



Children's Board
HILLSBOROUGH COUNTY

Dreams Worth Growing

Annual Budget Report

October 1, 2011 – September 30, 2012

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Children's Board Of Hillsborough County
Fiscal Year 2012 Budget
October 1, 2011 - September 30, 2012
SUMMARY

	Revised Budget FY 2011	Estimated Actual FY 2011	Budget FY 2012
Revenue			
Ad-Valorem Taxes	31,270,743	31,198,150	29,936,574
Investment Income	51,361	(62,100)	96,500
Revenue Maximization Funding	1,631,002	1,136,002	830,000
Grants	695,900	693,900	693,900
Administrative Services Organization Funding	1,750,000	1,605,248	1,882,000
Other Community Partner Funding	241,866	239,500	239,500
Miscellaneous Income	175,944	250,882	314,061
Employee Lease (reimb) Income	847,096	847,096	1,000,688
	36,663,912	35,908,678	34,993,223
Expenditures			
Program:			
CBHC Funded Program Expenditures	29,252,513	28,736,651	22,280,395
Other Community Partner Program Expenditures	2,836,461	2,639,105	2,620,772
CBHC New Program Expenditures	400,000	400,000	400,000
CBHC Other Program Expenditures	1,587,515	1,698,599	1,419,540
Total Program Expenditures:	34,076,489	33,474,355	26,720,707
Operating			
Salaries	3,809,520	3,623,931	3,642,923
Employee Benefits	1,493,441	1,375,760	1,300,496
Contracted Professional Services	106,224	210,581	218,329
Facility Expenditures	356,097	305,145	428,706
Professional Development	57,875	33,327	52,325
Other Operating	209,853	251,544	273,212
Total Operating	6,033,011	5,800,288	5,915,991
Non-Operating			
Capital Expenditures	61,994	141,284	6,000
Local Government Fees	1,410,447	1,410,447	1,349,837
Employee Lease (reimb) Expense	847,096	847,096	1,000,688
Total Non-Operating	2,319,537	2,398,827	2,356,525
Total Expenditures	42,429,037	41,673,470	34,993,223
Building and Capital Reserve	100,000	100,000	0
Net Spend Down of Fund Balance	(5,865,125)	(5,864,792)	0

Budget Category Definitions

- **Revenue**

- **Ad-valorem taxes** includes current and delinquent ad-valorem tax revenue and excess fees returned to the Children's Board.
- **Investment Income** includes revenue from the various interest-bearing accounts as well as any unrealized gain or loss recognized from the Local Government Investment Pool Fund B investments.
- **Revenue Maximization Funding** are earnings generated when the CBHC uses its local dollars as match to draw down revenue from federal and state funding sources outside of Hillsborough County.
- **Grants** are funds generated from foundations or other government organizations for which the Children's Board is the lead agent. An example would be the 21st Century grant recently awarded to CBHC.
- **Administrative Services Organization Funding** represents contributions from other community partners specifically designated for use in the ASO program. These dollars are managed by the CBHC ASO program staff. These dollars are also included in the other community partner program expenditure line.
- **Other Community Partner Funding** represents funds contributed from our community partners such as Hillsborough Kids, Inc. (HKI), the school district and United Way that pass through to program expenditures.
- **Miscellaneous Income** consists of facility rental income, fiscal agent fees, contributions, reimbursed expenditures by Hillsborough County and any other miscellaneous revenue received during the year.
- **Employee Lease (reimb) Income** represents the employee lease agreement CBHC has with the Early Learning Coalition (ELC) and the State SAMIS project. These employees are paid directly by CBHC and CBHC is subsequently reimbursed for both the salary and employee benefit expenditures. There is also a corresponding employee lease expenditure which results in zero budgetary impact.

- **Expenditures**

- **CBHC Funded Program Expenditures** represents the dollars in continuation program contracts funded by CBHC property tax revenue.
- **Other Community Partner Program Expenditures** represents expenditure of funds contributed from our community partners such as HKI, the school district, United Way that are passed through CBHC and are included in our continuation program contracts and other funders through the ASO.
- **CBHC New Program Expenditures** includes CBHC funded dollars budgeted for new program contracts, one time technical assistance and match dollars available.
- **CBHC Other Program Expenditures** represent expenditures for CBHC managed programs including the Administrative Services Organization, Family Support & Resource Center, and Kidzcreate Art Gallery. This also includes expenditures directly related to program activities such as the internet radio, advocacy, policy, capacity building, public education and awareness campaign and training.
- **Salaries** include wages paid to non-contractor employees. This includes full time FTE's (permanent), part time employees (hired on a temporary basis) and full time temporary employees (hired for up to a year).
- **Employee Benefits** represents benefits provided for salaried and hourly wage employees such as FICA, health insurance and retirement benefits.
- **Contracted Professional Services** represents services contracted with outside professionals including legal, auditing, Civil Service fees and other professional services.
- **Facility Expenditures** includes those expenditures necessary to operate the facility including utilities, IT and facility maintenance and repairs.
- **Professional Development** includes the cost of training staff, conference travel and meeting travel.
- **Other Operating** contains postage, insurance, promotional activities, printing, supplies, advertising for TRIM and other public notices, dues & subscriptions,
- **Non-Operating** expenditures include capital expenditures, ELC and state SAMIS project employee lease expenditures that are reimbursed. This line also includes the tax collector's and property appraiser's fee as well as the city storm water tax and the community redevelopment assessment.

