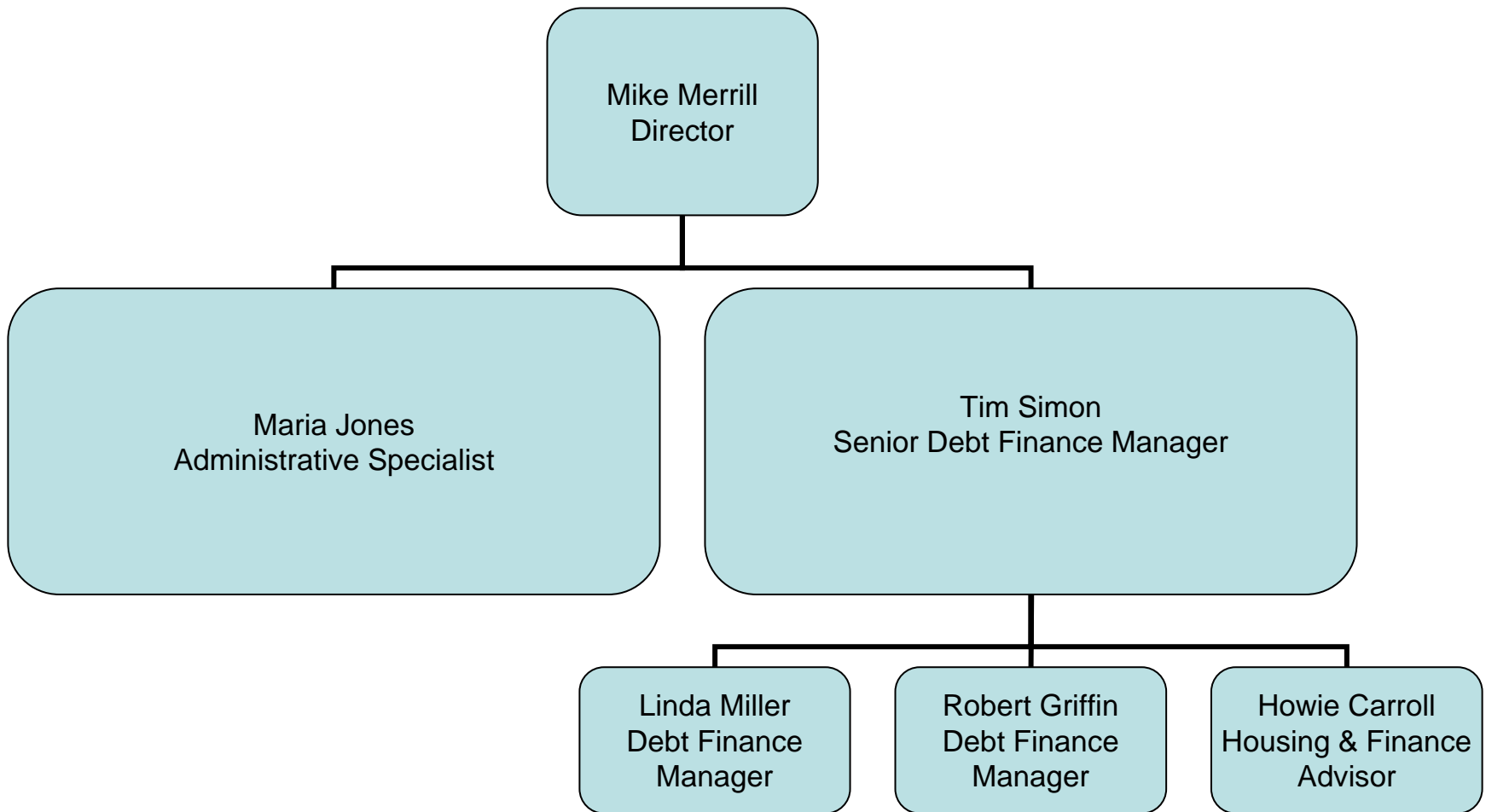


Debt Management 2008 Organization Chart Current



**FY 10/FY 11 DECISION UNIT
DESCRIPTION AND COST**



Reduction in operating expenses taken as efficiency

Team:	Utilities and Commerce	SERVICE LEVEL: MINIMUM SVC LEVEL	PRIORITY:	
Department:	DEBT MANAGEMENT DEPARTMENT		Funding Source Priority #:	1
Fund:	01-001 COUNTYWIDE GENERAL FUND		Department Priority #:	1
Subfund:	01-001-001 COUNTYWIDE GENERAL OPERATING FD			
Index Code:	DME01000		CIP Number:	N/A

