

**LEON COUNTY, FLORIDA
BOARD OF COUNTY COMMISSIONERS
FY 2020 BUDGET POLICY WORKSHOP
June 18, 2019**

The Leon County Board of County Commissioners met for a Fiscal Year 2020 Budget Workshop on Tuesday, June 18, 2019 at 9:00 a.m.

Attending were Chairman Jimbo Jackson, Vice-Chairman Bryan Desloge, and Commissioners Kristin Dozier, Mary Ann Lindley, Nick Maddox, Rick Minor, and Bill Proctor. Also attending were County Attorney Herb Thiele and Clerk to the Board Beryl Wood.

Facilitators: Vincent Long, County Administrator
Alan Rosenzweig, Deputy County Administrator
Scott Ross, Director, Office of Financial Stewardship

Chairman Jackson called the FY 2020 Budget Workshop to order at 9:00 a.m.

Opening remarks were provided by Chairman Jackson who then welcomed County Administrator Long to facilitate the workshop.

County Administrator Long expressed appreciation to the Board for its guidance in the development of the FY 2020 budget. He announced that this was the Board's second workshop to discuss the tentative FY 2020 budget, and if needed, another workshop is scheduled for July 9th. County Administrator Long stated that the preliminary budget is tentatively balanced at \$274,296,175 million, which represents an increase from the FY19 of 4percent. He mentioned that the tentative budget is balanced with no increase in the millage (for the eighth consecutive year). He highlighted the multi-year plan to include the limitation of solid waste fees; continued efforts on growth; pay down debt and stay on course to be debt free by the year 2025.

County Administrator Long thanked staff for their dedication and innovative efforts, which he stressed are essential in maintaining a high performing organization. He expressed appreciation to the County's Constitutional Officers for the spirit of cooperation exhibited in the development of the budget.

Workshop Item #1: Midyear Status Report on FY 2017-2021 Strategic Plan

County Administrator Long provided an update on the Board's Strategic Initiatives. He noted to the Board that this is an update and the Retreat would follow in January. He shared they are on track to meet the County's five – year bold goals and targets, except for one hundred thousand visitors and residents as part of part of our amphitheater concert series. He noted they have recommendations in a standalone budget discussion item to address it. He detailed they had completed 72% or 54 of the 78 of the strategic initiatives. He expressed appreciation for all the hard work by Heather Peebles in assisting with this effort.

Chair Jackson thanked County Administrator Long for his stellar leadership and asked was there any other counties that participated in multi-year budgeting planning. County Administrator Long replied as budget processing goes, Leon County's budgeting process is unique.

Commissioner Minor expressed appreciation to everyone for their work with the tentative balanced budget and commended their work on not raising the mileage rate for the 8th consecutive year. He inquired about goals and targets. He recalled the progress rate and noted the mid-year mark in the strategic plan. He asked had this strategy resulted in making the easier gains now with the second half becoming more complex in comparison.

County Administrator Long replied that with the number of strategic initiatives that they have, it would probably not affect the completion rate and stated it varies throughout. He explained where there was tremendous gain upfront it could have resulted from specific projects in that area.

Commissioner Desloge also expressed appreciation to staff. He recalled the budget process and how it has developed over time. He emphasized the great job and commended staff for the continued restraint in development of the budget. He discussed how they continued to provide services in an exemplary way. He asked that they add a baseline visual in the acquisition of land and addition of trails.

Commissioner Lindley stated how impressed she was with the numbers. She noted the benchmarks. She commented on how low the budget per resident is compared to other counties. She stated that at \$827 per resident this compares to Jacksonville and St. Johns County at \$1,930 per resident. She stressed the importance of letting the citizens know that they are being efficient with their dollars. She commented it was worth noting that it was a well-run operation.