Children's Board Of Hillsborough County
Fiscal Year 2012 Budget
October 1, 2011 - September 30, 2012
Budget Options

	Option 1	Option 2	Option 3	Option 4
Revenue	34,993,223	34,993,223	34,993,223	34,993,223
Expenditures				
Program:				
CBHC Funded Program Expenditures	22,280,395	22,480,395	22,799,406	22,999,406
Other Community Partner Program Expenditures	2,620,772	2,620,772	2,620,772	2,620,772
CBHC New Program Expenditures	400,000	200,000	400,000	200,000
CBHC Other Program Expenditures	1,419,540	1,419,540	1,419,540	1,419,540
Total Program Expenditures:	26,720,707	26,720,707	27,239,718	27,239,718
Operating	5,915,991	5,915,991	5,915,991	5,915,991
Non-Operating	2,356,525	2,356,525	2,356,525	2,356,525
Total Expenditures	34,993,223	34,993,223	35,512,234	35,512,234
Building and Capital Reserve	0	0	0	0
Net Spend Down of Fund Balance	0	0	(519,011)	(519,011)

Children's Board Of Hillsborough County
Fiscal Year 2012 Budget
October 1, 2011 - September 30, 2012
REVENUE SCHEDULE

	Revised Budget FY 2011	Estimated Actual FY 2011	Budget FY 2012
Ad-Valorem Taxes			
Current Ad-Valorem	30,932,998	30,860,405	29,610,066
Delinquent Ad-Valorem	75,000	75,000	75,000
Excess Fees Returned	262,745	262,745	251,508
Total	31,270,743	31,198,150	29,936,574
Investment Income			
Interest	232,358	57,900	109,500
Gain/Loss on Investments	(180,997)	(120,000)	(13,000)
Total	51,361	(62,100)	96,500
Revenue Maximization Funding			
DCF Adoption Support	225,000	130,000	130,000
Targeted Case Management	1,100,000	700,000	700,000
DCF TANF	306,002	306,002	0
Total	1,631,002	1,136,002	830,000
Grants			
21st Century	695,900	693,900	693,900
Total	695,900	693,900	693,900
Administrative Services Organization Funding			
DCF	450,000	150,000	250,000
BNET	200,000	150,000	200,000
Hillsborough County	0	35,010	25,000
United Way	50,000	50,000	50,000
United Way-EFSP	200,000	200,000	200,000
Healthy Start	50,000	20,000	57,000
HKI	800,000	1,000,000	1,100,000
HKI Reinvestment	0	238	0
Total	1,750,000	1,605,248	1,882,000
Other Community Partner Funding			
School District - for FASST	160,000	160,000	160,000
Hillsborough Kids Inc. - for Heart Gallery	55,000	55,000	55,000
United Way	26,866	24,500	24,500
Total	241,866	239,500	239,500
Miscellaneous Income			
ELC Rental Income	60,444	60,444	60,444
ELC Fiscal Agent Fees	52,000	52,000	52,000
ASO Fiscal Agent Fees	50,000	50,000	50,000
Contributions	10,000	9,900	0
Special Events Revenue	3,500	3,465	3,500
Miscellaneous Revenue	0	7,285	0
Hillsborough County	0	67,788	148,117
Total	175,944	250,882	314,061
Employee Lease (reimb) Income	847,096	847,096	1,000,688
Total Revenues	36,663,912	35,908,678	34,993,223

Narrative/Assumptions

Revenue

- **Ad-Valorem Taxes**
 - The budgeted ad-valorem tax revenue is based on a .500 millage rate.
 - Ad-valorem revenue is budgeted at 95% to account for early payment of taxes that include a discount.
 - The current Hillsborough County estimated tax base is \$62,336,980,209, a decrease of 4.28% from FY 2011 resulting in a \$1.3 million decrease of CBHC ad-valorem tax revenue.
 - Excess Fees Distribution includes the net overpayment of the 2% Hillsborough County Tax Collection fees returned to CBHC. These fees are budgeted in the non-operating expenditures.
- **Investment Income**
 - The current interest rate fluctuates around .30%.
 - The FY 2012 interest is budgeted to range from .30% to .90%.
 - Gain/Loss on Investments includes the estimated unrealized loss recognized each year as the investments from LGIP Fund B fluctuate in value. Total of \$386,908 remains in Fund B as of June 30, 2011. The net unrealized loss balance on September 30, 2010 was \$136,346.
- **Revenue Maximization Funding**
 - DCF Adoption Support revenue is budgeted at a lower amount for FY 2012 because Sylvia Thomas Center is serving less of the eligible families in this category.
 - Targeted Case Management is budgeted at a lower amount for FY 2012 based on FY 2011 estimated actual.
 - DCF TANF funding was only one time funding at the end of FY 2010 and fiscal year 2011.
- **Grants**
 - At this time, CBHC only has one grant with the Department of Education. The 21st Century grant is for five years through FY 2015.
- **Administrative Services Organization Funding**
 - This includes all funding that is received from the various sources listed in the revenue schedule.
 - All of these dollars pass through the ASO and are managed by CBHC ASO staff.
 - The expenditures for these dollars are included in the other community partner program expenditures line item.
 - We are estimating a 7.5% increase in this line item for FY 2012.
- **Other Community Partner Funding**
 - This includes all funding that is received from the various sources listed in the revenue schedule.
 - This amount will decrease slightly from FY 2011 to FY 2012.
- **Miscellaneous Income**
 - This includes all funding that is received from the various sources listed in the supplemental revenue schedule.
 - Contributions for the Heart Gallery will not be budgeted in FY 2012 since those contributions will now go directly to the agency funded for the Heart Gallery.
 - The increase in this line is due to the revenue CBHC will receive from Hillsborough County for the reimbursement of D. Dixon's salary.
- **Employee Lease (reimb) Income**
 - This line is the reimbursement CBHC receives for salaries and employee benefit expenditures for the Early Learning Coalition and the state SAMIS project added in FY 2012.
 - These employees are paid directly by CBHC, ELC and the state SAMIS project subsequently reimburses CBHC.
 - There is also a corresponding ELC and State SAMIS employee lease expenditure which results in zero budgetary impact.

Children's Board Of Hillsborough County
Fiscal Year 2012 Budget
October 1, 2011 - September 30, 2012
PROGRAM EXPENDITURES SCHEDULE

	Revised Budget FY 2011	Estimated Actual FY 2011	Budget FY 2012
CBHC Funded Program Expenditures	29,252,513	28,736,651	22,280,395
Other Community Partner Program Expenditures	2,836,461	2,639,105	2,620,772
CBHC New Program Expenditures	400,000	400,000	400,000
CBHC Other Program Expenditures			
CBHC Resource Center Program	183,409	159,692	189,604
CBHC Administrative Services Organization Program	430,436	446,811	387,441
CBHC Kidscreate Children's Art Gallery Program	116,396	115,371	111,659
CBHC Heart Gallery Program	283,424	181,489	-
Expenditures Related to Program Support			
Professional Services	130,850	337,510	51,500
Advocacy & Policy	73,000	68,876	70,227
Community Education & Awareness	230,000	230,000	305,052
Capacity Building	87,000	82,000	274,057
Printing	18,000	46,350	20,000
Provider Training and Events	35,000	30,500	10,000
Total Expenditures Related to Program Support	573,850	795,236	730,836
Total CBHC Other Program Expenditures	1,587,515	1,698,599	1,419,540
Total Program Expenditures	34,076,489	33,474,355	26,720,707

Narrative/Assumptions

Program Expenditures

- **CBHC Funded Program Expenditures**
 - This line has decreased by 23.8% for FY 2012 because of the continued reduction in tax revenue and the Board's decision to not spend down from the fund balance in FY 2012.
 - This reduction includes:
 - 7.7% reduction for those reductions taken off the top for contracts recommended to end on 9/30/11, change in including TCM earnings in continuation contracts and change in funding strategies for out of school time.
 - 18% reductions to most 12 month recommendations for a net 12% reduction.
 - An additional 5% to case management contracts plus 2% for those over one million dollars for a net 1.3% reduction.
 - A 1.2% additional reductions that will be negotiated prior to 10/1/11.
- **Other Community Partner Program Expenditures**
 - This includes the ASO funding, other community partner funding, and grant funding that is passed through to providers.
- **CBHC New Program Expenditures**
 - This line includes program funding that will be available for technical assistance contracts.
- **CBHC Other Program Expenditures**
 - This includes the three programs managed by the Children's Board:
 - CBHC Resource Center budget increased by \$6,195.
 - This includes two full-time FTE's and two .50 part-time temporary positions.
 - The Administrative Services Organization budget decreased by \$42,995.
 - This includes an adjustment of 40% of the dollars for one staff member to place based initiatives for a total of six staff.
 - The KidzCreate Children's Art Gallery budget has decreased by \$4,737.
 - This budget includes one full-time FTE.
 - The Heart Gallery is not included in this line item in FY 2012 because it was transferred to Camelot Community Care, Inc. and included in CBHC funded program expenditures line.
- **Expenditures Related to Program Support**
 - The dollars in this line item are for expenditures directly related to program activity in the following areas.
 - Four contracts have been moved to this category from the CBHC Funded Program Expenditures.
 - **Professional Services** expenditures include the CBHC share of the state contract for Public Consulting Group state wide revenue maximization activities, staff development activities and data collection for the 21st Century grant (which are reimbursed by the grant).
 - **Advocacy & Policy** expenditures include our share of the state CSC contract, the Policy Group contract and the Mott grant contract for out of school time policy and advocacy activities.
 - **Community Education & Awareness** expenditures include a budget for activities that increase community awareness and access to services for families. Outlets include the CBHC internet radio, cable television, billboards, local papers, magazines and AMC theaters. This also includes the cost for the Community Atlas contract.
 - **Capacity Building** expenditures include the contract for Strategy Solutions' work with providers around TCM billing and documentation, the contract with Non Profit Leadership for training providers, the contract with GW Group around social enterprise and capacity building activities and the contract with USF for TCM field training with case managers.
 - **Printing** includes the CBHC Family Guide Directory of Services.
 - **Provider Training and Events** include a budget to bring trainers to the Children's Board to provide training to a greater number of providers and community members in a more cost effective way.

Employee Salary and Benefits Schedule

<u>Operating Salary and Employee Benefits</u>	<u>FY '11</u>	<u>FY '12</u>	<u>Change</u>
Salary	3,809,520	3,642,923	(166,597)
Employee Benefits	1,493,442	1,300,496	(192,946)
Total	5,302,962	4,943,419	(359,543)
<u>CBHC Program Salary and Employee Benefits</u>			
Salary	624,060	489,167	(134,893)
Employee Benefits	238,711	162,003	(76,708)
Total	862,771	651,170	(211,601)
	<u>FY '11</u>	<u>FY '12</u>	<u>Change</u>
Total Operating FTE'S	50.75	51.05	0.30
Total CBHC Program FTE's	12.50	10.00	(2.50)
	63.25	61.05	(2.20)
<u>FTE Summary</u>	<u>FY '11</u>	<u>FY '12</u>	<u>Change</u>
<u>Full-Time FTE's (Permanent)</u>			
Operating	49.5	46.8	(2.70)
CBHC Program	11	9	(2.00)
Total	60.5	55.8	(4.70)
<u>Part-Time (Temp)</u>			
Operating	1.25	1.5	0.25
CBHC Program	1.5	1	(0.50)
Total	2.75	2.5	(0.25)
<u>Full-Time Temporary (1 year)</u>			
Operating	0	2	2.00
CBHC Program	0	0	-
Total	0	2	2.00
TOTAL FTE'S	63.25	60.3	(2.95)

Narrative/Assumptions

Employee Salary and Benefits

- **Operating Salaries**

- The FY 2012 operating salary budget decreased by \$166,597.
 - No merit increase or MEA is included in FY 2012 Budget.
 - One Full-Time FTE was budgeted at a lower rate for the FTE replacement.
 - One Full-Time MIS FTE was eliminated with an employee resignation.
 - \$25,000 from this line is budgeted in IT maintenance contracts line for ASO software updates.
 - One Full-Time MIS FTE was moved to the employee lease line item and will be working directly for the state SAMIS contract full time.
 - \$35,000 from this line was also budgeted for the maintenance contract for SAMIS.
 - One Full-Time program support FTE was eliminated effective after a January 2012 retirement.
 - One program support FTE was increased from .50 to .80.
 - One .25 Part Time Temporary position was eliminated in the organizational development department.
 - Two Full-Time Temporary and .5 Part Time Temporary positions were added to the facilities/conference center.
- The salary budget is also offset by \$148,117 for reimbursement for D. Dixon's salary for an overall net decrease of \$314,714.
 - The \$148,117 is budgeted in the misc. income line item of the budget.

- **Operating Employee Benefits**

- Employee Benefit expenditures decreased by \$192,946.
- FICA and ICMA Contributions decreased because overall salaries decreased.
- Florida State Retirement (FRS) contribution for CBHC has decreased by \$235,222.
 - Included in the decrease is the 3% staff contribution to FRS of \$123,000.
- Life and Health Insurance expenditures increased by \$73,285
 - The net effect of premium increase and adjustment due to reduction in FTE is \$18,301.
 - Staff contribution to insurance premiums was reduced by \$54,984 and the budget was increased.
- OPEB 45 Healthcare Contingency is expected to decrease by \$6,266.
- Workers Compensation and Unemployment Compensation are expected to decrease slightly.
- Disability Insurance is expected to decrease slightly.

- **Other Salary and Employee Benefit & Professional Services Changes**

- CBHC Program Salary and Employee Benefits are budgeted in the CBHC Other Program Expenditure section of the budget.
 - The salary and employee benefits in the CBHC program area was reduced by \$211,601.
 - Two Full-Time FTEs and .50 part time temporary FTEs were eliminated from the budget as the Heart Gallery was transferred to the CBHC funded program expenditures line.
 - \$185,589 in salary and employee benefit expense was moved to that line.
- The Community Education and Awareness committee is working on tasks and resources needed in the area of outreach and website development and management.
 - \$55,000 has been budgeted in the professional services line for outreach.
 - \$35,000 has been budgeted in the professional services line for website development and management.