DECISION UNIT TITLE: Debt Issuance and Management

MATRIX OF SERVICE: Debt Management

TOTAL COST:	RESOURCES:		Total Positions (Listed by Job Class) (Use separate sheet if necessary)			
	FY 10	FY 11	Job Class	Description	FY 10	FY 11
Personal Services	538,795	547,041	8380	Senior Debt Finance Manager	1.00	1.00
Operating Expenses	18,189	18,189	8131	Debt Finance Manager	1.00	1.00
Grants and Aid	-	-	8246	Administrator, Ut & Commerce and Dir, Debt Management	1.00	1.00
Capital Outlay	1,000	1,000			0.00	0.00
					0.00	0.00
TOTAL:	\$ 557,984	\$ 566,230	TOTAL:	Total from page 2:	3.00	3.00

PERFORMANCE MEASURES:

MEASURE DESCRIPTION		FY 09	FY 10	FY 11
WORKLOAD:	# of financing evaluations	50.00	46.00	52.00
	# of new financings and refunding completed	45.00	40.00	41.00
	Bond issuance costs as % of par amount of bonds issued	1.50	1.50	1.50

IMPACT ON FY 10:

Provides the capability for analyzing, developing and issuing new debt to fund capital requirements. Also provides for the management of debt outstanding, as well as third party financial and associated contractual obligations (e.g. St. Pete Times Forum, Raymond James Stadium, Moffitt) to ensure compliance with bond covenants and related agreements, and to identify and act upon opportunities to refinance debt to generate savings and remove restrictive covenants.

Provide assistance to teams and departments, authorities, agencies and constitutional officers with respect to alternative financing structures and costs. Provides general financial assistance to all departments and agencies with debt outstanding and those anticipating the future issuance of debt.

The successful accomplishment of the objectives of this department is critical to the financial condition of the County and the ability of the County to accomplish its economic development goals. Tasks are time-critical such that they must be completed within a specific time period in order to maximize financial results. Job requirements are of a specialized technical nature requiring advanced skills and knowledge of debt financial. (See continuation below)

IMPACT ON FY 11 (If Different):

REVENUE IMPACT:

Revenue Description:	Index Code	FY 10	FY 11	Narrative:

**FY 10/FY 11 DECISION UNIT
DESCRIPTION AND COST**

RECOMMENDED:

Team:	Utilities and Commerce	SERVICE LEVEL:	PRIORITY:	
Department:	DEBT MANAGEMENT DEPARTMENT	MINIMUM SVC LEVEL	Funding Source Priority #:	2
Fund:	01-001 COUNTYWIDE GENERAL FUND		Department Priority #:	2
Subfund:	01-001-001 COUNTYWIDE GENERAL OPERATING FD			
Index Code:	DME01000		CIP Number:	N/A

DECISION UNIT TITLE: Debt Issuance and Management

MATRIX OF SERVICE: Debt Management

TOTAL COST:	RESOURCES:		Total Positions (Listed by Job Class) (Use separate sheet if necessary)			
	FY 10	FY 11	Job Class	Description	FY 10	FY 11
Personal Services	238,646	242,297	A0124	Administrative Specialist	1.00	1.00
Operating Expenses	12,126	12,126	8394	Manager, Business Services	1.00	1.00
Grants and Aid	-	-			0.00	0.00
Capital Outlay	-	-			0.00	0.00
TOTAL:	\$ 250,772	\$ 254,423	TOTAL:		2.00	2.00
			Total from page 2:		0.00	0.00

PERFORMANCE MEASURES:

	MEASURE DESCRIPTION	FY 09	FY 10	FY 11
WORKLOAD:	# of new financial and credit analysis	16.00	28.00	28.00
	# of financial issues of authorities, departments and other agencies reviewed and evaluated	18.00	31.00	31.00
	# of CDD applications evaluated	15.00	5.00	5.00

IMPACT ON FY 10:

The Administrative Specialist position provides administrative support to both the Debt Management Department and to the Assistant County Administrator for Utilities and Commerce. The absence of this position will place a material burden on senior management to carry out duties such as secretarial, budget preparation and monitoring personnel administration.