Commissioner Maddox complimented staff on the great fiscal planning with the development of this budget. He thanked staff for being fiscally conservative and how they have worked extremely hard to accomplish more with less staff. He commented on the fiscal planning, where they didn't have to pull from the mileage rate and do drastic things was due to the amount of the adequate fund balance to take care of our needs during downtimes in the economy. He expressed that leadership is fiscally sound. He inquired about the fund balance. Mr. Rosenzweig responded it is at 17% at the current moment due to the outflows of the Hurricanes, however he explained it should go back up to 20-23% once all the funds are returned.

Commissioner Dozier voiced her appreciation to staff on their hard work and how she looked forward to discussing the various issues. She highlighted Strategic Planning. She remarked how she loved how they pushed the envelope to do new things and that's where Strategic Planning comes in. She stated there is an opportunity to build more collaboration and align more of our departments. She commented on the relationships with partners such as the City, School Board, State and Non – Profits. She highlighted the new things they are doing such as tourism promotion where they have great revenue coming in and they really need to be strategic about planning for the future to be effective and efficient.

Commissioner Desloge moved, duly seconded by Commissioner Minor, approval of Option 1: Accept the midyear status report on FY2017 – FY2021 Strategic Plan. The motion carried 7-0.

Workshop Item #2: Fiscal Year 2020 Preliminary Budget Overview

Deputy County Administrator Rosenzweig provided an overview of the preliminary budget. He noted that the preliminary budget for FY 2020 budget totals \$274,296,175, a 4.06% percent increase over FY 2019 and outlined the changes to anticipated revenues and expenditures that were presented at the April Budget Workshop. He mentioned that major elements of the budget are provided in the Board's workshop packet: however, he expounded on areas such as:

- June 1, 2019 Property Values = 5.74% growth
- No increase in the mileage rate
- Implements first year of multi-year fiscal plan
- Elimination of Rural Waste Service Center Fees
- Increases transfer to capital from \$5.0 million to \$7.4 million
- Continued use of \$2.0 million in fund balance

Mr. Rosenzweig detailed the Hurricane Expenses and Federal Emergency Management Agency (FEMA) Reimbursement Status.

- Three consecutive years with hurricanes
- \$35 million in expenses
- \$18 million in FEMA reimbursements
- Leon County's reimbursement rates compare extremely favorable to other counties

He further explained that with Hurricane Hermaine they have had 95% of funds reimbursed. He noted the average around the state is 71 percent. He shared with Hurricane Irma they collected 80% and the average is 45 percent. He stated that with Hurricane Michael there was 15 counties eligible for the expedited reimbursement, which was a new process put in place. He highlighted that they were 1 of 5 that participated and received funding. He noted the County took advantage of this new process and got \$7 million back to the County as quickly as they could. He shared that they worked closely with the State and they do anticipate getting back all revenue they are eligible for.

Commissioner Desloge inquired about the fund balance. He asked about the projections of expected revenue. Mr. Rosenzweig replied they have been using their own cash to cover expenses. He responded once FEMA obligates funds, they then book it as an anticipated receivable. He stated as of this current year they anticipate getting returned about 80%-85 percent. He stated there is another \$5-6 million when FEMA obligates, and they will put it on the balance sheet for next year. He commented that the Federal Government and the State would be covering 90% - 100% of some of the expenses and will be responsible for about 12.5% of our cost which will probably be more in the 5% range. He confirmed that amount would not be reimbursed by a million or two million.

Mr. Rosenzweig stated that since the recession, the County has been deliberate in continuing to evaluate all expenditures with the same disciplined approach as when revenues were declining. He highlighted the Cost Avoidance, Savings & Fee Reductions.

- Deliberate approach occurs throughout the year, not only during the formal budget process
- Specific & targeted practices: LEADs Listening Sessions, SMARTIES (Specific Measurable, Attainable, Realistic, Timely, Innovative, Employee Solutions) I² (squared), Leverage Partners
- Employees continuously empowered to seek and implement cost saving resources
- Occurs prior to seeking any new taxes, less position, etc.

Mr. Rosenzweig further discussed the Revenues, Expenditures, Preliminary Staffing – No new General Revenue positions; Emergency Medical Services - conversion of 4 part-time paramedics to 2 full-time paramedics with a savings of \$22,481; Constitutional Positions added - the Sheriff (4 deputies, 3 real time crime analyst and a property evidence manager) and the Supervisor of Elections (Voter Systems Technician). Capital Improvement Program (Continued focus on

maintenance of existing infrastructure; FY 2020 Sales Tax Extension Livable Infrastructure for Everyone (L.I.F.E.)- first year of funding), and County Benchmark Comparison where he highlighted compared to liked size Florida Counties, Leon County has: The lowest net operating budget; the lowest net budget per resident and the second lowest number employees per 1,000/residents. He mentioned that major elements of the budget are provided in the Board's workshop packet.

Commissioner Maddox moved, duly seconded by Commissioner Desloge, approval of Options 1, 2, 3 & 4: 1) Accept staff's report on the preliminary budget; 2) Approve advance funding in FY2019 for improvements to the Human Services and Community Partnership/Cooperative Extension building; 3) Approve appropriating Risk Fund reserves in FY 2019 for current year workers' compensation claims, and 4) Approve equipment purchase for the Solid Waste program during the current fiscal year as described in this item.

Commissioner Dozier recalled two items. She mentioned the Kearney Center and the Consultant for our Comprehensive Plan Process Review that are contingent upon City's Preliminary Budget and approval. She inquired would it occur before July or September for these allocations. County Administrator Long confirmed they have had extensive conversation with the City throughout the process and they have indicated they anticipate it would be included in their FY 2020 budget. She further inquired if the City choose not to fund either of those items would they have an opportunity to discuss in September before approval of the final budget. County Administrator Long concurred.

Commissioner Proctor conveyed his excitement and discussed how he personally felt with the budgeting process. He stated that he was impressed with the budget. As a concern, he referenced attachment #2 on page 61: the figures suggested \$827 for each Leon County Resident. He referenced the amount other counties are spending. He stated based on these numbers we aren't putting the dollar value back with the citizens that we serve.

County Administrator Long's noted that it was a metric they use, and it is not the only one. He noted the net budget for County Wide residents.

The motion carried 7-0.

Workshop Item #3: Consideration of Eliminating Fees at the Rural Waste Collection Centers

County Administrator Long introduced the item. He recalled at the April 23, 2019 budget workshop, the Board directed staff to prepare a budget discussion item to consider eliminating user fees for Rural Waste Service Centers (RWSCs). He said this item provides an analysis of the current revenue and fee structure for the RWSCs, as well as an estimate of the fiscal and anticipated operating impacts should the board wish to eliminate the RWSC fees and fund the program entirely through general revenue. He noted should the Board choose Option 1: Eliminating user fees at the RWSCS, may incentivize these households to use the County's waste disposal sites and could result in a reduction in illegal dumping and roadside litter. Additionally, by eliminating fees, the maintenance cost of the pay kiosks located at the RWSCs and the issuance of monthly cards for subscribers would no longer be necessary.

Commissioner Jackson moved, duly seconded by Commissioner Desloge, approval of Option 1: Authorize the elimination of the fees at the Rural Waste Service Centers and fund the centers entirely with general revenue.

Commissioner Dozier voiced her support for the motion. She encouraged those residents to take advantage of the service offered. She inquired how would they promote the change during the transition. She asked that they pump up the public information concerning the Rural Waste Center fees being eliminated to creating public awareness. County Administrator Long replied yes, they would expand efforts to create awareness. Commissioner Dozier pointed out another concern was the Bear Traps. She asked for an update.

Commissioner Lindley conveyed it was her hopes that it would help with the reduction of litter and illegal dumping in the National, State, and County Parks. She touted it was indeed a plus for the rural communities.

Chairman Jackson voiced his appreciation for the elimination of fees in those rural communities.

Commissioner Minor noted the changes they may see. He discussed recycling and recommended an update on the service.

The motion carried 7-0.

Workshop Item #4: Creation of Legacy Grant Program and Additional Funding Support for the Capital City Amphitheater Concerts

County Administrator Long provided an overview of this item. He welcomed Kerri Post, Director, Division of Tourism. He relayed that this this budget discussion item seeks Board consideration and funding for the County's ticketed concerts at the Capital City Amphitheater and authorization to enter into a one-year agreement with the Council on Cultural Arts (COCA). He said this item has a fiscal impact. The County Tourism Plan (Ordinance) calls for the five- year commitment of the ¼ cent of Tourist Development Tax (TDT) for COCA's Facilities Matching Grant Program to revert to the County on October 1, 2019. It seeks Board approval to allocate the ¼ cent to support the creation of the Legacy Event Grant Program and to enhance the County's Amphitheater Concert Series. Consistent with the terms of the current agreement, the one- year agreement with COCA would include \$150,000 from general revenue, a one-cent of TDT for an estimated total of \$1.32 million. The County's support of Tourism initiatives to draw visitors to the destination are essential to the following FY2017-FY2021 Strategic Plan Bold Goal and Target to: Grow the five-year tourist economy to \$5 billion. (BG1): Host 100,000 residents and visitors as part of the Amphitheater County Concert Series.

He highlighted the County's Concert Series at the Capital City Amphitheater in Cascades Park that would feature national artists to enhance tourism – related economic development by attracting regional visitors to overnight accommodations. He conveyed they are recommending booking 4-5 acts through the booking process. He noted they are recommended that they direct booked acts giving them the ability for a specific calendar date in advanced resulting in an increase of funds. However, they would now be able to book 4 to 5 acts in addition to what is received from the touring Florida acts. He explained it also included a one-year funding agreement with COCA for FY 2020 to include \$150,000 from the general revenue and one-cent of Tourist Development Taxes. He noted based on the previous direction from the Board, the new Executive Director would present at the end of the calendar year and an agenda item would be provided to the Board next spring to discuss the broader cultural grants process.

Commissioner Dozier approved the robustness of this item. She acknowledged Ms. Post for her leadership. She recalled the COCA Facilities Matching Grant concluding, as this is the 5th year.

She stated there are new issues and they have a lot of new opportunities. She recalled some of the changes to funding of COCA. She pointed out the Legacy Event Grant Program is a good start and would support some type of accountability check-in every year to adjust multi-year contracts. She commented that she would love to have ongoing reporting, due to the change of numbers and hearing from organizations within these categories. She stated this was an exciting new area and just wanted to be sure we stay on top of it. She commented on the concert funding and the branding issue which she pointed out has become a concern with the pavilion closing. She recalled the Amphitheater support space and green room space as part of the CRA and the money was controlled by CRA. She recalled the agreement that is taking place between the City and County to manage that space in an ongoing fashion. She offered that an agreement be between the City and County and not include the CRA. She outlined that CRA doesn't have an ongoing role in the space. She recommended a brief update to come back in July. Finally, she suggested looking at the COCA one-year funding structure. She believed COCA could be a strong partner, but this was an opportunity to look at that agreement that is almost fully funded by the Tourism Development Tax and having more of a strategic partnership with COCA in the next agreement.

Ms. Post responded they would report back. She stated the agreement should be between the City and the County, not the CRA. She commented on the COCA one-year funding structure, that they look at it in different ways. She noted this is an opportunity to look at having a strategic outlook.

Commissioner Dozier continued with a timeline of the new Director coming in August and noted her hope to see a review in September. However, she asserted that was not enough time to flush out an agreement for a multi-year contract before they get into the budget. She voiced how the one-year contract leaves them in indeterminate state. She noted her motion would include options 1 -3 with the addition of bringing an update back to the Board on the Amphitheater Support Space and Green Room and initiating a contract between the City and County without the CRA as part of the contract for managing operations of that space.

Commissioner Lindley commented that she was content with the proposal. She recalled the conversations on the Amphitheater to keep it competitive by increasing the brand.

Commissioner Dozier moved, duly seconded by Commissioner Desloge, approval of Options 1, 2 & 3: 1) Authorize a one-year funding agreement with COCA for FY 2020 to include \$150,000 from general revenue and one-cent of Tourist Development Taxes, and authorize the County Administrator to execute the agreement in a form to be approved by the County Attorney; 2) Approve the creation of the Tourism Legacy Grant Program as described in this item and approve codifying all the Tourism Grant Programs into a County Policy to be brought back as a future agenda item, and 3) Approve the allocation of the ¼ cent of Tourism Development Taxes to the Legacy Event Grant Program and the County's Concert Series as presented in this item. With the addition of bringing an update back the Board on the Amphitheater Support Space and Green Room and initiating a contract between the City and County without the CRA apart of the contract for the managing operations of that space.

Commissioner Desloge echoed his support for the motion. He spoke to the adjustment periods being in place to work out any differences. He noted this is a real community effort and confirmed he would support the motion.

Commissioner Proctor inquired how this fit into her vision. Ms. Post replied everything that is recommended is well thought out and they are moving in the right direction.

Commissioner Maddox requested more of Commissioner Dozier's thoughts on COCA. He noted if they want to make major changes now is the time by negotiating this contract.

Chairman Jackson replied they could bring it back in July. County Administrator Long replied this would give the new Director additional time. He explained the directions that were given in the previous meeting.

Commissioner Dozier concurred with the board direction. She asked about the contract with COCA and how it had been structured over the years. She voiced how COCA was unique. She asserted how they needed to increase partnerships through revised and additional contracts and be there to explore innovative opportunities in the community. She expressed the need for more time to dig into this issue. She inquired about the Marketing Public Relations Status Report from the TDC. She asked would it come back in July or September.

Mrs. Post said originally yes, they were planning for the RFP's to come back before the Board. However, late last week the Purchasing Division received notification of an intent to protest, altering the timeline. She noted after revisions, they have until June 24, 2019 to submit, resulting in missing the July deadline.

Commissioner Lindley shared that she appreciated the work done to date. She stated how the amphitheater was a real asset to the community. She spoke of how it was a revenue stream for community businesses and created a downtown presence.

Commissioner Proctor discussed the possibility of a hotel that was mentioned in the buildout. He spoke of the new energy that it would bring in the commercial sector, that would include Loews Hotel Brand.

County Administrator Long confirmed they would follow-up the item by bringing back an update on the CRA in July as requested. He stated they would bring the one-year contract back in September. He noted they would sit down with the Executive Director and look for enhancements. Also, in the spring they would have a comprehensive item separate from the budget on the relationship going forward.

Commissioner Proctor inquired if the new Director was from Tallahassee. Commissioner Lindley replied that the new Director did work and go to school in Tallahassee, so she was not new to the area.

Commissioner Maddox also confirmed that the new Director of COCA is familiar with Leon County. He expressed that he wanted the new Director to know the transitional period they are in with funding to the arts organizations in Leon County. He wanted the new Director to be fully aware of the agreement they have with COCA, along with the contractual obligations.

The motion carried 7-0.

Workshop Item #5: Livable Infrastructure for Everyone (L.I.F.E.) Rural Road Safety Stabilization Program

County Administrator Long introduced the item. He explained this item seeks approval of the Livable Infrastructure for Everyone (L.I.F.E.) Rural Road Safety Stabilization Program funded by sales tax revenues. He highlighted it would allow for private dirt roads to be paved regardless of

income level. It was designed to assist financially – restricted property owners in restoring unsafe private unpaved roads at no charge. He expressed their excitement and this was something they struggled with for a long time.

Commissioner Proctor conveyed that the word dirt road be expanded. He asserted the word dirt is problematic. He asked about the terminology of the word rural.

County Administrator Long replied they left it broad intentionally. They are limited to dirt roads. He stated they tried to do this for dirt roads in the rural neighborhoods.

Commissioner Proctor inquired about the location near Tillman Funeral Home.

County Administrator Long stated they would have to evaluate the additional neighborhoods.

Commissioner Dozier expressed how grateful she was. She mentioned the 2/3 programs. She conveyed this was an opportunity to work with neighborhoods that want to participate with this program. She suggested a survey to the targeted neighborhoods. County Administrator Long conveyed there would be a door to door survey.

Commissioner Minor commented on the low-income definition (low income median) for the County.

Commissioner Minor moved, duly seconded by Commissioner Lindley, approval of Option 1: Adopt the proposed Policy No. 19-X “L.I.F.E. Rural Road Safety Stabilization Program Policy”, and the associated Resolution establishing the Program as a paramount public purpose.

The motion carried 7-0.

Workshop Item #6: Completion of the Daniel B. Chaires Park Ballfield Project

County Administrator Long introduced the item. He recalled the commitment to the project from this community. He stated they are recommended proceeding. He recommended Option 1.

Commissioner Dozier commented on the great meeting that was held at the community center. She asked that they keep an eye out for borrow pits when moving forward. She acknowledged County Staff for having positive conversations with the citizens.

Commissioner Dozier moved, duly seconded by Commissioner Maddox, approval of Option 1: Authorize staff to complete the construction of the 60/90 ballfield project at Daniel B. Chaires Park. (Funding is included in the preliminary budget to implement this option.) The motion carried 7-0.

Workshop Item #7: 2020 Census Strategy and Complete Count Committee

County Administrator Long introduced the item. He stated this item seeks to establish a Complete Count Committee comprised of community members to increase participation. He said they would combine efforts with the City of Tallahassee.

Commissioner Minor moved, duly seconded by Commissioner Maddox, approval of Option 1: Adopt the Resolution establishing the 2020 Complete Count Committee and approve \$10,000 to be

included in the FY 2020 budget to support a multimedia public outreach campaign. (Funding is included in the preliminary budget to implement this option.)

Commissioner Proctor mentioned Article 1. His stance was the County and City could give more than the \$10,000 budgeted to ensure the process is run smoothly. He commented how they all benefit if the numbers are right.

The motion carried 7-0.

Workshop Item #9: Establishing the Maximum Millage Rate for the FY 2020 Tentative Budget

County Administrator Long introduced the item. He conveyed that pursuant to Florida Statutes, the Board is required to establish the maximum millage rates for utilization in the Truth in Millage (TRIM) process. He reiterated that the 2020 tentative budget is balanced with no increase in the countywide millage rates.

Commissioner Lindley moved, duly seconded by Commissioner Desloge, approval of Options 1 & 2: 1) Establish the maximum countywide millage rate for FY 2020 at 8.3144, and 2) Establish the maximum Emergency Medical Services (EMS) Municipal Services Taxing Unit (MSTU) for FY 2020 at 0.5 mills.

Chairman Jackson commended the incredible work by staff in preparation of the budget and by ensuring the same mileage rate for the last 8 years.

The motion carried 7-0.

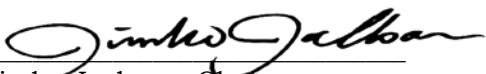
Adjourn:

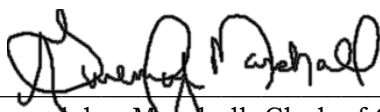
There being no further business to come before the Board, the workshop was adjourned at 11:11 a.m.

LEON COUNTY, FLORIDA

ATTEST:



BY: 
Jimbo Jackson, Chairman
Board of County Commissioners

BY: 
Gwendolyn Marshall, Clerk of Court
& Comptroller, Leon County, Florida