Children's Board Of Hillsborough County
Fiscal Year 2012 Budget
October 1, 2011 - September 30, 2012
OPERATING AND NON-OPERATING EXPENDITURES SCHEDULE

	Revised Budget FY 2011	Estimated Actual FY 2011	Budget FY 2012
Operating Expenditures			
Contracted Professional Services			
Board Support Consulting Fees	5,000	5,000	5,000
Legal and Auditing Services	69,000	73,680	74,000
Civil Service Fees	15,924	11,386	17,029
Professional Services	16,300	120,515	122,300
Total Contracted Professional Services	106,224	210,581	218,329
Facility Expenditures			
Facilities Maintenance	96,400	65,400	111,511
Utilities	168,125	156,735	169,964
IT Maintenance	39,810	31,810	107,298
Equipment Lease and Maintenance	51,762	51,200	39,933
Total Facility Expenditures	356,097	305,145	428,706
Professional Development			
Staff Meeting Travel	27,875	14,727	24,325
Staff Conference Travel	25,000	16,000	25,000
Staff Training	5,000	2,600	3,000
Total Professional Development	57,875	33,327	52,325
Other Operating			
Postage & Delivery	10,435	10,170	10,375
Insurance-Property and Liability	60,000	50,289	53,559
Promotional Activities	15,200	19,300	67,000
Supplies and Equipment	85,065	137,221	93,712
Printing	11,000	11,175	8,900
Position and Public Notice Advertising	5,200	5,200	5,460
Dues	9,564	11,000	17,493
Subscriptions	3,364	1,544	6,013
Other	10,025	5,645	10,700
Total Other Operating	209,853	251,544	273,212
Total Operating Expenditures	730,049	800,597	972,572
Non-Operating Expenditures			
Capital Expenditures	61,994	141,284	6,000
Local Government Fees	1,410,447	1,410,447	1,349,837
Employee Lease (reimb) Expense	847,096	847,096	1,000,688
Total Non-Operating Expenditures	2,319,537	2,398,827	2,356,525

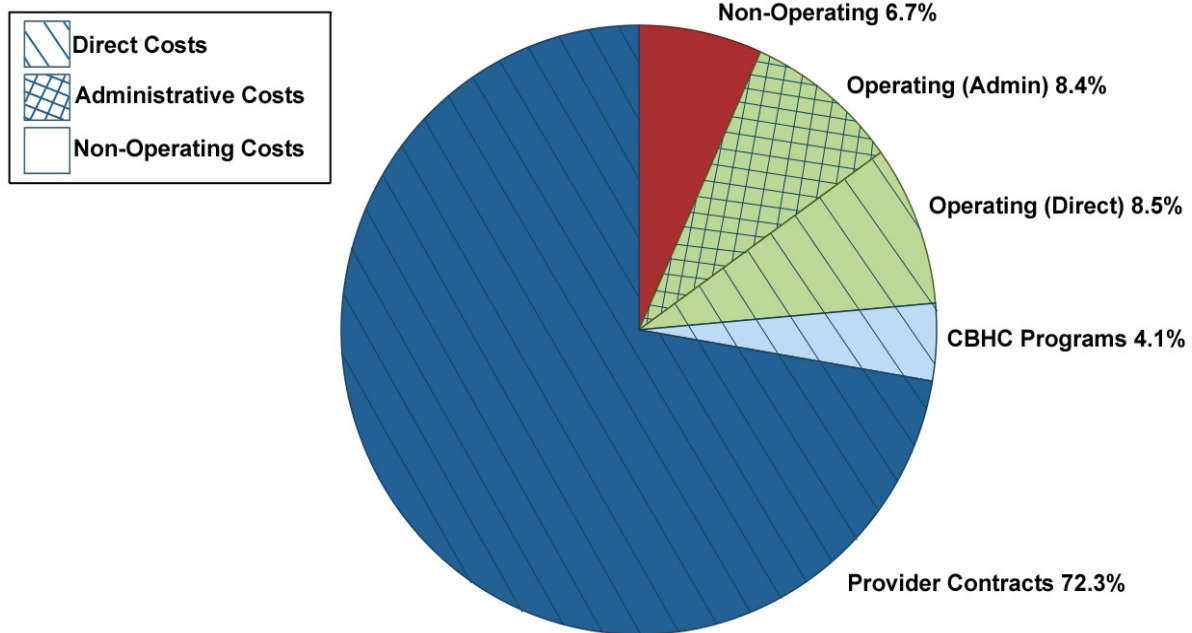
Narrative/Assumptions

Operating and Non-Operating Expenditures

- **Contracted Professional Services**
 - Civil Service fees have increased slightly.
 - Other Professional Services FY 2012 budget has increased by \$112,105.
 - The Community Education and Awareness committee is working on tasks and resources needed in the area of outreach and website development and management.
 - \$55,000 was added for outreach.
 - \$35,000 was added for website development and management.
 - The remaining expenditures are budgeted for contracting with various vendors for organizational development activities.
- **Facility Expenditures**
 - Overall facilities expenditures have increased by \$72,609.
 - For example:
 - Dollars have been budgeted to repair AV and HVAC equipment, replace lighting, etc. as the building is now seven years old.
 - \$25,000 was budgeted for ASO software updates.
 - \$35,000 was budgeted for the maintenance contract for SAMIS.
 - The cleaning service budget has been reduced with the new contract.
- **Professional Development**
 - This line has been reduced slightly because of less meeting travel to Tallahassee.
- **Other Operating**
 - This line has increased because \$65,000 was added for promotional activities and items for outreach.
 - The Community Education and Awareness committee is working on plans and resources needed in this area.
- **Non-Operating Expenditures**
 - Capital Expenditures have been reduced to \$6,000 for replacing the front gate scanner in 2012.
 - Local Government Fees are expected to decrease by \$60,610 in FY 2012.
 - Tax collector's fees are based on 2% of ad valorem tax revenue. This line is expected to decrease by \$26,458 for FY 2012.
 - Property appraiser's fees are approximately .85% of ad valorem tax revenue. This line is expected to decrease by \$11,245 by FY 2012.
 - The community redevelopment assessment (CRA) fees are based on taxable property values within these CRA zones of the City of Tampa. This is expected to decrease by \$22,907 for FY 2012.
 - Employee Lease (reimb) Expense has increased by \$153,592 for FY 2012 due to increased staffing within ELC and one employee added for the State SAMIS project. These expenditures are reimbursed by ELC and the State SAMIS contract and are therefore offset by the employee lease revenue line resulting in zero budgetary impact.

Administrative vs Direct Costs

Direct	84.9%
Administrative	8.4%
Non-Operating	6.7%
Total	100%



	FY 2012	FY 2011	FY 2010	FY 2009
Total Provider \$\$	72.3%	76.4%	76.0%	76.2%
CBHC Programs	4.1%	3.9%	3.2%	3.9%
Total Operating (Direct)	8.5%	7.6%	6.9%	8.6%
Total Operating (Admin)	8.4%	6.7%	7.5%	6.0%
Total Non Operating	6.7%	5.4%	6.4%	5.4%

Administrative vs Direct Costs

- **Direct Costs:**
 - All expenditures included in the program section of the budget
 - Expenditures included in the operating section of the budget for the following activities:
 - Program support including the research team working with contracted providers
 - Advocacy activities
 - Community education and awareness activities
 - Capacity building activities with providers and community
 - CBHC conference center costs for maintaining the building downstairs
 - Staff's work out in the community (some staff primarily in the admin section are allocated to this area for a percentage of their time)

- **Administrative Costs:**
 - Chief Executive Officer office expenditures
 - Finance department expenditures
 - Human resources department expenditures
 - Communications activities regarding CBHC
 - Information technology department and equipment expenditures
 - Building expenditures upstairs

- **Non-Operating Costs:**
 - Employee lease expenditures
 - Tax collectors fees
 - Community Redevelopment Agencies fees
 - City Storm Water Tax
 - Capital expenditures

- **Changes from FY 2011 to FY 2012**
 - On August 11, 2011 direction was given to staff to reduce the budget by an additional \$3.1 million and not spend dollars out of the fund balance during FY 2012. Resulting in a total budget reduction of \$7.4 million.
 - This change in total budget increased the overall percentage of direct and administrative costs.
 - While we have reduced CBHC salary lines and operating budget, it was not reduced to the extent the program budget was reduced.
 - The reduction in individual program contracts will result in reductions in expected outcomes.
 - The overall scope of work internally at CBHC has not changed and will not change dramatically during the course of this fiscal year.
 - There will be the same number of contracts to manage but most contracts will require renegotiation.
 - We continue to manage money from other sources (bearing the bulk of administrative overhead to do this work) to generate additional funding opportunities for the community.
 - We have raised accountability standards which has resulted in increased sites visits and monitoring activity.
 - Additional community outreach activities are planned for FY 2012.
 - Staff will continue to work with the community and Board to prepare and release the RFP during FY 2012.
 - CBHC program expenditures and operating budget have been reduced by 5.9% and staff will continue through FY 12 to create efficiencies and reorganize the work.
 - The CBHC Organizational Development Committee and Finance Committee have begun discussions regarding staff realignment to the business model necessary for implementing the Strategic Investment Plan.

**Estimated Lapse Report
Fiscal Year 2011**

	Revised Budget	YTD Actual	Estimate for Remainder of FY 2011	Projected Lapse
Revenues				
Ad-Valorem Taxes	31,270,743	31,018,284	179,866	(72,593)
Investment Income	51,361	98,645	(160,745)	(113,461)
Revenue Maximization Funding	1,631,002	1,028,468	107,534	(495,000)
Grants	695,900	58,388	635,512	(2,000)
Administrative Services Organization Funding	1,750,000	2,016,140	(410,892)	(144,752)
Other Community Partner Funding	241,866	73,375	166,125	(2,366)
Miscellaneous Income	175,944	205,035	45,847	74,938
Employee Lease (reimb) Income	847,096	731,457	115,639	0
Total Revenues	36,663,912	35,229,792	678,886	(755,234)
Expenditures				
Program:				
Continuation and New Funding	32,488,974	18,094,718	13,681,038	713,218
Other CBHC Program Expenditures	1,587,515	1,003,859	694,740	(111,084)
Total Program Expenditures:	34,076,489	19,098,577	14,375,778	602,134
Operational				
Salaries	3,809,520	2,672,071	951,860	185,589
Employee Benefits	1,493,442	1,022,948	352,812	117,682
Contracted Professional Services	106,224	97,210	113,371	(104,357)
Facility Expenditures	356,097	238,917	66,228	50,952
Professional Development	57,875	17,017	16,310	24,548
Other Operating	209,853	151,952	99,592	(41,691)
Total Operational	6,033,011	4,200,115	1,600,173	232,723
Non-Operational				
Capital Outlay	61,994	83,115	58,169	(79,290)
Local Government Fees	1,410,447	1,299,187	111,260	0
Employee Lease (reimb) Expense	847,096	731,457	115,639	0
Total Expenditures	42,429,037	25,412,451	16,261,019	755,567
Total Projected Lapse				333

Narrative/Assumptions

FY 2011 Estimated Lapse

- **Revenues**
 - Ad-valorem revenue is under budget \$72,593 due to value adjustment board final assessments.
 - Interest Income is projected lower than budget due to lower than expected interest rates. The current interest rate fluctuates around .30%. Interest was budgeted to range from .60% to .90%.
 - Revenue Maximization Funding
 - TCM revenue is projected to be \$400,000 under budget due to decreased billing by providers. Billings at the end of FY 2010 and beginning of FY 2011 included back billings that have not continued to occur.
 - DCF adoption support is projected to be under budget by \$95,000 because Sylvia Thomas Center is serving less of the eligible families in this category.
 - Administrative Services Organization revenue and associated expenditures will be under budget based on those agencies projected spending.
 - Miscellaneous income is over budget because revenue received from Hillsborough County for reimbursement of D. Dixon salary and a few small donations and reimbursement for expenses.
- **Expenditures**
- **Program**
 - Continuation and New Funding is expected to be under budget by \$713,218.
 - Other CBHC Program Expenditures is expected to be over budget because of the community outreach and awareness activities.
- **Operational**
 - Salaries are under budget because of two FTE vacancies.
 - Benefits are under budget because of the two vacancies as well as the reduction in the FRS rate for July thru September 2011 due to the required 3% staff contribution.
 - Contracted Professional Services are over budget because of the additional expense for polling and ASO software development and maintenance.
 - Facility Expenditures are under budget due to lower than budgeted utilities, cleaning expenses and IT maintenance and repair costs.
 - Professional Development expenditures are under budget due to broader use of online trainings and meetings as well as less travel to Tallahassee.
 - Other Operating is over budget because of accelerated IT conversion to virtualization, in FY 2011, in order to realize savings much sooner.
- **Non-Operational**
 - Capital Outlay is projected to be over budget by \$79,290 due to the planned replacement of the CBHC building security system, and replacement of CBHC signage. These funds will be spent out of lapse dollars.

Assumptions Underlying Five Year Projections

- The budgeted revenue for all five years is based on a .500 millage rate.
- The current estimated reduction in the property tax base is 4.28% resulting in a \$1.3 million reduction in revenue.
- The future property tax base value estimates are from The Office of Economic and Demographic Research:
 - FY 2013 is estimated to be flat.
 - FY 2014 is estimated to increase by 4.8%
 - FY 2015 is estimated to increase by 6.4%
 - FY 2016 is estimated to increase by 7.1%
- Reductions in expenditures were made in FY 2012 instead of spreading it over multiple years.
 - The budget for fiscal year 2012 does not include any spend down of the fund balance.
 - The budgets for fiscal years 2013 thru 2016 include a spend down of the fund balance each year.
- The fund balance includes an operating reserve and a capital reserve.
 - The FY 2012 budget does not include an addition to the capital reserve because there is an adequate balance.
 - Additions of \$100,000 each year are projected to be needed for FY 2013 through FY 2016.
 - There are additional major reductions in the reserve planned beyond 2016 for items such as the building roof, and IT infrastructure which requires adequately funding the reserve.
 - The reserve is projected to be reduced in FY 2013 by approximately \$37,000 for parking lot resurfacing, \$31,000 in FY 2014 for network/telephone system replacement and \$239,000 in FY 2016 for HVAC replacement.

Children's Board of Hillsborough County Capital Reserve Summary

	Budget FY '12	Budget FY '13	Budget FY '14	Budget FY '15	Budget FY '16
Capital Reserve Balance Budgeted	320,116	320,116	382,731	451,672	551,672
Budgeted Reductions:	-	(37,385)	(31,059)	-	(239,266)
Budgeted Additions:		100,000	100,000	100,000	100,000
Projected Capital Reserve Balance	320,116	382,731	451,672	551,672	412,406

CHILDREN'S BOARD OF HILLSBOROUGH COUNTY
PROJECTIONS at .500 Millage
 FISCAL YEARS 2011-2016

Option #1

DRAFT

	FY 2011 Revised Budget	FY 2011 Estimated Actual	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
MILLAGE RATE	.5000	.5000	.5000	.5000	.5000	.5000	.5000
Projected Tax Revenue (mill. @ .5000 w/ 4.28% dec in tax base in FY 2012, 0% inc FY 2013, 4.8% inc FY 2014, 6.4% inc FY 2015, 7.1% inc FY 2016)	31,270,743	31,198,150	29,936,574	29,933,306	31,366,504	33,369,160	35,733,045
Investment Income	51,361	(62,100)	96,500	195,627	208,575	217,735	209,102
Revenue Maximization Funding	1,631,002	1,136,002	830,000	130,000	130,000	130,000	130,000
Grants, Administrative Services Organization and Other Community Partner Funding	2,687,766	2,538,648	2,815,400	2,815,400	2,815,400	2,815,400	2,815,400
Miscellaneous Income	175,944	250,882	314,061	314,061	314,061	314,061	314,061
Employee Lease (reimb) Income	847,096	847,096	1,000,688	1,000,688	1,000,688	1,000,688	1,000,688
Total Revenue Available	36,663,912	35,908,678	34,993,223	34,389,082	35,835,228	37,847,045	40,202,296
Operating Expenditures	6,148,891	5,850,084	5,915,991	5,891,991	5,891,991	5,891,991	5,891,991
Non-Operating & Employee Lease (reimb) Expenses	2,257,543	2,257,543	2,350,525	2,350,525	2,425,623	2,530,559	2,654,423
Capital Outlay, Building & Capital Reserve	161,994	241,284	6,000	100,000	100,000	100,000	100,000
Other - Kidspeak Gallery, ASO & CBHC FSRC	1,013,665	903,363	688,704	688,704	688,704	688,704	688,704
Expenditures Related to Program Support	573,850	795,236	730,836	730,836	730,836	730,836	730,836
CBHC Program Contracts	29,252,513	28,736,651	22,280,395	22,550,000	22,550,000	22,550,000	22,550,000
Other Community Partner Program Expenditures	2,836,461	2,639,105	2,620,772	2,620,772	2,620,772	2,620,772	2,620,772
New Program Expenditures Continued in Future Years	0	0	0	0	0	2,500,000	4,600,000
New Program Expenditures	400,000	400,000	400,000	400,000	2,900,000	2,500,000	2,600,000
Total Expenditures	42,644,917	41,823,266	34,993,223	35,332,828	37,907,926	40,112,862	42,436,726
Net Income (Spend Down)	(5,981,005)	(5,914,588)	0	(943,746)	(2,072,698)	(2,265,817)	(2,234,430)
Fund Balance							
Total Fund Balance Beginning of Year	16,898,972	16,898,972	10,984,384	10,984,384	10,040,638	7,967,940	5,702,123
Net Income (Spend Down of Fund Balance)	(5,981,005)	(5,914,588)	0	(943,746)	(2,072,698)	(2,265,817)	(2,234,430)
Total Fund Balance End of Year after Spend Down	10,917,967	10,984,384	10,984,384	10,040,638	7,967,940	5,702,123	3,467,693
Less Board Designated Operating Reserve & Capital Reserve*	(2,503,157)	(2,415,462)	(2,073,276)	(2,090,291)	(2,219,303)	(2,329,770)	(2,446,196)
Fund Balance Available for Carry Forward of Program Continuation Funding	8,414,810	8,568,922	8,911,108	7,950,347	5,748,637	3,372,353	1,021,497

* Board Designated Operating Reserve for 3 months of operations adjusted annually to reflect 5.01% of Total Budgeted Expenditures. Capital Reserve is the balance of the annual \$100,000 reserve for building and large capital expenditures over the years.

Additional Board designated operating reserve required * (342,186) 17,015 129,012 110,467 116,426

FY 2012 Program Dollar Recommendations to Board

	Option #1	Option #2	Option #3	Option #4
% Reductions on Most Contracts	18%	18%	15%	15%
<u>FY 2012</u>				
Total OST contracts extended for 3 months through 12/31/11 with no reduction	345,612	345,612	345,612	345,612
Additional funding for OST contracted through ELC for 12 months through 9/30/12	550,000	550,000	550,000	550,000
Total contracts extended for 12 months (100% other Funder \$\$) through 9/30/12	2,381,272	2,381,272	2,381,272	2,381,272
Total contracts extended for 12 months (CBHC \$\$) through 9/30/12 with reductions for most contracts	21,987,363	21,987,363	22,506,374	22,506,374
Total Unallocated Reductions to be negotiated prior to 10/1/11	(363,080)	(163,080)	(363,080)	(163,080)
Total Continuation Funding	24,901,167	25,101,167	25,420,178	25,620,178
Technical Assistance Funding Available in FY 2012	400,000	200,000	400,000	200,000
Spend Down from Fund Balance	0	0	(519,011)	(519,011)

** All options leave dollars in the fund balance available for the FY 2013 RFP in the amount of FY 2012 Funding

** All options leave dollars in the fund balance to expand services in FY 2014 through FY 2016