgets and rates
- Preparation and publication of materials
- BCC Budget and CIP Workshops

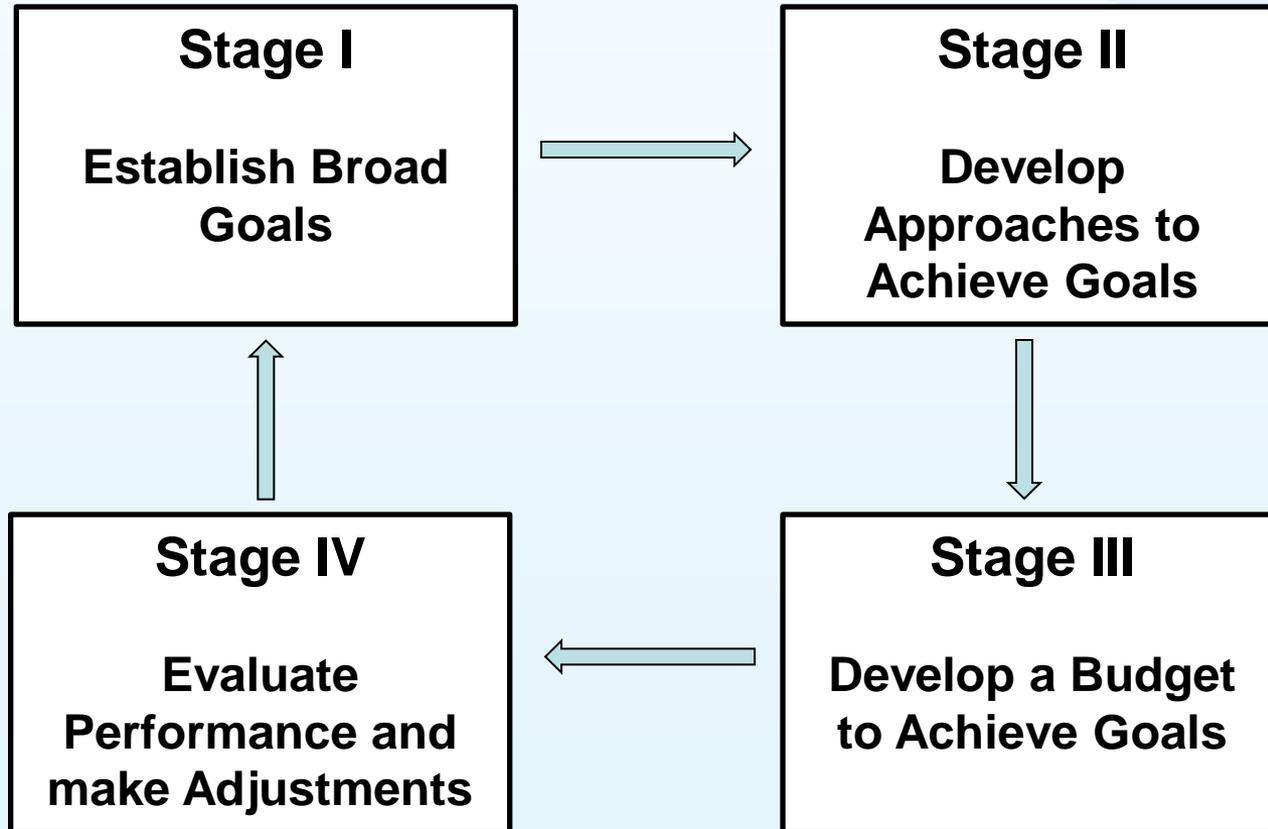


Stage IV - Evaluate Performance and make Adjustments

- Monthly projections and monitoring of budgets
- Quarterly business meetings
- Review of goals and initiatives
- Update and review metrics
- Update community scorecard



Stages of the Budget Process



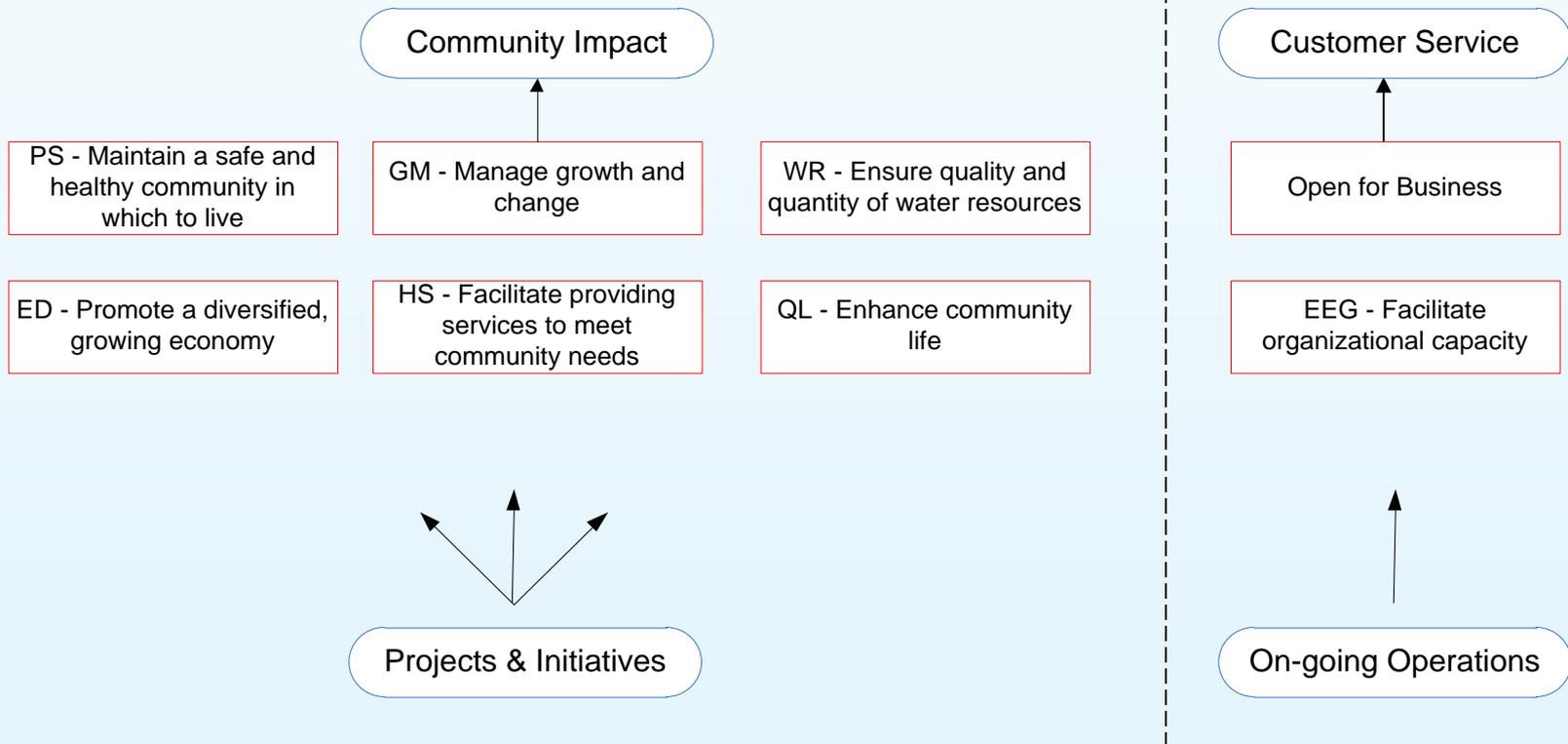


BCC Strategic Focus Areas

- Economic Development
- Growth Management
- Public Safety
- Human Services
- Fiscal / Financial Planning
- Water Resources
- Quality of Life
- Efficient & Effective Government
- **Infrastructure**



Budget Process Alignment





Performance Based Budgeting



Performance Budgeting

- Focuses on results
- Sets objectives and performance targets
- Flexible and inclusive
- Has a long term perspective – a continuous process



Performance Budgeting

- Link to strategic goals (Set by BCC)
- Development of performance measures
- Expenditures grouped to *Services* rather than line items



In Performance Based Budget (PBB)

Departments identify:

- Major services provided
- Distinguish between Mandated / Concurrency / Discretionary services
- Performance – current levels of service
- Budget for providing each service
- Staffing levels for providing the service



Proposed Calendar

Dec	<p>Review of proposed process with BCC – confirm strategic focus areas</p> <p>Results from Employee Survey</p> <p>Results from Citizen Survey</p> <p>SWOT workshops with Dirs & Managers for each Focus Area</p> <p>On-line solicitation of citizen input</p>
Jan	<p>Public Input meetings on operations and services</p> <p>Prepare review packet for BCC</p> <ul style="list-style-type: none"> • SWOT analysis • Citizen Survey • Employee Survey <p>BCC Strategic Plan Workshop</p>
Feb	<p>Budget kick-off</p> <p>BCC workshop for preliminary review</p> <ul style="list-style-type: none"> • Assumptions and projected financial status • Confirm budget process and calendar • Confirm direction to organization • Review of policies • Review of MSBUs <p>Departments update PBB information</p>



Proposed Calendar

Mar	<p>Goals workshop with Dirs & Managers for each Focus Area</p> <p>Departmental budget submissions due</p> <p>Departmental meetings with Budget to review operations and programs, confirm requests and prepare for meeting with Admin.</p>
Apr	<p>Departmental budget meetings with Admin</p>
May	<p>BCC workshops</p> <ul style="list-style-type: none"> • Review of operations, service levels and cost by strategic focus area • Review efforts to advance BCC goals • Update revenue picture
May - June	<p>Internal balancing of budget</p>
July	<p>Presentation of Recommended Budget</p> <p>MSBU Public Hearings</p> <p>Capital Improvement Program</p>
Sept	<p>Public Hearings on Recommended 2015/16 – 2016/17 Budget</p> <p>BCC adoption of 2015/16 – 2016/17 Budget</p>



General Fund
Five Year Financial Plan - Revenue/Expenditures
(Thousands)

	Actual * FY13/14	Adopted Budget FY14/15	Projected Budget FY15/16	Projected Budget FY16/17	Projected Budget FY17/18	Projected Budget FY18/19
Operating Revenues						
Ad Valorem Taxes	24,171	25,965	26,743	27,546	28,372	29,223
State Shared Revenues	16,098	15,648	15,805	16,121	16,282	16,445
Franchise Fees - FPL	8,778	8,100	8,800	8,976	9,066	9,156
Charges for Services	9,176	8,152	9,233	9,418	9,512	9,607
Other Revenues & Fees	7,205	6,787	6,855	6,992	7,062	7,132
Less 5%-FS 129.01(2)(B)		-3,099	-3,372	-3,453	-3,515	-3,578
Subtotal Central Svs. Chgs	13,261	13,379	13,379	13,379	13,379	13,379
Subtotal Transfers In	9,582	7,723	9,955	10,254	10,561	10,878
Total Revenues	88,271	82,655	87,399	89,233	90,720	92,243
Expenditures						
Personal Services-Excluding Health	27,619	29,398	30,280	31,189	32,124	33,088
FRS Rates	2,685	3,039	3,130	3,224	3,321	3,420
Health & Life Insurance Costs	5,408	6,636	6,968	7,316	7,682	8,066
Operating Expenses	33,905	35,009	34,359	34,703	35,050	35,400
Capital Outlay	1,108	1,098	1,098	1,098	1,098	1,098
Grants & Aid	4,451	5,289	5,447	5,611	5,779	5,952
Transfers	13,124	7,223	7,440	7,663	7,893	8,130
Total Expenditures	88,299	87,692	88,722	90,803	92,947	95,155
Use of Reserves		5,037	1,324	1,571	2,227	2,912

* Preliminary estimates



Budget History

- FY04/05 Hurricane Charley
- FY05/06 Recovery begins
- FY06/07 Recovery
- FY07/08 House Bill 1B Passed
- FY08/09 Performance Based Budgeting
- FY09/10 Property Devaluations
- FY10/11 Working towards Stabilization
- FY11/12 – FY12/13 First 2 Year Budget
- FY13/14 – FY14/15 Preparing for growth



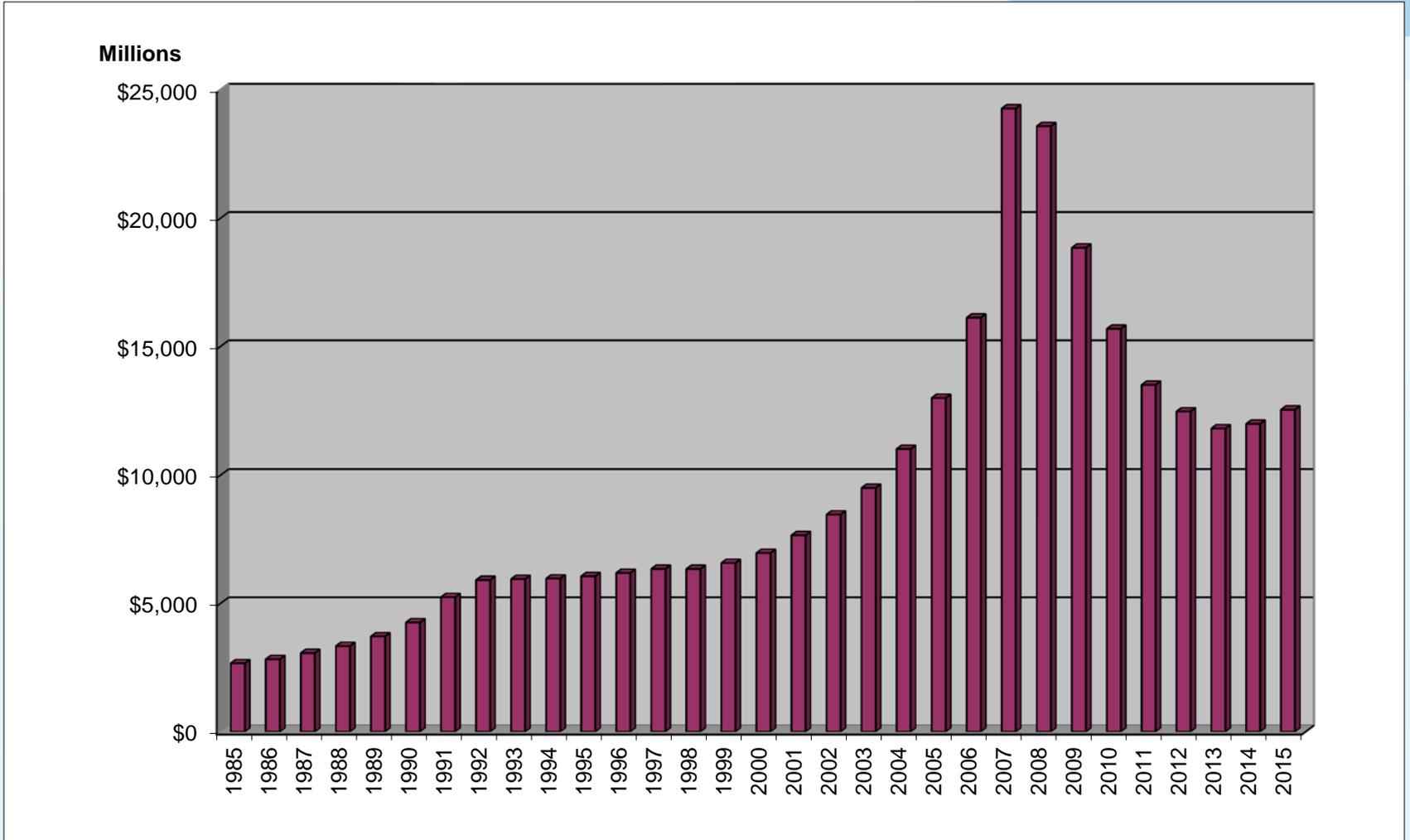
FY13/14 – FY14/15

Gearing for the Future

- Growth will return to Charlotte County
- Focus on long range planning
- Ordinances, regulations and standards that advance Charlotte 2050
- Efficient processes adaptable to increased volume
- Safeguarding our infrastructure
- Employ enabling technologies
- Retain and develop our great asset - employees

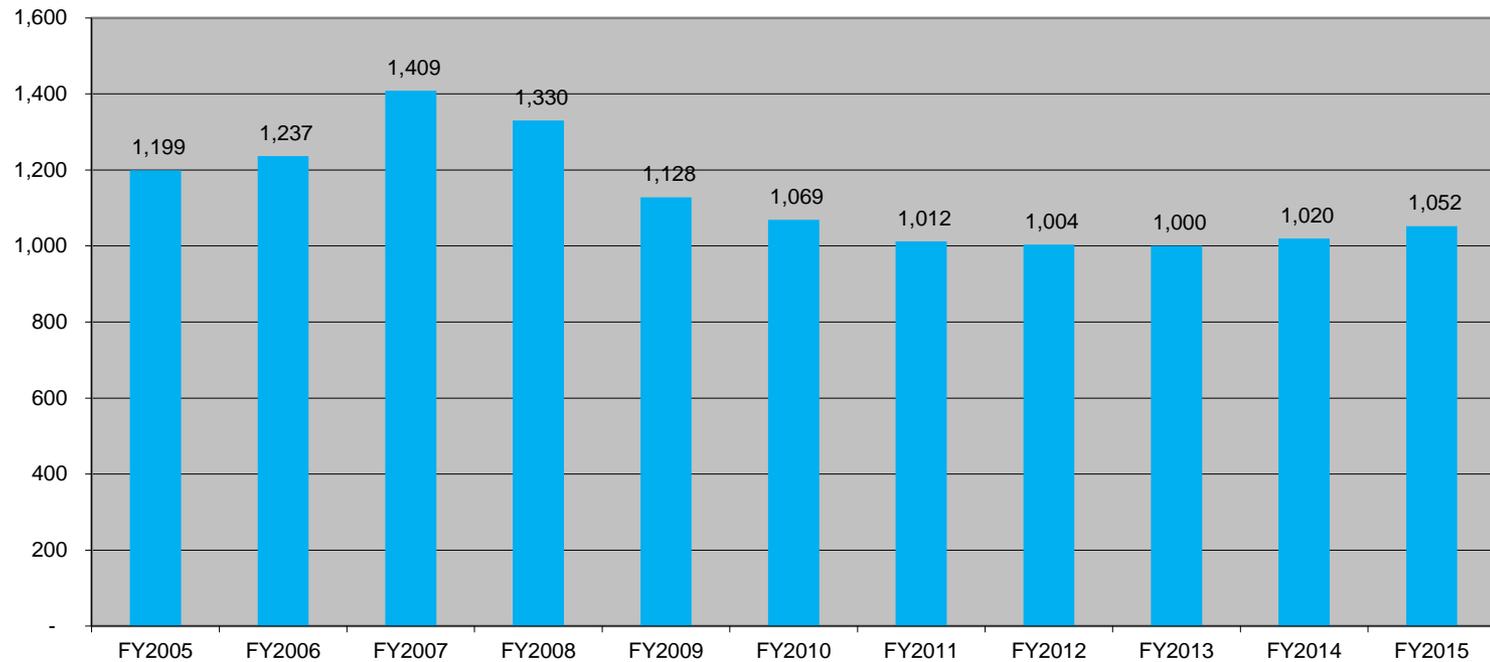


Assessed Valuation



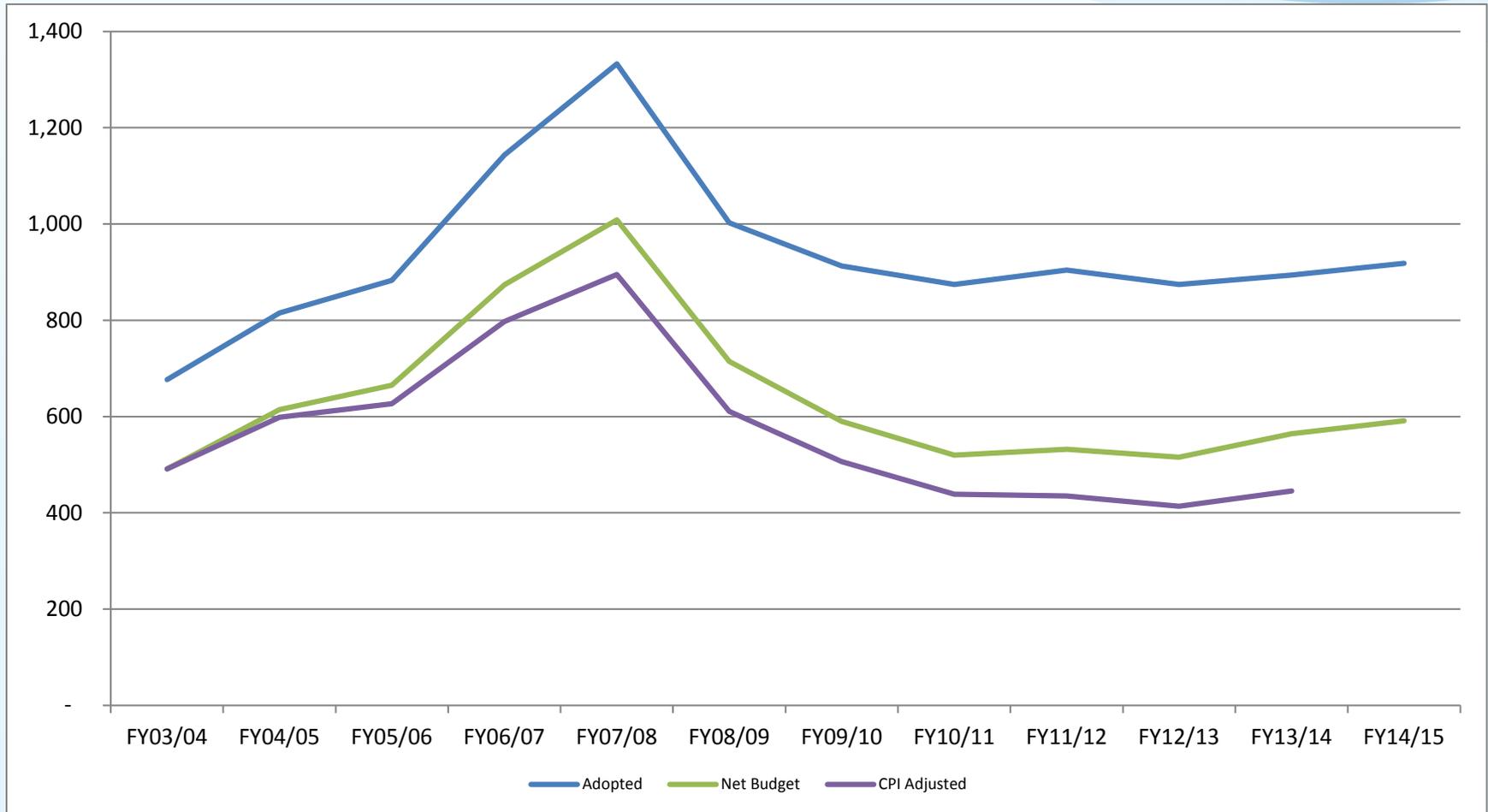


BCC Countywide Full Time Personnel Count





Net Amended Budgets (in millions)





Board Action Needed

- Adopt Budget Calendar for 2015/16