The Manager, Business Services oversees financial management of the Affordable Housing Department and Enterprise Funds (as directed by the Assistant County Administrator for Utilities and Commerce). The absence of this position would require the hiring of two higher-level and higher-salaried management personnel, in effect increasing character 10 costs by an estimated 50%.

Fully funding this decision unit provides administrative support for the Department and a minimum level of associated funding for operating maintenance costs. In the absence of funding this decision unit, administrative duties must be performed utilizing more costly professional staff and with the additional consequence of deviating a small professional staff from its primary responsibilities.

This position requires an understanding of the terminology and processes used in the bond financial industry. To use temporary help would be detriment to the operation of the Department in that it would divert minimum service level staff from the primary responsibilities, which in turn would require additional (higher cost) support from the County's financial advisory and bond counsel.

IMPACT ON FY 11 (If Different):

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REVENUE IMPACT:

Revenue Description:	Index Code	FY 10	FY 11	Narrative:

NOT RECOMMENDED

**FY 10/FY 11 DECISION UNIT
DESCRIPTION AND COST**

Taken as an Efficiency

Team:	Utilities and Commerce	SERVICE LEVEL: MINIMUM SVC LEVEL	PRIORITY:	
Department:	DEBT MANAGEMENT DEPARTMENT		Funding Source Priority #:	1
Fund:	01-003 UNINCORPORATED AREA GENERAL FUND		Department Priority #:	3
Subfund:	01-003-001 UNINCORP AREA GENERAL OPERATING FD			
Index Code:	DME03000		CIP Number:	N/A

DECISION UNIT TITLE: Debt Issuance and Management

MATRIX OF SERVICE: Debt Management

TOTAL COST:	RESOURCES:		Total Positions (Listed by Job Class) (Use separate sheet if necessary)			
	FY 10	FY 11	Job Class	Description	FY 10	FY 11
Personal Services	115,690	117,460	8356	Housing and Finance Advisor	1.00	1.00
Operating Expenses	6,064	6,064			0.00	0.00
Grants and Aid	-	-			0.00	0.00
Capital Outlay	-	-			0.00	0.00
TOTAL:	\$ 121,754	\$ 123,524	TOTAL:	Total from page 2:	1.00	1.00

PERFORMANCE MEASURES:

MEASURE DESCRIPTION		FY 09	FY 10	FY 11
WORKLOAD:	# of new financial and credit analysis	16.00	28.00	28.00
	# of financial issues of authorities, departments and other agencies reviewed and evaluated	18.00	31.00	31.00
	# design/oversight of strategic plans & financial mgmt of Enterprise Funds & Affordable Housing Dept.	4.00	6.00	6.00

IMPACT ON FY 10:

The absence of this position would require the use of more expensive consulting work by the County's financial advisor at approximately twice the Character 10 cost shown above.

The Housing and Finance Advisor serves as a planning, policy, and program implementation resource for the Affordable Housing Officer and for the Affordable Housing Department in meeting their goal of creating and increasing access to safe and decent affordable housing, as well as fostering community and economic development initiatives by forging partnerships throughout the County. Advises in the following areas: (i) coordination and approval of funding deals for the development of multi-family and single-family housing developments; (ii) expediting of affordable housing projects to support low to moderate income families; (iii) seeking and administering State and Federal housing and community development grant funds; (iv) collaboration with citizen advisory committees, community stakeholders, public, private and non-profit sectors to stimulate neighborhood revitalization efforts by creating and increasing new affordable housing opportunities and preserving and/or rehabilitating the existing housing stock. In addition, the Housing and Finance Advisor is responsible for the research, development, recommendation, implementation, evaluation and ongoing management of specific financing strategies to satisfy the County's capital financing requirements. This position also manages County outstanding debt to assure that the appropriate legal and financial controls are exercised and the County's fiscal health is maintained. Finally, the Advisor will conduct evaluations of financing plans, business plans, and financial records submitted by Community Development District applicants, not-for-profit applicants for County funding of capital needs, and tax increment financing proposals. The position will report to the Utilities and Commerce Administrator.

IMPACT ON FY 11 (If Different):

REVENUE IMPACT:

Revenue Description:	Index Code	FY 10	FY 11	Narrative: