The Honorable Chairman and Members of the Board of County Commissioners:

In accordance with my statutory responsibilities, I am pleased to present the Adopted FY03 Annual Operating and Capital Budget. This $1,530,647,680 budget represents the combined efforts of the Constitutional Officers, Judiciary, Independent Agencies and Departments under the County Administrator to deliver a budget that is responsive to the needs of the public and conservative in its use of tax dollars.

I want to extend my appreciation to the Board for your commitment to the budget process and input during the many Budget Information Sessions held in April, May and June which guided the development of this budget. The help and cooperation of many, including the Constitutional Officers, was crucial in meeting the Board's goals through their attempts to comply with the budget targets.

In addition to maintaining important infrastructure improvements and other county services, the framework of this budget is grounded in the following core objectives:

- Exercise careful budget discipline and maintain a strong financial position;
- Maintain fees and taxes at competitive levels;
- Properly allocate County-wide and MSTU costs and establish an MSTU revenue structure which can sustain a viable budget and quality services;
- Provide for MSTU service improvements;
- Improve productivity and competitive government benefits.
Budget Discipline and Financial Strength

The Adopted Budget reflects the benefits of the cost containment efforts that were initiated in September in the face of mounting recessionary pressures exacerbated by the effects of terrorist attacks and the targeted budget approach that ensued in December. The downturn in the economy has had a damping effect on interest earnings and sales tax related collections including the Penny for Pinellas, ½ Cent Sales Tax, County Revenue Sharing and the Tourist Development Tax. The cumulative impact on the General Fund in FY02 was a reduction of $8.2 million inclusive of the loss of the otherwise favorable variance that is typically received in excess of the receipts budgeted at 95% of anticipated collections. The budget targets called for a 3.3% reduction in expenditures in the FY02 budget and almost a 1% reduction in FY03. This approach enabled my department directors and the agency heads to manage their budgets within known targets and delegated fiscal responsibility to the appropriate level. This fostered creativity in cost containment and ideas for revenue enhancements, principally through user fees. These cost reductions reflect savings of $16.8 million in FY02 which will enhance our cash position in FY03. Further, the FY03 budget reduction target generated additional savings of about $3.7 million. Not all departments and agencies were able to hit the target without adversely impacting their mission and compromising the level of service that they provide to the public. During the course of FY03, I will review these functions for opportunities to leverage additional savings. In this regard, I have committed to a goal of identifying $3 million in savings from efficiencies in the FY03 General Fund Budget. As these savings are identified throughout the organization during the course of the year, they will be used to further bolster our fund balance and cash reserves. This is key to the fiscal health of any organization and a criteria used by bond rating agencies.

The development of the budget was also guided by a policy framework that the Board requested during our Strategic Visioning Sessions. These policies, based upon best practices, can be found in Exhibit A.

Competitive Fees and Taxes

As the FY03 Budget was being developed, opportunities to optimize user fees were closely reviewed. User fees that are set to recover the full direct and indirect cost of providing specific, specialized services (i.e. dock permits) to a limited population of benefiting interests are a way to relieve pressure on other general revenues including property taxes. The fee adjustments that have been incorporated in this budget are reflected in Exhibit D. You will recall that our budget projections and balancing strategies were presented to the Board during a comprehensive report in February and this budget is consistent with those strategies.

As a whole, the operating budget reflects a 2.7% increase, while the capital portion of the budget shows a 4.9% decrease primarily associated with the expenditure of the remaining proceeds of the Series 2000 Penny bonds. The operating budget increase is the smallest since FY98. For FY03, the budget reflects no increase
in the County-wide millage rate of 6.801 mills. This is the first time in four fiscal years (since FY99) that the County-wide rate has not increased.

MSTU Cost Allocation, Adequate Revenue Structure and Improvements
At the center of our budget pressure is the General Fund, with the property tax being its primary revenue source. Within this fund, we have made a deliberate attempt during this budget process to properly assign costs between the County-wide budget and the Municipal Services Taxing Unit (MSTU) budget. Accordingly, approximately $8.1 million of service costs previously funded by the County-wide budget are included in the MSTU budget. These include stormwater/drainage ($3.9 million), Development Review Services ($0.4 million) and appropriately allocated support costs ($3.8 million). Most of the MSTU budget is devoted to funding Sheriff services (56%). The Sheriff presented an extremely constrained budget request, requesting a lower appropriation in FY03 than was approved for FY02. As I have stated in your budget work sessions, it is critically important that as we improve the delineation of County-wide and MSTU general fund costs, we establish a revenue structure capable of supporting those service costs. I also believe we should continue to be highly responsive as a municipal service provider to communities who wish to remain unincorporated. To this end, this budget increases selected MSTU tax rates while including substantial new funding for enhanced services to these residents.

Within the Municipal Services Taxing Unit (MSTU), which is imposed only in the unincorporated area, there is a one-half mill (0.50) increase to 2.356 mills. This increase, coupled with an adjustment in the Communications Services Tax from 2.12% to 5.22%, will accomplish two (2) of the Board’s priorities: Better reflect the cost of delivering services to the unincorporated area and funding an array of program and service level enhancements including recreation. These enhancements are outlined in greater detail in Exhibit C. The increase in the Communications Services Tax, which is imposed on cable television and telephone service, provides additional revenue diversification in the MSTU and is at a rate comparable to the cable television franchise fee that it replaced. Every municipality imposes the Communications Services Tax and 23 cities impose rates higher than the current MSTU rate. Taken together, the estimated impact on the “average” residential property owner with cable and telephone service is $4.40 per month. The MSTU will continue to operate as one of the few areas without support from an electric franchise fee, utility services tax and storm water fee.

Improved Productivity and Competitive Government
The FY03 budget establishes a platform from which additional efficiencies will be introduced. My personal philosophy of government is based upon ensuring that County operations and functions are delivered in a fashion that is both competitive in cost and quality with our peer governments and the private sector. To this end, I have instituted a performance measurement program that will focus on the outcomes or results of what we do. Making the transition from work load, or “output”, measures (counting things) to a focus on outcomes (how well things are
done) will be an evolutionary process and require a few fiscal years to fully implement. I also plan to have at least two managed competition projects underway by the start of FY03 that will benchmark the County’s performance against private sector standards in specific areas and identify actions to enhance efficiencies where necessary. As stated, we have included in this budget cost cuts of $3.7 million in the base request and a self imposed goal of achieving an additional $3 million in savings from productivity improvements. Further, I am evaluating a report delivered to me by the Organization Structure Review Task Team that provides the framework for a realignment of functions within County government.

The County has benefited from the prudent financial stewardship of this and previous Boards. This has left the County well positioned for the challenges of the future. Our financial position is strong and we need to keep it that way. I have also inherited a well run organization with dedicated employees and a highly skilled management staff from my predecessor for which I am grateful. One of the hallmarks of a superior organization, such as this one, is to seek further, continuous improvement. That is my goal as the FY03 budget is implemented.

The Budget Overview and Appendices that follow provide addition information on the Adopted Budget. The separate Summary section also provides demographic information and data on key revenues.

I want to again acknowledge the efforts of my department directors and Constitutional Officers who have been responsive to my target budgeting approach. They have made our job easier in assembling the budget. I want to extend a special recognition and appreciation to Mark Woodard and the staff of the Office of Management and Budget, without whose tireless efforts this budget would not have been possible. These are talented and highly effective members of your management team and we are fortunate to have them.

I appreciate the Board’s continued guidance and support. I believe the budget we have developed together is fiscally responsible, community-responsive, and will provide the foundation for continuing progress in the years ahead.

Sincerely,

Stephen M. Spratt
County Administrator
Budget Overview

The Budget and New Positions:
With the guidance and input of the Board of County Commissioners and the diligent efforts of the Constitutional Officers, my Department Directors, and the Independent Agency heads, this budget of $1,530,647,680 (net of transfers) represents an overall increase of 0.4%. The increase of $6,788,970 compared to the revised FY03 budget can be attributed to a $28.9 million or 2.7% increase in the operating budget, while the non-recurring capital expenditures to fund both current and future infrastructure enhancements decreased $22.1 million, or 4.9%. This decrease in capital is attributable to the expenditure of remaining bond proceeds from the Series 2000 Bond that were reflected in the FY02 Budget. The Adopted Budget includes 54 new positions. These positions are principally associated with enhancing Animal Services response times to field calls, the opening of the Brooker Creek Preserve Education Center and the Weedon Island Preserve, the park's recreation initiative, the expansion and inspection of the Reclaimed Water System, the Tax Collector's assumption of licensing responsibilities from the State Division of Highway Safety and Motor Vehicles, and Information Technology.

Property Values and Millage Rates:
The FY03 Adopted Budget reflects no increase to the County-wide millage rate of 6.801 mills. Based upon the preliminary tax rolls, the County-wide average assessed value of a homesteaded property (single family and condominium) in Pinellas County is $102,820 ($77,820 taxable). Pinellas County maintains its leadership role with the lowest per capita County-wide property tax levy among urban counties.

The budget is based upon preliminary taxable value information provided by the Property Appraiser. This data reflects a 7.6% increase in County-wide taxable values over last year, while the Municipal Service Taxing Unit (MSTU), encompassing the unincorporated area, shows a 5.4% increase. Without new construction, taxable values increased 6.2% and 3.9%, respectively.
Within the unincorporated area, the Municipal Services Taxing Unit (MSTU) levy is increased by one-half (0.50) mill to 2.356 mills. For the average residential property in the unincorporated area with an assessed value of $93,677, this increase equates to $34.34 annually or $2.86 per month.

The Budget Development Process:
The Board of County Commissioners played an active role in the formative steps of the budget deliberation process. During the months of April, May, and June the Board participated in detailed discussions relative to the programs and activities of departments and agencies subject to Board appropriation. The goal of this process was to optimize the County's use of public funds by pursuing a comprehensive review of the programs and services the County provides to the public and the manner in which these services are delivered. This process also entailed looking at emerging requirements for FY04 including new programs and additional positions associated with these programs and staffing new community facilities as they come on-line.

During the budget development process, departments and agencies did an admirable job of restraining their budget requirements. This was accomplished through budget targets that called for a 3.3% reduction in FY02 expenditures and a FY03 budget of about 1% less than that adopted for FY02.

Impacts and Emerging Issues:

Budget Policies –
During our Strategic Visioning Sessions, the Board requested that a policy framework be developed to guide the budget process. Exhibit A reflects these policies that are based upon nationally accepted best practices.

Unincorporated Area (MSTU) Services and Funding -
The unincorporated area represents the largest “city” within Pinellas County based upon geographic area and population. Unlike a City, however, the MSTU does not have
revenue diversification. Cities rely heavily upon franchise fees and utility taxes on power, telephone, etc... to supplement property taxes. In the MSTU, the majority of services are funded by property owners. This places the MSTU at a financial disadvantage, particularly in light of the desire of many unincorporated residents for more municipal type services. Active recreation is a service not presently delivered in the unincorporated area that has gained the most interest. This in large part has been spurred by higher fees imposed by cities for unincorporated residents who desire to participate in organized youth sports activities. The MSTU budget (Exhibit B) includes $4.1 million in funding for service level enhancements. A listing of potential enhancements are detailed in Exhibit C.

The FY03 MSTU budget also includes changes that make the allocation of costs more equitable. Services that exclusively benefit unincorporated residents like Stormwater Management and Development Review Services and the overhead associated with these and other MSTU functions are now allocated to the MSTU.

In order to fund these services, the one-half mill noted above was approved as well as an increase in the existing Communications Services Tax (CST). The CST replaced the 5% cable franchise fee that was previously imposed in the unincorporated area. It applies to cable, telephone and other communications services and is currently at 2.12%. All cities impose the CST, with most in the 5% to 6% range. The imposition of a 5.22% CST (which includes the continuation of a 0.12% tax in lieu of permit fees) in the unincorporated area will generate about $3.4 million in FY03 with a January 1, 2003 effective date.

Tourist Development Council (TDC) -
The current economic downturn's adverse impact in the tourism industry statewide was further exacerbated by the terrorist attacks of September 11th. Current fiscal year tax collections through April were down approximately 20% compared to last fiscal year. There are some signs of strengthening, with the forecast reflecting an improved 10% decrease by fiscal year end. The TDC has implemented a series of expenditure reductions in the face of these revenue reductions. The TDC, however, has advised that further reductions to the advertising and marketing budget would have a detrimental impact on the County's ability to leverage the ultimate recovery and grow market share. Following discussion at the first budget public hearing, the Board opted not to provide budgetary relief by deferring transfers to the Capital Project Fund. Instead, pooled cash will be utilized to maintain
liquidity in the fund, pending a long-term solution involving expenditure reductions, revenue enhancements, or some combination thereof.

User Fees and Revenue Optimization -
In order to recover all or a larger portion of the full cost (both direct and indirect) of providing specialized services, the FY03 budget reflects enhanced fee recovery of $1.8 million in the General Fund. These increases are consistent with the Budget Policies alluded to above, and shift the cost of services that are specific to a user population away from property taxes. All of the fee increases were tempered by the fees charged by other jurisdictions. Our goal is to competitively position the County somewhere in the middle of the range. Efforts were also made to shift the cost of administrative support of Independent and Support Funding entities to revenues specific to them to relieve pressure on general revenues.

Among the Enterprise Funds, the Sewer System will experience a 10% increase in retail rates. The Water System shows a 15% increase in retail rates and a 10% increase in wholesale water rates. In both cases, these increases are the first in several years and are required to meet current and projected operating needs.

A summary of all fee increases may be found in Exhibit D.
Sources and Uses:
The $1,530,647,680 Adopted Budget is comprised of $1,101,933,910 for operating purposes and $428,713,770 for capital construction. Depicted organizationally by expenditure type, the Budget reflects the following:

<table>
<thead>
<tr>
<th>Organization Costs</th>
<th>Operating Costs</th>
<th>Capital Improvements</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Administrator:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enterprise Services</td>
<td>$307,096,560</td>
<td>$265,084,240</td>
<td>$572,180,800</td>
</tr>
<tr>
<td>Governmental Services</td>
<td>325,459,630</td>
<td>134,176,510</td>
<td>459,636,140</td>
</tr>
<tr>
<td>Total County Administrator</td>
<td>$632,556,190</td>
<td>$399,260,750</td>
<td>$1,031,816,940</td>
</tr>
<tr>
<td>Elected Officials</td>
<td>238,177,210</td>
<td>15,885,270</td>
<td>254,062,480</td>
</tr>
<tr>
<td>Court Support Services</td>
<td>16,234,030</td>
<td>2,018,430</td>
<td>18,252,460</td>
</tr>
<tr>
<td>Independent Agencies</td>
<td>25,792,710</td>
<td>0</td>
<td>25,792,710</td>
</tr>
<tr>
<td>Support Funding</td>
<td>189,173,770</td>
<td>11,549,320</td>
<td>200,723,090</td>
</tr>
<tr>
<td>Total Budget</td>
<td>$1,101,933,910</td>
<td>$428,713,770</td>
<td>$1,530,647,680</td>
</tr>
</tbody>
</table>

In order to support these bottom-line requirements and meet the statutory mandates that require a balanced budget, matching resources have been identified as follows:

<table>
<thead>
<tr>
<th>Resources and Balances</th>
<th>Amount</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Taxes</td>
<td>$344,562,840</td>
<td>22.5%</td>
</tr>
<tr>
<td>Fees &amp; Charges</td>
<td>235,906,000</td>
<td>15.4%</td>
</tr>
<tr>
<td>State &amp; Federal</td>
<td>127,949,530</td>
<td>8.4%</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>275,617,850</td>
<td>18.0%</td>
</tr>
<tr>
<td>Designated Funds</td>
<td>546,611,460</td>
<td>35.7%</td>
</tr>
<tr>
<td>Total Budget</td>
<td>$1,530,647,680</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

The section that follows shows the budget by organization. Exhibit E contains a detailed summary of budgets by department/agency.
County Administrator

Departments under the purview of the County Administrator comprise 67.4% of the County budget or $1.032 billion. Of this amount, $572.2 million or 55.4% of these appropriations is associated with self-supporting enterprise activities encompassing Utilities (Water, Sewer and Solid Waste Management) and the Airport. The balance, 44.6% or $460 million relates to governmental funds. Additionally, 38.7% or $399.3 million of the County Administrator's appropriations from both enterprise and governmental sources are associated with capital construction funded primarily on a pay-as-you-go basis.

A review of the Utilities Services Fund shows a total consolidated Utilities operating budget of $176.4 million that receives funding from Water (54%), Sewer (20%) and Solid Waste (26%). The Utilities budget continues to maintain separate enterprise systems in accordance with bond covenants. The FY03 Utilities Budget contemplates a 15% increase in retail water rates and a 10% increase in wholesale water rates and retail sewer rates. The 12% increase in the operating budget supports an $11.9 million increase in payments to Tampa Bay Water for regional water purchases and 21 new positions, with most supporting the expansion and inspection of the reclaimed water system.

Elected Officials

The budgets of the Elected Officials, including Court Support further detailed below, represent $272.3 million or 17.8% of the FY03 Budget. Excluding capital projects, the combined operating budgets (including statutory fees) are $254.4 million, or $3.8 million more than the current year, an increase of 1.5%. The Clerk of the Circuit Court's, Supervisor of Elections', and Sheriff's Budgets reflect the components of the Board's budgetary support by major budget category (i.e. Personal Services, Operating Expenses, and Capital Outlay). These amounts are based upon the respective budget submissions of each of these Constitutional Officers.
Court Support

The Court Support portion of the FY03 budget encompassing the Judiciary (and the Law Library), State Attorney and Public Defender is $18.2 million. This includes $2.0 million for Board funded capital construction. The operating budget of $16.2 million reflects an increase of 3.1%.

Independent Agencies

Independent Agencies that receive funding from the Board of County Commissioners constitute $25.8 million. For FY03, the Independent Agencies reflect an increase of 3.7% and seven (7) new positions for a total of 247.

Support Funding

The Board of County Commissioners provides support funding to a variety of internal entities not organizationally aligned with a specific department or agency as well as external Special Dependent Districts which utilize the general taxing authority of the Board. In FY03, Support Funding totals $200.7 million, which includes $29.7 million debt service not reflected elsewhere in the budget and $11.5 million for capital construction. There are no County paid positions associated with this budget.

Capital Projects Appropriation

The capital budget of $428.7 million or 28.0% of the total FY03 budget represents the Board's investment in community infrastructure. The majority, $265.1 million, is related to the current and future capital construction efforts of the self-supporting enterprise activities (Utilities and Airport) under the County Administrator. The remainder, $163.6 million, is shared with $29.4 million associated with the Sheriff, the Judiciary, and various Independent Agencies. The capital appropriation includes a wide spectrum of transportation and other governmental infrastructure improvements totaling $134.2 million. Exhibit F provides an overview of the Capital Improvement Program (CIP) and details changes from the current plan.
EXHIBITS

A. Budget Policies ................................................................. 1

B. Municipal Services Taxing Unit (MSTU) Budget .................. 5

C. MSTU Program and Service Level Enhancements ................. 6

D. User Fee Change Recapitulation ...................................... 7

E. Summary of Budgets ....................................................... 9

F. Capital Improvement Program ........................................ 20
The following policy guidelines are based upon prudent fiscal management and reflect best practices as adopted by the Government Finance Officers Association (GFOA) and the National Advisory Council on State and Local Budgeting Practice:

Balanced budget

- Recurring expenditures should be equal to or less than, recurring revenues.
- Annual operating expenditures should be fiscally balanced with revenues or income estimates that can reasonably and normally be projected to be received during the fiscal year.
- Provide disclosure when deviation from a balanced operating budget is planned or when it occurs.
- Anticipate actions to be made to bring the budget into balance if adjustments are needed in the course of a fiscal period.
- Develop a structurally balanced operating budget that requires a balance be maintained between recurring expenditures and revenues over the long term, not just the during the current operating period.

Long-range planning

- Develop a financial planning process that assesses long-term financial implications of current and proposed policies, programs, and assumptions and develop appropriate strategies to achieve its goals.
- The forecast should extend at least 3-5 years beyond the budget period and should be regularly monitored and periodically updated.
- The forecast should include fund forecasts for all significant governmental funds.
- The forecast, along with its underlying assumptions and methodology, should be clearly stated and made available to participants in the budget process.
- Variances between previous forecast and actual amounts should be analyzed and identification made of the factors that influence revenue collections, expenditure levels, and forecast assumptions.

Asset inventory

- Create and maintain accurate inventories of all physical assets, their condition, life spans, and cost should be maintained to ensure proper stewardship of public property.
- Maintain assets at an acceptable level to protect the County's capital investment and to minimize future maintenance and replacement costs.
Revenue Diversification

- Encourage revenue diversification to the extent feasible; enhance flexibility within the constraints of available revenue sources (ex. property tax--diversify the tax base on which the tax is levied).
- Whenever possible pay general operating expenses from sources other than ad valorem taxes.
- Increase the level of self-support for new program initiatives and enhancements.
- The use of concession and licensing agreements (i.e. naming rights) should be encouraged so long as these measures are consistent with the public good.

Fees and Charges

- A formal policy regarding charges and fees should be adopted; the policy should identify what facts are to be taken into account when pricing goods and services.
- Where appropriate, fees should be set to recover the direct and indirect costs associated with the service provided.
- County services that provide private benefit should be supported by fees and charges in order to provide maximum flexibility in the use of general revenues to meet the cost of services of broader public benefit.
- State whether the intention is to recover full or partial costs of providing goods and services.
- If the cost of a good or service is not recovered, then an explanation of the rational should be provided.
- Charges and fees should be reviewed and updated periodically based on factors such as the impact of inflation, other cost increases, the adequacy of the coverage of costs, and current competitive rates.
- Information on charges and fees should be available to the public.
- Enterprise Operating Funds should contribute to the General Fund their proportionate share of the cost of general administrative departments and a payment-in-lieu-of-taxes and other accepted reimbursement approaches as limited by outstanding Bonds or Bond resolutions.
- A review of cost of service and rate structures for Enterprise operations should be performed on an annual basis.

Use of One-time (Non-Recurring) Revenues

- One-time resources should be applied to reserves or to fund one-time expenditures; they should not be used to fund ongoing programs.
- Define allowable uses of one-time revenue (ex. acquisition of fixed assets, retirement of outstanding debt, or extraordinary major maintenance needs).
- Unpredictable revenues should be identified and a set of tentative actions should be decided on in advance if one or more of these sources generates revenues substantially higher or lower than projected.
Use of Grants

- To the degree that grant funds are relied upon to support recurring expenses, provision should be made to make expenditure reductions should the grant funding be reduced or eliminated.
- Revenues and expenditures associated with grants should only be budgeted after grant awards or letters of commitment have been received.
- Overhead or indirect costs should be included in all grant proposals where permitted.
- Local discretionary funds should not be relied upon to automatically replace lost grant funds.

Debt Capacity, Issuance, and Management

- Minimize debt service costs through the judicious use of available debt instruments, consistent with the desirability of maintaining stable current tax rates and distributing the costs of certain long-lived facilities among all users, present and future.
- Define appropriate uses for debt.
- Define the maximum amount of debt and debt service that should be outstanding at any one time (target financial ratios).
- Maintain a high credit rating while making attempts to strengthen credit rating; identify factors and strategies to address them.
- Consider investment in equipment, land or facilities, and other expenditure actions, in the present, to reduce or avoid costs in the future.
- Capital project proposals should include cost estimates that are as complete, reliable, and attainable as possible.
- Prior to undertaking a capital project, all ongoing O&M costs should be identified and considered as part of the policy discussion.

Reserve or Stabilization Accounts

- At a minimum, no less than 5 to 15% of regular general fund operating revenues, or no less than one to two months of regular general fund operating expenditures.
- Similar reserve amounts should be budgeted in other types of governmental funds (i.e. 1 - 2 months of operating expenditures, excluding capital).
- Maintain a reserve in each of the principal funds at a level sufficient to provide for an adequate working capital reserve (i.e. equal to 10% of budgeted revenue for the fund).
- Fund reserve policy should be linked to a potential increase or decrease of rates/fees if reserve levels reach certain thresholds.
Operating/Capital Expenditure Accountability

- Institute meaningful performance measures linked to strategic objectives and analyze results.
- Conduct reviews of prior year expenditure and revenue estimates to actuals and analyze variances.
- Seek expenditure reductions whenever possible through efficiencies, reorganization of services, and through the reduction or elimination of programs, policies, and practices which have outlived their usefulness.
- Encourage productivity improvements through training, technology, or incentives (i.e. gainsharing).
- Seek inter-agency opportunities to improve efficiency and productivity.

Lease/Purchase

- Identify and evaluate lease vs. purchase options wherever applicable to serve the best fiscal interests of the organization (i.e. Buildings, PC's, copiers).
- Assess the potential use of lease buy-back agreements and other revenue generating alternatives for County facilities.
## MUNICIPAL SERVICES TAXING UNIT (MSTU)
### FY03 BUDGET

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>FY02 Budget</th>
<th>FY03 Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Permits</td>
<td>3,118,850</td>
<td>3,638,500</td>
</tr>
<tr>
<td>Tree Removal Permits</td>
<td>164,160</td>
<td>199,500</td>
</tr>
<tr>
<td>Lot Clearing</td>
<td>47,500</td>
<td>52,250</td>
</tr>
<tr>
<td>Zoning Fees</td>
<td>412,100</td>
<td>503,500</td>
</tr>
<tr>
<td>Mobile Home Licenses</td>
<td>261,250</td>
<td>218,500</td>
</tr>
<tr>
<td>Reimbursement of Impact Fee Admin.</td>
<td>76,000</td>
<td>83,950</td>
</tr>
<tr>
<td>Sheriff Civil Income</td>
<td>115,920</td>
<td>108,810</td>
</tr>
<tr>
<td>Sheriff Excess Fees</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tax Collector Excess Fees</td>
<td>123,780</td>
<td>84,780</td>
</tr>
<tr>
<td>Property Appraiser Excess Fees</td>
<td>6,660</td>
<td>4,260</td>
</tr>
<tr>
<td>Interest Income - Sheriff</td>
<td>193,950</td>
<td>86,540</td>
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<tr>
<td>Interest Income - General</td>
<td>428,600</td>
<td>228,440</td>
</tr>
<tr>
<td>Local Gov't 1/2¢ Sales Tax</td>
<td>4,706,000</td>
<td>8,291,900</td>
</tr>
<tr>
<td>Communications Services Tax</td>
<td>2,448,990</td>
<td>5,914,820</td>
</tr>
<tr>
<td>Franchise Fee - I-Net</td>
<td>154,360</td>
<td>143,520</td>
</tr>
<tr>
<td>Franchise Fee - PEG</td>
<td>432,210</td>
<td>401,850</td>
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<tr>
<td>Tax Redemptions</td>
<td>36,100</td>
<td>38,690</td>
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<td>Delinquent Taxes</td>
<td>51,210</td>
<td>54,540</td>
</tr>
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<td>Traffic Court</td>
<td>1,263,270</td>
<td>2,049,300</td>
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<tr>
<td>Ad Valorem Taxes</td>
<td>22,102,860</td>
<td>29,486,350</td>
</tr>
<tr>
<td>Transfer from Fire Districts</td>
<td>69,200</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal - Revenues</strong></td>
<td>36,211,970</td>
<td>51,590,000</td>
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<tr>
<td>Beginning Fund Balance</td>
<td>3,558,510</td>
<td>4,882,850</td>
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<tr>
<td><strong>TOTAL RESOURCES</strong></td>
<td>39,770,480</td>
<td>56,472,850</td>
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<table>
<thead>
<tr>
<th>EXPENDITURES</th>
<th>FY02 Budget</th>
<th>FY03 Request</th>
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<tbody>
<tr>
<td>Building Inspection</td>
<td>3,363,140</td>
<td>3,411,080</td>
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<tr>
<td>Development Review Services</td>
<td>1,939,880</td>
<td>2,364,200</td>
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<td>Environmental Management</td>
<td>1,551,040</td>
<td>1,453,190</td>
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<tr>
<td>Public Works: Stormwater/Drainage</td>
<td>-</td>
<td>3,697,260</td>
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<tr>
<td>Public Access</td>
<td>265,750</td>
<td>216,740</td>
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<tr>
<td>Sheriff</td>
<td>30,997,490</td>
<td>31,451,180</td>
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<tr>
<td>MSTU Service Initiatives</td>
<td>-</td>
<td>4,133,340</td>
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<tr>
<td>Transfer to Property Appraiser</td>
<td>265,380</td>
<td>300,280</td>
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<tr>
<td>Transfer to Tax Collector</td>
<td>396,580</td>
<td>493,340</td>
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<td>Traffic Court</td>
<td>591,220</td>
<td>577,190</td>
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<td>Grant to Library Cooperative</td>
<td>200,000</td>
<td>200,000</td>
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<tr>
<td>Full Cost Allocation</td>
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<td>3,788,920</td>
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<tr>
<td><strong>Subtotal - Expenditures</strong></td>
<td>39,570,480</td>
<td>52,286,720</td>
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<tr>
<td>Reserve for Contingencies</td>
<td>200,000</td>
<td>1,581,240</td>
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<td>Reserve - Fund Balance</td>
<td>-</td>
<td>2,604,890</td>
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<tr>
<td><strong>TOTAL EXPENDITURES</strong></td>
<td>39,770,480</td>
<td>56,472,850</td>
</tr>
</tbody>
</table>
Unincorporated Pinellas County
Program & Service Level Enhancements *

Recreation Initiatives

- Municipal Recreation Partnerships
  Targeted funding to cities to eliminate fee differentials or scholarships

- Facility Use Agreements with School Board
  Fund incremental enhancements and maintenance to existing facilities/equipment

- Maintenance/Operational Support of Not for Profit Leagues

- Supplemental Recreation Program Staff / Operating Expenses

Transportation and Public Safety Enhancements

- Sidewalks and Road Resurfacing

Community & Neighborhood Based Initiatives

- Neighborhood Identification Signage

- Neighborhood Challenge Grants

- Program Enhancements in Community Development Target Areas

* Note: This is a preliminary list, subject to change based on development of program details and negotiation of agreements with service providers.
### FY03 BUDGET INFORMATION SESSIONS

**FEE CHANGE RECAPITULATION**

**GENERAL FUND**

<table>
<thead>
<tr>
<th>Department</th>
<th>Description</th>
<th>Current Rate</th>
<th>Proposed Rate</th>
<th>Estimated FY03 $ Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal Services</td>
<td>Licenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sterilized Dog/Cat (1 yr. License)</td>
<td>$5 annually</td>
<td>$6 annually</td>
<td>$561,000</td>
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<tr>
<td></td>
<td>Non-steril. Dog/Cat (1 yr. Lic.)</td>
<td>$5 annually</td>
<td>$15 annually</td>
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<tr>
<td></td>
<td>Sterilized Dog/Cat (3 yr. License)</td>
<td>$5 annually</td>
<td>$45</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Non-steril. Dog/Cat (3 yr. Lic.)</td>
<td>$5 annually</td>
<td></td>
<td></td>
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<tr>
<td>Building Department</td>
<td>Building Permit Fees</td>
<td></td>
<td>10% increase</td>
<td>$300,000</td>
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<tr>
<td>Consumer Protection</td>
<td>Charity User Fee</td>
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<td>$20</td>
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<td></td>
<td>One Time Event</td>
<td>$20</td>
<td>$25</td>
<td></td>
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<tr>
<td></td>
<td>Less than $25,000</td>
<td>$60</td>
<td>$75</td>
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<tr>
<td></td>
<td>$25,000 to less than $100,000</td>
<td>$90</td>
<td>$120</td>
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<td></td>
<td>$100,000 to less than $200,000</td>
<td>$120</td>
<td>eliminate</td>
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<td>Over $200,000</td>
<td>$120</td>
<td>$150</td>
<td></td>
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<td></td>
<td>$200,000 to less than $500,000</td>
<td>$150</td>
<td>$200</td>
<td></td>
</tr>
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<td></td>
<td>$500,000 to less than $1,000,000</td>
<td>$200</td>
<td>$250</td>
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<tr>
<td></td>
<td>$1,000,000 to less than $2,000,000</td>
<td>$300</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>$10,000,000 or more</td>
<td>$400</td>
<td>$13,620</td>
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<tr>
<td></td>
<td>Adult Use Establishments</td>
<td>$1,500</td>
<td>$1,700</td>
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<td></td>
<td>Fortune telling</td>
<td>$100</td>
<td>$400</td>
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<td>County Extension</td>
<td>Soil PH Test</td>
<td>$2</td>
<td>$5</td>
<td>$19,000</td>
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<td></td>
<td>Water Soluble Salts Test</td>
<td>$2</td>
<td>$10</td>
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<tr>
<td></td>
<td>Rose, Jazz, Topiary &amp; Cottage Gardens</td>
<td>$100</td>
<td>$163.55</td>
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<tr>
<td></td>
<td>Gazebo Area</td>
<td>N/A</td>
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<tr>
<td></td>
<td>Wedding Garden</td>
<td>$500</td>
<td>$700.93</td>
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<tr>
<td>Development Review Svcs.</td>
<td>Zoning &amp; Tree Removal</td>
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<td>59% increase</td>
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<td>Environmental Management</td>
<td>Asbestos Removal Fee</td>
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<td></td>
<td>Water &amp; Navigation Fees</td>
<td>$25 - $500</td>
<td>$62.50 - $1,250</td>
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<td></td>
<td>Mangrove Permit Fees</td>
<td>$25 - $100</td>
<td>$200 - $400</td>
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<tr>
<td>Park Department - Ft. DeSoto</td>
<td>Campground Fees</td>
<td>$30</td>
<td>$25</td>
<td>$100,000</td>
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<tr>
<td></td>
<td>January through July</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>August through December</td>
<td>$21</td>
<td>$25</td>
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<td>Park Dept.-Heritage Village</td>
<td>Fee based programs</td>
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<td>$57,750</td>
</tr>
<tr>
<td>Department</td>
<td>Description</td>
<td>Current Rate</td>
<td>Proposed Rate</td>
<td>Estimated FY03 $ Impact</td>
</tr>
<tr>
<td>---------------------</td>
<td>--------------------------------------</td>
<td>--------------</td>
<td>---------------</td>
<td>-------------------------</td>
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<tr>
<td>Public Works</td>
<td>DVD Maps and Publications</td>
<td>$3 - $20</td>
<td>$5 - $500</td>
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<td></td>
<td>Special Events Permits</td>
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<td>$50 / event</td>
<td></td>
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<tr>
<td></td>
<td>Block Parties, Art Shows, Festivals</td>
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<td>$50 / event</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Marathons, Parades and Races</td>
<td></td>
<td>$50 / event</td>
<td></td>
</tr>
<tr>
<td></td>
<td>over County Roads</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>ROW Utilization Permits</td>
<td>$20 - $500</td>
<td>$30 - $500</td>
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<td></td>
<td>Monument Inspection Fee</td>
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<td>Law Libraries</td>
<td>Filing fees - Small Claims Court</td>
<td>$10</td>
<td>$20</td>
<td>$82,120</td>
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<td></td>
<td>Filing fees - County Court</td>
<td>$15</td>
<td>$25</td>
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<td>Filing fees - Civil</td>
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<td>$29.50</td>
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<td>Filing fees - Probate</td>
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<td>$29.50</td>
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<tr>
<td></td>
<td>Total</td>
<td></td>
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<td>$363,250</td>
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**OTHER FUNDS**

<table>
<thead>
<tr>
<th>Department</th>
<th>Description</th>
<th>Current Rate</th>
<th>Proposed Rate</th>
<th>Estimated FY03 $ Impact</th>
</tr>
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<tbody>
<tr>
<td>Utilities</td>
<td>Water Rates - Retail</td>
<td></td>
<td>15% increase</td>
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<td>Water Rates - Wholesale</td>
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<td>10% increase</td>
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<td></td>
<td>Sewer Rates - Retail</td>
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<td>10% increase</td>
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<td>Total Utilities</td>
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<td></td>
<td></td>
<td>$6,730,000</td>
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<tr>
<td>Emergency Medical Services</td>
<td>Ambulance Service Fee Base</td>
<td>$372.30</td>
<td>$397.30</td>
<td>$1,586,500</td>
</tr>
</tbody>
</table>
Summary of FY03 Budgets

COUNTY ADMINISTRATOR:

Animal Services

The FY03 Budget request reflects an increase of $342,860 or 10.2%. The increase is primarily attributable to program enhancements totaling $355,140, including four (4) new positions. The four (4) positions include two (2) Animal Control Officers, one (1) Veterinary Technician and one (1) Animal Care Assistant. Operating supplies reflect a reduction of $60,000 for oral wildlife rabies vaccine baits. Through a cooperative agreement between the County and the U.S. Department of Agriculture Wildlife Services (USDA), it is anticipated that the USDA will provide all funding for vaccine procurement. However, should funding not be approved for the USDA Florida abatement program, it is recommended the County purchase baits for this program. Repair and Maintenance reflects a reduction of $30,600 resulting from the purchase of a new crematory. Additional program enhancements in the Animal services budget include contracting for a Veterinary Surgeon, increasing the reimbursement for licensing agents, additional medical supplies and drugs, education and advertising, and electronic equipment replacements. FY03 General Fund Revenue Estimates include licensing fee changes and differential licensing.

BCC Information Systems

The FY03 Budget reflects a decrease of $78,430 or 1.0%. The Personal Services increase is attributable to the average annual market survey increase and the upgrade of three positions. Operating Expense reflects a decrease as e-government consulting services have been reduced. Capital Outlay includes modular furniture/fixtures and two laser printers. A large increase in Web based GIS inquiries is anticipated as this service is made known in FY03.

Building Inspection

The FY03 Budget reflects an increase of $47,940 or 1.4%. Personal Services accounts for approximately 90% of the Building Department's budget and reflects two (2) new Building Inspector positions for $84,960, as the recent enactment of a new Florida Building Code will require additional inspections and increased complexity of inspections. One (1) Fire Inspector position is being eliminated as this responsibility will be transferred to the individual fire districts. An increase in Operating Expenses is associated with an increase in Intragovernmental Fleet Management charges. Capital Outlay includes a scanner/reader/printer and two laser jet printers. General Fund Revenue includes a 10% fee increase and reflects an increase in permit activity due to requirements of the new Florida Building Code.

Community Development

The FY03 Budget reflects a decrease of $765,400 or 4.5%. The Personal Services reduction reflects the elimination of two vacant positions. Grant revenues show a reduction due to budgeting a greater carry-over for FY02 than FY03. The increase in Rents/Surplus/Refunds reflects an anticipated increase in payments on previous years low-interest housing loans.

Consumer Protection

The FY03 Budget reflects an increase of 1.3% or $16,410. Personal Services reflects an increase of 3.5% which is attributable to the Annual Market Survey. The increase is offset by a reduction of $18,480 or 16.6% in Operating Expense.
County Administrator

The FY03 Budget reflects an increase of $95,840 or 6.2%. The increase in Personal Services reflects the transfer of the Assistant County Administrator/OMB director position from OMB to the County Administrator's cost center.

County Extension

The FY03 Budget reflects an increase of $33,370 or 1.1%. Of this increase, $73,690 is associated with new programs/enhanced services, while the continuing operations budget reflects a decrease of $40,320. An increase in Personal Services is attributable to the normal annual market survey increase and a new part-time position. This increase is offset by reductions in operating expenses and machinery and equipment. New programs/enhanced services include: $19,490 - One (1) part-time Office Specialist position to provide administrative support for increased workload related to special events/weddings at the Florida Botanical Gardens; $44,200 - Parking lot landscaping and irrigation; $10,000 - Temporary storage PODS for the Florida Botanical Gardens.

Development Review Services

The FY03 Budget reflects a decrease of $30,710 or 1.3%. Normal merit increases in Personal Services are offset by a deferral to fill a vacant Engineering Services Technician position for FY03. Capital Outlay includes cash drawers, switches and a fax machine. Fee revenues will increase approximately 59% as the first step in a two-year program to increase the percentage of costs covered by fees from 25% to 50%. General Fund Revenue in the budget is conservatively based on fee increases to maintain a 25% recovery of costs.

Economic Development

The FY03 Budget reflects an increase of 3.5% or $115,340. The reduction in Personal Services is due to vacancies and turnover in existing positions. The reduction in Operating Expenses is primarily due to reduced costs associated with the Mexico Initiative. The increase in Grants and Aids is a result of increased participation in the Business Assistance Partnership and QTI programs. Program enhancements include $50,000 for the Business Development Center, $150,000 for a Redevelopment Study and Summit, and a new Job Creation Incentive Grant Program for $116,490.

Emergency Communications - 911

The FY03 Budget reflects an increase of 14.7% or $2,204,440. An increase in Fines revenue is associated with the $12.50 surcharge on moving violations (The Clerk of the Circuit Court provides this revenue estimate). The increase in Personal Services is primarily due to the Annual Market Survey. The increase in Operating Expenses is primarily due to an increase in Risk Allocation. The decrease in 911 Equipment Fund Operating Expenses is primarily the result of a reduction in Travel expenses offset by an increase in Repair and Maintenance costs. The Transfer to the General Fund increase represents the two-year cumulative effect of increasing the allocable cost of 911 Personal Services from 30% to 50%.

Emergency Management

The FY03 Budget reflects a decrease of 43.4% or $813,800. This significant decrease is due to one-time, grant-related revenue and expenditures. The FY02 budget includes a supplement associated with the Shelter Retrofit/Window Protection State grant for window protection efforts to retrofit schools for hurricane shelter purposes. A decrease in operating supplies contributes to the decrease in Operating Expense. The increase in Personal Services is due to the average annual market survey and a retirement payout.
Emergency Medical Services / Fire Administration

The FY03 Budget reflects an increase of 2.4% or $1,382,660. Ambulance service fees include an increase of 6.7% in FY03 generating $1.6 million. This is offset by decreases in Medicaid reimbursements. The decrease in Personal Services is due to vacancies. The increase in Operating Expenses is primarily due to an increase in the Full Cost allocation and a $1,000,000 increase in the Ambulance Contract cost center. The increase in Grants and Aids is for EMS Providers. The Pro Rate Clearing category reflects the Fire Administration costs that are charged to the Fire Districts.

Employee Relations

The FY03 Budget reflects a decrease of 1.4% or $4,550 from the FY02 budget. An increase in Personal Services is due to normal merit increases. This increase is offset by reductions to Operating and Capital expenditures including travel and per diem, office supplies and printing and binding.

Environmental Management

The FY03 Budget reflects an increase of $627,890 or 6.6%. Of this increase, $976,020 is associated with proposed new programs and services. The Personal Services increase is associated with normal merit increases and ten (10) new positions. One (1) Grant Worker position has been deleted to reflect a net increase of nine (9) positions.

New programs/enhanced services include: $45,720 - Water/Navigation Program: one (1) Environmental Specialist I to support implementation of the Mangrove Trimming & Preservation Act; $295,060 - Weedon Island Preserve Education Center; $86,650 for one (1) Administrative Support Specialist and one (1) Environmental Specialist II, $197,010 for Operating Expense, and $11,400 for Capital Outlay for the opening of Weedon Island Preserve Education Center; $397,730 - Brooker Creek Education Center; $68,270 for one (1) Administrative Support Specialist and one (1) Environmental Specialist II, $244,980 for Operating Expense and $84,480 for Capital Outlay for the opening of Brooker Creek Preserve Education Center; $48,650 - Environmental Lands Research Program: one (1) Environmental Specialist II for the Research Program section of Environmental Lands; $52,110 - Environmental Lands Administration: one (1) Information Systems Coordinator responsible for systems at both Brooker Creek and Weedon Island preserves; $33,630 - Environmental Lands: one (1) Spray Technician for north County environmental lands area; $103,120 - Air Quality: two (2) Senior Environmental Specialists for program enhancements associated with the Air Quality Tag Fee fund.

Fleet Management

The FY03 Budget reflects an increase of 8.8% or $780,630. Revenue estimates anticipate contributions to the Fleet Replacement Fund for FY03. The increase includes an increase in the Full Cost Assessment of $347,090 and Risk Assessment of $88,660.

General Services

The General Services Department's FY03 Budget reflects a decrease of $267,960 or 0.8%. The decrease is primarily attributable to a reduction in Operating Expenses. The Facility Management Division reflects a decrease in Repair and Maintenance expense due to the cancellation or postponement of projects and a decrease of Utility Services costs. Real Estate Management reflects a decrease in Professional Services due to a decrease in the number of acquisitions anticipated in FY03 and a decrease in Rentals and Leases resulting from the elimination of two large leases. Telecommunications Management reflects decreased operating costs due to maintenance and repair savings from switch upgrades and new fiber installations. Additional savings have also resulted from the County's in-house maintenance of telecommunication systems.
systems. Personal Services reflects an increase due to the normal annual market survey increase.

**Justice Coordination**

The FY03 Budget reflects a decrease of $14,880 or 1.2% due to deleting the appropriation associated with a Management Intern position for FY03.

**Office of Management & Budget**

The $11,170 or 2.1% increase in the FY03 Budget is attributable mainly to Personal Services reflecting the transfer of the Assistant County Administrator / OMB Director position to the County Administrator's cost center, the hiring of a Budget Services Manager (previously vacant position) and the annual market survey.

**Park Department**

The total Park Department FY03 Budget reflects an increase of $963,210 or 5.2%. The increases are primarily associated with the following new programs/enhanced services totaling $1,140,000.

New programs/enhanced services for the Park Department include: $83,530 - Park Administration: one (1) Park Operational Manager and associated operating supplies; $236,810 - Recreation program includes one (1) Recreation Operational Manager, two (2) Recreation Program Coordinators, office supplies, radios, promotional materials and summer camp instructors for park activities; $100,000 - Fort DeSoto Park includes additional phone lines and a 1-800 number for reservations ($15,000), a reservation software system ($15,000), and computers and printers associated with the new system ($10,000), promotional activities ($20,000), printing of promotional guides for the campground and park ($15,000), the P.O.R.T.S. program for protection from fuel/oil spills ($25,000); $20,000 - Lake Seminole for a mower for the ball field; $5,000 - Sawgrass Lake Park for additional operating supplies for Lealman property to replace playground equipment; $25,000 - Wall Springs Park for additional operating supplies to maintain 35 acres of McMullen property acquired. In addition to the recreation initiatives noted above, $500,000 has been allocated for contractual payments to public and private service providers.

New programs/enhanced services for Heritage Village include: $87,880 - For two (2) Interpreters to assist with the development and implementation of the interpretive plan for Heritage Village; $49,590 - For one (1) Historian/Special Projects staff person to develop and implement educational programs; $32,190 - for program presenters, workshop leaders, summer camp instructors and operating supplies for fee-based programs. Estimated FY03 General Fund Revenue for fee-based programs is $66,750.

**Planning**

The FY03 Budget reflects a decrease of $181,570 or 6.1%. This difference is primarily attributable to expenditures related to a non-recurring Flood Mitigation Grant that is budgeted in FY02 and not in FY03.

**Public Affairs**

The FY03 Budget reflects an increase of $109,780 or 5.5%. An increase in Personal Services is attributable to the average annual market survey increase and the request for one (1) Events Manager position ($50,820) due to growth in special events. Capital Outlay includes additional mezzanine storage to provide a second level unit for props, a remote camera package, a studio lift, a DVCam camcorder, and additional specialized broadcast server memory.
Purchasing

The FY03 Budget reflects a decrease of 9.2% or $154,610 from the FY02 budget. The budget reduction is a result of the Purchasing Department reorganization and discontinuation of warehouse operations. Reorganization of the Purchasing Department included the transfer of five positions from Property and Stores to the Procurement Program, the elimination of two Property and Stores Clerk positions and the Assistant Director position in Procurement. One Buyer position was added. This reflects a net reduction of two positions. An increase in Operating Expense is attributable to consulting services and an increase in operating supplies.

Risk Financing & Risk Administration

The FY03 Budget reflects a decrease of 1.2% or $14,580. The increase in Personal Services is due to filling a currently vacant Claims Adjuster position, a DROP payout and the annual market survey. The decrease in Operating Expenses is due to a variety of reductions including Other Contractual Services and Printing and Binding. The increase in Workers Comp is a reflection of rising medical costs, a change in fee structure and the settlement of disability claims. The increase in Operating Expenses reflects expected increases in Liability/Property Insurance.

Social Services

The FY03 Budget reflects a decrease of $367,890 or 0.9%. Personal Services decreased due in part to a net reduction of three (3) positions subsequent to the adoption of the FY02 budget. The increase in Operating Expenses of is primarily due to increased Professional Services costs at the Clearwater and St. Petersburg Support Units. The rest of the difference is primarily attributable to a decrease in Grants and Aids to outside organizations. Adjustments were made in various accounts to mitigate the impact on indigent healthcare. An Upper Payment Limit Agreement has been entered into with the State of Florida that will leverage county expenditures and enhance the matching of federal Medicaid funds. These additional funds, estimated at $1.4 million, will be applied to enhance indigent healthcare as they are received.

Young - Rainey STAR Center

The FY03 Budget reflects a decrease of $995,680 or 10.3%. The STAR Center has seen the impact of the recession in a loss of tenants and corresponding rental revenue decrease. FY03 grants revenues are higher than originally budgeted but lower than projected for FY02. In Personal Services, the annual market survey increases have been offset by the elimination of four positions during FY02. Capital outlay includes building improvements and cafeteria equipment.

Tourist Development Council

The FY03 Budget reflects a decrease of 22.7% or $5,099,690. The Tourist Development Council budget is funded by a dedicated funding source, the 4% tourist development tax (i.e. bed tax). The current economic downturn's adverse impact in the tourism industry statewide was further exacerbated by the terrorist attacks of September 11th. Current fiscal year tax collections (through April) were down approximately 20% compared to last fiscal year. There are some early signs of strengthening, with the forecast reflecting an improved 10% decrease by fiscal year end. The TDC has implemented a series of expenditure reductions in the face of these revenue reductions. The TDC, however, has advised that further reductions to the advertising and marketing budget would have a detrimental impact on the County's ability to leverage the ultimate recovery and grow market share. Following discussion at the first budget public hearing, the Board opted not to provide budgetary relief by deferring transfers to the Capital Project Fund. Instead, pooled cash will be utilized to maintain liquidity in the fund, pending a long-term solution involving expenditure reductions, revenue enhancements, or some combination thereof.
Veterans Services

The FY03 Budget reflects a decrease of $17,570 or 4.1%. Personal Services reflects a decrease attributable to a vacant position remaining unfilled. Operating Expenses have been reduced and Capital Outlay is for the replacement of an office copy machine.

WorkNet

The FY03 Budget reflects a 4.7% or $588,550 decrease. The increase to Personal Services is attributable to the Annual Market Survey, the addition of five (5) positions since the adoption of the FY02 Budget. The reduction in Operating Expenses is a function of reduced revenues from funding sources. Operating Expenses do not include a Full Cost Allocation for services provided by General Fund Central Services Departments. The amount of the OMB Circular A-87 Full Cost Allocation that is allocable to WorkNet is $272,730. This amount is considered to be a General Fund contribution matching WorkNet's existing funding.

COUNTY ADMINISTRATOR-PUBLIC WORKS:

Public Works (Summary)

The increased Transportation Trust Fund (0201) Reimbursement revenue reflects an increase in the capitalized billings rate from 50% in FY02 to 90% in FY03. The decrease in the Transportation Trust Fund (0201) Beginning Fund Balance reflects the difference between the rate of growth of the costs associated with the maintenance of a growing County roadway system and the lesser rate of growth of the revenues supporting those costs (primarily gas taxes).

Public Works CIP Support and Administration

The FY03 Budget reflects an increase of 8.4% or $1,137,790. The increase in personal services is due the annual market survey increase mitigated by the application of lapse factors of 0 to 1.5% recognizing reduced appropriation needs due to turnover and vacancies. The increase in continuation budget Operating Expenses results from charging the Transportation Trust Fund Departments within Public Works Administration their Full Cost Plan allocation in FY03. In FY02 the Full Cost Plan allocation for these departments was not charged, since the Transportation Trust Fund did not have the resources to cover this cost. In FY02 the General Fund absorbed these costs. The continuation budget for Capital Outlay includes radios and various pieces of office equipment. Additionally, approval of Operation Oakhurst will require $31,300 for the acquisition and maintenance of a vehicle.

Public Works Highway

The FY03 Budget reflects an increase of 4.5% or 1,266,070. The reduction in Personal Services is due to the application of lapse factors of 0 to 5% recognizing reduced appropriation needs due to turnover and vacancies. The increase in operating expenses results from charging the Transportation Trust Fund Departments within Public Works Highway their Full Cost Plan allocation in FY03. In FY02 the Full Cost Plan allocation for these departments was not charged, since the Transportation Trust Fund did not have the projected resources to cover this cost. In FY02 the General Fund absorbed these costs. The FY03 Capital Outlay includes various pieces of field and office equipment. Notable capital items include equipment for thermo marking roadways, maintaining ROW and improvements other than buildings. FY02 Capital Outlay includes over $300,000 in rolling stock acquisitions that will not occur until FY03. These acquisitions are on hold pending the results of the Fleet Utilization Study.
Public Works Mosquito Control

The FY03 Budget reflects an increase of 10.7% or $584,810. The reduction in personal services is due to the application of lapse factors of 0 to 5% recognizing reduced appropriation needs due to turnover and vacancies. The reduction in Operating Expenses is due to a reduction in appropriations for operating supplies. Capital outlay includes $300,000 for high security chemical storage and fogging equipment buildings and other miscellaneous equipment. Reserves have increased to accommodate the future purchase of a replacement helicopter.

COUNTY ADMINISTRATOR-ENTERPRISE FUNDS:

Airport

The FY03 Budget reflects a decrease of 7.5% or $833,640. The increase in Personal Services is primarily due to realizing the fully annualized cost of golf attendants and addition of a Business Development Manager position discussed below. The increase in Operating Expenses is primarily due to the cost of increased security at the Airport and an increased Full Cost Allocation. The increase in Full Cost allocation is driven by an increase in Real Estate Management costs and an increase in Records Management costs. The variance in Capital Outlay - Construction is tied to the variance in Grant Revenue. Airport construction costs are primarily funded (90%) by FAA grants and also (5%) by FDOT grants. The reduced Charges for Services - Transportation and Rental revenues are a reflection of reduced passenger activity. The FY03 budget also includes a new Business Development Manager position ($66,910), whose duties will include managing the Airport's real estate program.

Utilities Service Fund

Personal Services increased due to the Annual Market Survey, the conversion of seven part-time positions to full-time positions, and fourteen (14) new permanent positions with the majority supporting the expansion and inspection of the Reclaimed Water System. An increase in Operating expenses is primarily due to $11.9 million in additional payments for the purchase of regional water from Tampa Bay Water compared to the current year estimate.

Sewer System

The FY03 Operating Budget for the Utilities-Sewer System reflects an increase of 20.4% or $8,401,860. Capital Outlay expenditures account for more than half of the FY03 budget. Included in Capital Outlay are $36 million in Reclaimed Water projects, $10.5 million for the Dunn Treatment Facility Improvements Phases II & III, and $2 million for sodium hypochlorite conversion. FY03 revenue estimates reflect a 10% increase in retail sewer rates.

Solid Waste Management

The FY03 Operating Budget reflects a decrease of 15.9% or $12,966,540. The operating expenses increase includes contractual increases of $1.9 million for the waste-to-energy plant and landfill operations. Capital outlay expenditures have decreased and include $10 million for the second year of the boiler retrofit and life extension program. The FY03 revenue estimates do not reflect any anticipated rate increases.

Water System

The FY03 Operating Budget for Utilities-Water System reflects an overall increase of 3.1% or $5,416,790. Operating expenses reflect an increase primarily due to an $11.9 million increase in payments over the current year estimate for the purchase of regional water from Tampa Bay Water. Capital Outlay expenditures include the Galvanized Pipe Replacement project totaling...
$10 million. This represents approximately 60 miles of pipe replacement or over 50% of the known galvanized pipe in the system. The FY03 revenue estimates include a 15% increase in retail water rates and a 10% increase in wholesale water rates.

ELECTED OFFICIALS:

Board of County Commissioners

The FY03 Budget reflects an increase of 0.7% or $10,250. The increase in Personal Services is due to the Annual Market Survey increase mitigated by an anticipated reduction in the use of temporary personnel.

Clerk of the Circuit Court

The Clerk of the Circuit Court’s FY03 General Fund Budget reflects a 7.8% or $2,779,460 increase. The Board transfer in support of the Clerk has two components: Clerk to the Circuit Court has increased from $27,086,440 to $28,721,930 for an increase of $1,635,490 or 6.0%, Clerk to the Board has increased from $7,756,980 to $8,093,120 for an increase of $336,140 or 4.3%. Public Records Modernization is funded from a separate charge levied on the recording of legal documents and in accordance with Florida Statutes can only be used for equipment and maintenance of equipment, personnel training and technical assistance in modernizing the public records system.

Property Appraiser

The Property Appraiser’s FY03 Budget reflects a 6.8% or $534,920 increase. The Property Appraiser is a Fee Officer who derives income from fees and commissions paid by Taxing Authorities. The Property Appraiser’s budget is submitted to and approved by the Department of Revenue (DOR). The Property Appraiser estimates excess fees of $119,760 which will be returned to the Board’s General Fund. The $8,893,420 identified as a transfer to the Property Appraiser from the Board’s General Fund reflects statutory projected fees and commissions and will be used for budgetary purposes only. The Board, through its General Fund and dependent MSTU’s, funds 88.54% of the Property Appraiser’s bottom line budget.

Sheriff

The Sheriff’s FY03 Budget reflects a 1% or $1,609,160 decrease. Personal Services includes 3 new permanent full-time positions including one Detention deputy, one Fiscal Clerk II, and one RN case manager. These new full-time positions, together with an increase to the base salary of detention deputies (from $28,148 to $29,000), 22 School Safety Officers, one part-time dentist, a 4% average agency-wide merit increase, and $500,000 for anticipated retirement payouts, account for the increase in personal services. The Sheriff’s operating expense budget decreased by 15.8% or $3,442,260 and capital outlay budget decreased by 63.5% or $1,878,380.

Supervisor of Elections

The Supervisor of Elections’ Budget reflects a decrease of $314,860 or 7.2%. Personal Services increased 3.2%. Operating Expenses have decreased $124,670 or 10.6% (excluding grant expenditures). The FY02 budget included non-recurring costs associated with reapportionment, specifically the printing and mailing of new Voter ID cards to all registered voters, which accounts for over $300,000 of the decrease. The $212,300 capital outlay is primarily for replacement of computers and a server upgrade. FY02 also included a $390,810 Voter Education Grant, which is not anticipated to reoccur in FY03. The FY02 purchase of new voting equipment is a General Government expense and is not reflected here.
Tax Collector

The Tax Collector’s FY03 Budget reflects a 16.1% or $1,826,810 increase. The Tax Collector is a Fee Officer who derives income from fees and commissions paid by Taxing Authorities. The Tax Collector’s budget is submitted to and approved by the Department of Revenue (DOR). The Tax Collector estimates excess fees of $3,944,220 in FY03, which will be returned to the General Fund. This represents a significant decrease from prior years and can be attributed to one-time expenses planned for FY03 including office space build-out, additional furniture and equipment needed due to the Tax Collector assuming the Driver’s License functions performed in State offices being eliminated in Pinellas County, and new tax application software. In FY03 the $13,169,350 identified as a transfer to the Tax Collector reflects statutory fees and commissions and will be used for budgetary purposes only.

COURT SUPPORT:

Judiciary

The Judiciary’s FY03 Budget reflects an increase of 2.1% or $287,620 compared to current year levels. The majority of the increase is attributable to increased case filings in the criminal and juvenile dependency divisions. As a result, professional services and court reporter services increased $408,200 and $370,000 respectively in these two divisions. These increases in operating expenses have been offset by a $353,410 decrease in the intergovernmental assessment for information technology support.

Law Libraries

The Law Libraries’ FY03 Budget reflects an increase of 31.7% or $186,020. Capital Outlay increased by 56.2% or $174,840. Additional amounts for Machinery & Equipment & Books, Library Materials will be offset by an increase in filing fees of $363,260 by the Judiciary.

Public Defender

The Public Defender’s FY03 Budget reflects an increase of 1.6% or $17,530. The bulk of the increase is Court Reporter costs budgeted at $15,020 over current year levels.

State Attorney

The State Attorney’s FY03 Budget reflects a decrease of 1% or $5,900 compared to current year levels. Capital Outlay decreased by 5.2% or $5,080.

INDEPENDENT AGENCIES:

Construction Licensing Board

The FY03 Budget reflects an increase of 2.0% or $14,930. The Personal Services decrease is primarily due to position turnover. License and permit revenue is projected to increase but the new license fee rate has not yet been determined.

County Attorney

The FY03 Budget reflects an increase of $134,530 or 3.4%. Personal Services reflects an increase that is mostly attributable to the average annual market survey. Operating Expenses has decreased and no Capital Outlay is proposed for FY03.
Information Technology

The Department of Information Technology (IT)'s FY03 Budget reflects an increase of 4.6% or $734,860. The increase in Personal Services is attributable to the average annual market survey and $463,620 is associated with the request for seven (7) Senior Programmer/Analyst positions to support the Criminal Justice Information System (CJIS) Modernization project. Adding these positions will partially eliminate the need for contractual programmer services and result in operating expense savings of $546,950. Operating Expense reflects an increase primarily due to an increase in Full Cost allocations, an IBM server upgrade and upgrade fees for existing system support maintenance contracts. This is offset by a decrease in Other Contractual Services.

Legislative Delegation

The FY03 Budget reflects a decrease of $970 or 1.1%. Personal Services increased but was offset by a decrease in Operating Expenses.

Office of Human Rights

The FY03 Budget reflects a decrease of 2.5% or $23,660. The increase in Personal Services results from the Annual Market Survey and position turnover. The decrease in Operating Expenses is due to expenditures for the Fair Housing Testing Project incurred in FY02 and not FY03. The increase in Grants and Aids reflects an increase in the interlocal agreement with the City of St. Petersburg.

Personnel

The Personnel Department's FY03 Budget reflects an increase of $69,290 or 2.2%, which is primarily attributable to the Annual Market Survey increase in Personal Services. One clerical position remains unfunded for a portion of the year to offset the increase. Operating expense reflects a net decrease.

SUPPORT FUNDING:

Feather Sound Community Services

The Feather Sound Community Services District (FSCSD) has requested that the Board of County Commissioners levy the full 1 mill on their behalf. The FY03 Budget reflects an increase of 9.1% or $30,090. The budget encompasses grounds maintenance for the common areas and recreation area, irrigation maintenance, boardwalk maintenance, utilities including street lighting, and administrative expenses. The capital component includes lighting for the entranceway, landscaping for unimproved areas, and planning for expansion of the recreation area.

General Government

General Government is a non-departmental category which aggregates and allocates county-wide funding needs benefiting all departments and agencies. For FY02 this cost center included the estimated cost (approximately $14 million) for the replacement of the voting system equipment. In the FY03 Budget, this cost center includes $3.4 million in funding for proposed service enhancement initiatives for the Municipal Services Taxing Unit (MSTU) unincorporated area.

Included in the General Government appropriations are the County's General Fund Reserves for Contingencies. In the FY03 Budget, the Reserves for Contingencies equate to approximately 2.9% of the General Fund budget. The total reserves shown for FY03 are $28.8 million. This is $3 million less than the targeted amount in anticipation of productivity improvements which will be
pursued during the fiscal year. As these savings are specifically identified during FY03, the reserves will be adjusted accordingly to achieve the targeted amount of approximately $31.8 million.

Health Department

The $2.9 million Grants & Aids contribution to the Pinellas County Health Department is funded by a County-wide property tax levy approved by the Board of County Commissioners (BCC). The current levy is 0.070 mill and cannot exceed 0.5 mill, according to Section 154.02, Florida Statutes (F.S.). The BCC contracts for health services pursuant to Chapter 154.02, F.S. The FY03 Budget from the Health Department reflects an increase of 5.7% or $175,660. In addition to health services expenditures, the Health Department anticipates continued enhancement to the Bio-terrorism Program, implementation of the Cardiovascular Community Intervention Program (CCIP) and Chronic Disease Prevention Program, and a consolidation of administrative services to the newly renovated Franklin Templeton Building. The increase is attributable to increased reserves which will provide the working capital to fund operational requirements in FY04 until ad valorem revenues are received.

Medical Examiner and Forensic Laboratory

The FY03 Budget for the combined Medical Examiner and Forensic Laboratory reflects an increase of $104,030 or 3.9%. Professional Services reflects an increase of associated with personnel costs. Rentals and Leases reflect an increase for the conversion of the Medical Examiner's office computer system. An increase in operating supplies (non-capital items such as furniture, office machines, etc.) is associated with items required in the new facility. Capital Outlay includes one (1) gas chromatograph/mass spectrometer and one (1) copying machine.

The FY02 Revised Revenue Budget for Other Public Safety Charges & Fees includes an increase in the per autopsy surcharge for Pasco County cases from $25 to $800. An increase in fees is pending approval of an interlocal agreement.

Palm Harbor Recreation & Library

The Palm Harbor Community Services Agency, Inc. (PHCSA) has requested that the County impose the full 0.25 mill levy for recreation and the full 0.25 mill levy for library on their behalf. For Recreation, current projects for the Hockey Court expansion and the Equipment Storage Barn are expected to be completed by year-end. The projected capital outlay includes facilities repair and improvements, equipment purchases, and office equipment. For Library, projected capital outlay includes funds for the Reader's Garden project which has been deferred from FY02, and funds for facility repairs and maintenance. In October, 2001, the PHCSA liquidated its outstanding bank loan from accumulated reserves in the PHCSA Debt Service Fund, eliminating the debt service requirements for FY02 and future years. The FY03 Budget reflects a decrease of 10.5% or $239,270.

Pinellas Arts Council

The FY03 Budget reflects a 1% or $9,020, decrease from the FY02 budget.

Public Library Cooperative

The Grants & Aids appropriation to the Public Library Cooperative is funded by the levy of ad valorem property taxes in the unincorporated area. The ad valorem tax levy is currently at the maximum 0.5 mill. Member libraries are funded pursuant to the disbursement formula contained in an Interlocal Agreement. Local support of $200,000 for the East Lake Community Library in FY02 is budgeted separately under the General Fund MSTU budget.
## Capital Improvement Program Summary FY 03 through FY 08

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 03</th>
<th>FY 04</th>
<th>FY 05</th>
<th>FY 06</th>
<th>FY 07</th>
<th>FY 08</th>
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### Capital Improvement Program Summary FY 03 through FY 08

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<tr>
<th>Description</th>
<th>FY 03</th>
<th>FY 04</th>
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<td>Fire &amp; EMS Training Facility and Central Commu</td>
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## Capital Improvement Program Summary FY 03 through FY 08

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GOVERNMENTAL FUNDS PROJECTS

CULTURE AND RECREATION

- Will McLean Folk House: Original budget of $200,000 included professional services only as local match to an anticipated State Cultural Affairs grant. Additional funding of $370,000 is required for construction (FY03-FY08).
- Heritage Village ADA Pathways: An estimated $51,000 is necessary for ADA accessibility to Heritage Village grounds. Project not previously anticipated.
- Anderson Park Maintenance Building: $40,000 increase in estimated costs in FY07.
- Eagle Lake Development: Additional funding of $960,000 is estimated. Master plan to be developed for this property.
- Recreation Initiative: New project for FY03. Funding of $726,000 provided from elimination of Ridgecrest Park Expansion project.
- Friendship Trail Bridge: Estimated additional funding of $2,272,500 would be required for bridge inspection and repair. Funding from State DOT is essentially depleted. The citizen support group has not raised anticipated support funds. The Trail Bridge agreement contemplated that repair and maintenance costs would be shared between Hillsborough and Pinellas counties.
- Gandy Blvd. Causeway Enhancement: Reduced by $1.6 million, eliminated projects for restroom facilities, concession buildings, pedestrian/bicycle underpass and picnic shelters scheduled for FY03-FY08.
- Ft. DeSoto Bay Pier: Original estimates included repair of Bay Pier. Studies determined pier should be replaced and not repaired. Additional $836,000 required for replacement.
- Evaluation of Fort Condition: Funding removed. Research will be done to locate grant possibilities for this historic structure. Some matching funds may be needed in future.
- Fred Howard Causeway Repairs: Project moved up from FY05 to FY03/04 due to urgent need for repair. Public Works estimates a $520,000 increase.
- Pop Stansell Park Boat Ramp Replacement: Funding moved forward from FY06 to FY03 due to necessity of boat ramp replacement.
- Ridgecrest Park Expansion: Funding removed due to site problems. $726,000 had been projected to be spent in FY03 - funding moved to recreation initiative.
- Sawgrass Lake Boardwalk Replacement: This project was combined in FY02 with the classroom expansion and was originally scheduled for FY06. Boardwalk needs to be replaced immediately. Funding for classroom expansion was removed. Alternative funding for the classroom will be researched (i.e. partnership with Pinellas County School System, SWFWMD and possible grant opportunities).
- Endangered Lands Acquisition: The schedule of payments for the remaining 8 years of the Penny tax has been changed to reflect payments on the bond issue to fund 2 large endangered land purchases.

ECONOMIC ENVIRONMENT

No changes.

GENERAL GOVERNMENT

- CJC Building - Courtroom Buildouts: Significant delays resulted from resolving disagreements with code officials regarding requirements for ADA access to the Judge's bench, clerk stand, and witness stand, and in performing the redesign needed to obtain a building permit, requiring a budget shift of $330,100 into FY03.
- 400 S. Fort Harrison - Print Shop Conversion: The process change to use in-house construction personnel to effect cost savings will extend the project completion into FY03.
- 310 Court St. Parking Garage: The operational decision to monitor garage security from the County Courthouse requires that the purchase and installation of the security equipment coincide with the remodeling schedule for the courthouse security desk; consequently security system costs will be incurred in FY03.
FY03 CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY02-FY07 CIP TO FY03-FY08 CIP

- 49th Street Service Center: Programming efforts were delayed by almost a year to locate another tenant (the Tax Collector was selected) to replace the discontinued Purchasing warehouse operation and to allow the Supervisor of Elections to evaluate the suitability of the building. Due to this delay over $1,000,000 has been shifted to FY03.

HUMAN SERVICES
- Palm Harbor Activities Bldg.: The process of obtaining Palm Harbor Main Street Board approval of the building design, as well as delays in completing needed site improvements by other entities outside of DCD's control, will delay $280,000 in construction expenditures until FY03.

PHYSICAL ENVIRONMENT
Coastal Management
- Redington Shores Beach Access: Annual maintenance budget reduced due to historic costs incurred.
- Sand Key Beach Enhancement: Annual maintenance budget reduced due to historic costs incurred. Renourishment budget adjusted to reflect County's share of Corps of Engineers' revised estimate. Renourishment schedule adjusted to Corps of Engineers' revised schedule.
- Indian Rocks Beach Breakwater: Annual maintenance budget reduced due to historic costs incurred. Structure budget adjusted to reflect County's share of Corps of Engineers' revised estimate. Structure schedule adjusted to Corps of Engineers' revised schedule.
- North Redington Beach Breakwater: Annual maintenance budget reduced due to historic costs incurred. Structure budget adjusted to reflect County's share of Corps of Engineers' revised estimate. Structure schedule adjusted to Corps of Engineers' revised schedule.
- Treasure Island Beach - Sunset Beach: Renourishment budget adjusted to reflect County's share of Corps of Engineers' revised estimate.
- Treasure Island, North Segment: Annual maintenance budget reduced due to historic costs incurred.
- Pass-A-Grille Beach Nourishment: Annual maintenance budget reduced due to historic costs incurred.
- Long Key, North Segment Beach: Renourishment budget adjusted to reflect County's share of Corps of Engineers' revised estimate.
- Howard Park Renourishment: Renourishment budget adjusted to reflect County's revised estimate. Renourishment schedule adjusted to reflect Park Department's revised schedule.
- Honeymoon Island Improvements: Renourishment and structure schedule adjusted to reflect County's revised schedule.

Environmental Management
- Brooker Creek Environmental Education Center: Start of construction delayed until May 2002 due to permit issues with the Corps of Engineers, facility scheduled to open late summer 2003. This delay required shifting $1,400,500 into FY03. Overall multi-year project budget of $9.2 million. Exhibits to be funded by outside resources (partnerships, grants). Budget to be amended as revenues are realized.
- Brooker Creek Preserve Administration Office Building: Temporary modular office building facility is being purchased in FY02 to provide office space until the funds for this project are available in FY06. The modular building will then be converted to other uses including space for volunteer training, graduate student interns, storage, etc.
- Weedon Island Preserve Cultural and Natural History Center: Planning, design and construction of center began in FY01 with majority of effort in FY02. Total estimate of construction for building only is $3.8 million. Exhibits and programming will require additional funding for which partnerships are being developed. Budget to be amended as funding is realized.

Surface Water Management
- Channel Dredging: Budget decrease due to fewer channel dredging projects.
- Bee Branch Drainage Improvements: R/W down to $68,000. Added geotechnical services to facilitate in-house design. $21,000 grant from SWFWMD for geotechnical services.
- Curlew Creek Channel "A": Construction from SR 580/Republic shown for FY03. Design of entire project (SR 580/Belcher) in-house FY02/03. Construction of Republic/Belcher removed from CIP until easements acquired from Doral Village MHP. Increase in budget due to revised Preliminary Engineering Report estimate for preferred box culvert alternative to reduce future maintenance costs.
- Curlew Creek Channel "M": Construction scheduled for FY02. Project delayed to include redesign showing alternative round culverts instead of box culvert. Savings may be $150,000. SWFWMD grant covers 50% for construction.
FY03 CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY02-FY07 CIP TO FY03-FY08 CIP

- Alligator Creek Channel "B", Phase 3: Originally included in Phase 2. New phase added to spread out budget. Budget increase $2,425,000 due to revised Preliminary Engineering Report taking into account box culvert alternative.
- Alligator Creek Channel "B", Phase 2: Budget increase $2,425,000 due to revised Preliminary Engineering Report taking into account box culvert alternative.
- Joe's Creek Maintenance Dredging: Budget decrease 4%. Construction scheduled in FY05.
- Joe's Creek Erosion Control: Construction scheduled FY02. Project delayed to include redesign. Budget decreased by $38,610.
- Drainage Pond Enhancement Program: Budget increase due to non-compliant ponds.
- Belleair Creek Drainage Improvements: Project cancelled. $92,600 refunded to SWFWMD.
- Bardmoor Ditch Erosion: New project. Project in 10-year CIP scheduled for FY08.
- McKay Creek Channel Improvements: Construction of Harbor Lake FY01. $200,000 for R/W acquisition in FY03.
- 82nd Av Drainage Improvements: Project support for Oakhurst Road outfall.
- 115th Ln & Irving Drainage Improvements: Budget increase due to revised Preliminary Engineering Report identifying additional work.
- Joe's Creek Bridge @ 62nd St: Budget increase $235,540 due to design change. Project moved from FY03 to FY04 due to in-house design considerations.
- 46th Av Drainage Improvements: Project added in FY06 to improve outfall associated with Starkey Rd project (Proj No 922253).
- Bear Creek Channel Improvements: Project extended to acquire acquisitions for preferred alternative. Preliminary Engineering Report increased budget from $1,775,000 to $3,587,000.
- Future R/W - Surface Water: Budget increase FY03.
- Park Blvd Drainage Improvements: Remainder holdover from FY02. Grant to Pinellas Park for County's portion of project (design only). Evacuation Route Improvement.
- Stormwater System Rehabilitation: Budget increase FY03 due to additional projects. Budget returns to previous CIP FY04.
- Lake Tarpon Groundwater Test: Budget decrease due to change in professional services cost.
- Lake Seminole Alum Injection: New project, combined from two previously planned. Construction FY03, shifted from FY05/07 due to grant funding from SWFWMD and EPA.
- Lake Seminole Subbasin #6: Holdover due to boardwalk cancellation for CCA-treated wood.
- Clearwater Harbor/St Joseph Sound: New project added by DEM. Contingent upon acquisition of grant money.
- Assessment Drainage Blanket Account: Budget increase $250,000 FY03. $250,000 allocated for FY02.

PUBLIC SAFETY
- Tierra Verde Fire Station: Resolution of a setback variance issue as well as the need to delineate wetland portions of the proposed site to the satisfaction of regulatory agencies will effectively delay the start of design until FY03.
- Former Booking Area Renovation (Includes Elevator & Robert Shaw): The majority of the security system costs will be incurred in FY03, since most of the interior construction must be completed before the security system can be installed and tested. This is causing a shift of $200,000 to FY03.
- Jail Expansion - Phase II: The County Administrator specified an accelerated schedule for this project, with completion to now occur at the end of FY04 instead of at the end of FY05 as previously planned.
- Medical Examiner: The start of construction has been delayed due to time requirements for project budget and scope reevaluation, with attendant redesign and changes to the Guaranteed Maximum Price (GMP). The GMP must be in place and construction must start by the end of July to expend all of the $2,639,200 revised FY02 budget for this project.
- Fire & EMS Training Center: The need for development of a suitable design/build agreement for the project, and the decision to outsource development of the design criteria package delayed project construction, necessitating a shift of $1,996,900 into the FY03 budget.
TRANSPORTATION  
Arterial Road Improvement Program  
Note 1 - General Budget Estimate:  
Budget estimate changes can be attributed to adjusted per lane cost averages resulting from data provided by recent bid openings and also, if applicable, due to more detailed information developed by the progress of design. Inflation was also factored for projects in outer years.  
Note 2 - Project Phasing:  
Smaller size projects receive greater number of competitive bids, which results in overall budget savings. Smaller size projects also allow budget expenditures to focus on higher priority sections of a corridor. Traffic benefits and/or anticipated drainage design determined the limits for the smaller sections.  
• Starkey Rd & Park St: Last year's project (Tyrone to Bryan Dairy) divided into 4 segments. Construction budget for 4 segments increased from $15 to $20 million. R/W budget for 4 segments increased from $3 to $4 million. In order of priority, the segments are:  
  - Starkey Rd -84th Ln / 94th Av N. Beginning of construction did not change (FY06).  
  - Park St - Tyrone Blvd / 54th Av N. Beginning of construction changed from FY06 to FY07  
  - Starkey Rd - 94th Av-N / Bryan Dairy Rd. Beginning of construction changed from FY06 to FY07  
  - Park St - 54th Av/N/84th Ln. Beginning of construction changed from FY06 to FY09.  
• 102nd Av: Last year's project (137th St-Seminoie Blvd) divided into 3 segments Construction budget for 3 segments increased from $7 to $10 million. R/W budget for 3 segments increased from $1.2 to $3.4 million. (See Note 1 & 2) In order of priority, the segments are:  
  - 102nd Av - 125th St/Ridge Rd . Beginning of construction changed from FY08 to FY07.  
  - 102nd Av - Ridge Rd/Seminole Bv. Beginning of construction changed from FY08 to FY10  
  - 102nd Av - 137th St/125th St. Beginning of construction changed from FY08 to FY10.  
• 28th St N: Last year's project (38th Av N - 62nd Av N) divided into 2 segments. Construction budget for 2 segments increased from $3.9 to 5.47 million. R/W budget for 2 segments decreased from $2.5 to $1.9 million. (See Note 1 & 2) In order of priority, the segments are:  
  - 28th St N - 54th Av/62nd Av. Beginning of construction did not change (FY08).  
  - 28th St N - 38th Av/54th Av N. Beginning of construction changed from FY08 to FY09.  
• Keystone Rd - US 19/E Lake Rd: Beginning of construction did not change (FY06). Construction increased from $10.7 to $14 million. R/W budget increased from $1.0 to $1.6 million. See Note 1.  
• Bryan Dairy Rd - Starkey Rd/72nd St: Beginning of construction did not change (FY06). Construction increased from $4.9 to $6.4 million. R/W budget increased from $6.8 to $7.8 million. See Note 1.  
• Starkey Rd - Bryan Dairy Rd/East Bay Dr: Last year's project divided into 2 segments. Construction budget for 2 segments increased from $14 to $14.4 million. R/W budget for 2 segments increased from $3.5 to $5 million. (See Note 1 & 2) In order of priority, the segments are:  
  - Starkey Rd - Bryan Dairy Rd/Ulmerton Rd. Beginning of construction did not change (FY08).  
  - Starkey Rd - Ulmerton Rd/East Bay Dr. Beginning of construction did not change (FY08).  
• Sunset Pt Rd - US 19A/Keene Rd: Beginning of construction did not change (FY10). Construction increased from $5 to $5.6 million. R/W acquisition changed from $1 to $1.9 million. See Note 1.  
• 54th Av N - 44th St N/34th St N: Beginning of construction did not change (FY10). Construction budget increased from $2.1 to $4.03 million. R/W acquisition changed from $2 to $1.4 million. See Note 1.  
• Keene Rd - Drew St/Sunset Pt Rd: Last year's project (Druid Rd to Sunset Pt Rd) divided into 2 segments. This segment is from Drew St to Sunset Pt Rd. Total budget for 2 segments increased from $9.85 to $11.45 million. Beginning of construction changed from FY02 to FY03. See Note 1 & 2.  
• Klosterman Rd - US 19A/US19: Beginning of construction changed from FY02 to FY03. Construction budget increased from $5.68 to $8 million.  
• CR 1 - Tampa Rd/New York Av: Beginning of construction did not change (FY03). Construction budget decreased from $3.4 to $2.3 million. A drainage outfall for CR1 is budgeted in the Georgia Av project.
Collector & Local Roadways
Note 1 - General Budget Estimate:

Budget estimate changes can be attributed to adjusted per lane cost averages resulting from data provided by recent bid openings and also, if applicable, due to more detailed information developed by the progress of design. Inflation was also factored for projects in outer years.

- 46th Av N - 80th St N/62nd St N: Beginning of construction did not change (FY06). Total budget increased by $400,000.
- Riviere Rd - Tampa Rd/Nebraska Av: Limits increased from last year's limits. New limits are Tampa Rd to 500' S of Nebraska Av. Increase in limits decreases scope/budget of intersection project Nebraska Av & Riviere Rd. Beginning of construction did not change (FY07). Budget increased due to increase in limits.
- Whitney Rd - US 19/W of Bolesta: Beginning of construction did not change (FY07). Budget increased by $500,000.
- 40th St N - Pinellas Park C/Ulmerton Rd: Beginning of construction changed from FY07 to FY08. Budget increased by $200,000.
- 56th St N - 38th Av N/54th Av N: Beginning of construction changed from FY09 to FY10. Total budget did not increase.
- W Lake Dr - Tampa Rd/Nebraska Av: Beginning of construction did not change (FY09). Budget increased by $370,000.
- 62nd St N - Ulmerton Rd/Roosevelt Bv: Beginning of construction did not change (FY09). Budget increased by $280,000.
- 58th St N - Roosevelt Bv/Whitney Rd: Beginning of construction did not change (FY09). Budget increased by $70,000.
- Wofford Dr - Whitney Rd/Haines Bayshore Bv: Beginning of construction did not change (FY09). Budget increased by $150,000.
- CR 90 - Curlew Rd/Talley Dr: Beginning of construction did not change (FY10). Budget increased by $100,000.
- Fisher Rd - Curlew Rd/Old CR 39: Beginning of construction did not change (FY10). Budget increased by $100,000.
- Dansville Phase II & III: Beginning of Construction changed from FY02 to FY03. Budget of $1.231 Million includes $731,000 of "Community Development" contribution and $480,000 of PW contribution. Total budget decreased from $1.5 million to $1.231.
- Georgia Av - CR 1/US Alt 19: Project broken out from CR1 - Tarpon/New York in conjunction w/PHHD. CIP for 2003-2008 (this year) has construction beginning in FY03 with a construction budget of $1.4 million. This project is associated with the Palm Harbor Historic District project and CR 1.
- 38th Av N - 34th St N/31st St N: Beginning of construction changed from FY02 to FY07. Continued maintenance has greater budget/benefit ratio. Total construction budget increased from $708,000 to $1,036,000.

Bridge Improvements
- Tierra Verde Bridges - Repairs: Budget estimate has been adjusted upward from $165K to $455K to reflect findings of Preliminary Engineering Report.
- Dunedin Causeway Bridges - Repairs: Budget estimate has been adjusted upward from $95K to $1.4M to reflect findings of Preliminary Engineering Report.

Pinellas Trail Improvements
- Pinellas Trail - Annual Lease: Dropped from County CIP based on renegotiated lease agreement with Florida Power.
- Pinellas Trail Overpasses: Projects dropped from County CIP as FDOT will administer under the State's Work Program.

Roadway Assessments
No changes.

Intersection Improvements
- Signal System Upgrades: Total estimate has been changed to reflect County's receipt of grant award.
- McMullen-Booth Road @ Drew Street: Project added in FY 05. Funding broken out from Intersection Improvement Program Allocation.
FY03 CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY02-FY07 CIP TO FY03-FY08 CIP

• Intersection Improvement Program Allocation: Annual totals in FY 03/04/05 modified to reflect funds reallocated to individual projects. Outer years reduced by $250K per year to balance CIP program.
• McMullen-Booth @ SR 590: Project added to reflect anticipated construction in FY 03. Funding broken out from Intersection Improvement Program Allocation and total includes State grant award.
• Belleair Road @ Keene Road: Project added to reflect anticipated construction in FY 04. Funding broken out from Intersection Improvement Program Allocation.

Transportation - Other
• Underdrain Annual Contracts: FY 03 estimate changed to reflect proposed actual contract. Outer year allocations remain unchanged.
• Resurfacing Annual Contracts: Proposed funding in FY 04/05/06 reduced from $2M to $1M to balance CIP program. Other years remain unchanged.
• ISTEA Projects: $495K in FY 03 added to fund budget overrun claim from FDOT on the Cross-Bayou Trail Bridge Project.
• Roadway Beautification Program: Allocation in years 03/04/05 reduced to reflect program needs and balance CIP program. Outer years remain unchanged.
• McMullen-Booth Road Regional Mitigation Site: Funding carried over to FY 03 to reflect contractual obligations.
• Central Avenue Agreement: Funding carried over to reflect contractual payment obligation in FY 03.
• Head Replacement & Wide Area Network: New project added to reflect State funding awarded to County for project implementation.

Sidewalk Improvements
No changes.

Water Transportation Improvements
No changes.

ENTERPRISE FUND PROJECTS

TRANSPORTATION / AIRPORT
• Construct Parallel Runway: Project to be funded over four years (FY04 to FY07), originally scheduled for FY04 and FY05.
• Runway 17/35 Extension: Construction delay to FY04, originally scheduled for FY03.
• Master Plan Update: Costs updated to reflect completion in FY03.
• Parking Lot Expansion: Construction in two phases (FY04 and FY06).
• Rehabilitate Airfield Lighting: Delayed two years to FY05.
• Rehabilitate Runway 4/22: Project to be funded over three years (FY03 to FY05).
• Terminal Departure Expansion: Project to be funded over three years (FY04 to FY07).
• Land Acquisition: Revised to reflect property acquisition in FY03, originally scheduled for FY02.
• Overlay Terminal Apron: Construction delayed to FY03.
• Construct Taxiways/Roads: Minor cost and scheduling revisions.
• Acquire ARFF Vehicle: Acquisition delayed to FY03, added one Sweeper.
• Rehabilitate Runway 17L/35R: Construction delayed to FY03, cost reduced.
• Specialized Planning Studies: Updated costs to reflect completion in FY03.
• Airfield Marking Rehabilitation: Delete project, completed in FY02.
• Conduct EA Runway 17/35: Delete project, completed in FY02.
• Construct Runway Safety Area: Delete project, completed in FY02
• Additional Security Fencing: Delete project, completed in FY02
• Benefit Cost Analysis: Delete project, combined with Specialized Planning Studies (project 687).
• Terminal Modifications-EDS: New project to meet FAA security mandates.
• Stormwater/Drainage Mitigation: New project to improve Airport grounds.
• Security Projects: New security enhancements to meet FAA mandates.
• Baggage Belt Replacement: New project to replace two baggage belts.
• Entrance Road Modifications: New project for FY03.
ENTERPRISE FUND PROJECTS

**Water System**
- Major Upgrades and Improvements to the Keller Water Treatment Facility have been put on hold pursuant to the recent Board's direction ($55,000,000+). Renovations to maintain existing Keller operations will continue on an as needed basis ($3,300,000).
- Renovation to the 580 Booster Pump Station are ongoing ($6,600,000).
- New modifications are proposed to the Logan Pumping Station ($5,800,000) to replace aging equipment and infrastructure.
- New compacted schedule for galvanized piping replacement in County ($19,000,000+) of one to two years' duration in lieu of six-year schedule.
- New Logan Laboratory addition and roof modification ($1,500,000)

**Sewer System**
- Continuation of the reclaimed water system construction throughout the County ($100,000,000 under construction and another $100,000,000 planned for future projects).
- Renovations to existing lift stations throughout County ($2,000,000 annually).
- Major renovations to the W.E. Dunn Wastewater Treatment Facility have recently awarded ($20,000,000).
- Upgrades and modifications to five major lift stations in County ($8,000,000).
- New construction of a Sludge Dryer and Pelletizer Facility at the South Cross-Bayou Site is ongoing ($12,300,000).
- Construction of McKay Creek Storage and Pumping Station ongoing ($10,800,000). Consent order driven. This station will replace the McKay Creek Wastewater Treatment Facility.
- Continuation of consent order requirements to abandon McKay Creek and complete construction of multiple force mains and the South Cross-Bayou Phase II Facility Improvements. Completion of the Anaerobic Digester System ($12,500,000).

**Solid Waste System**
- Continuation of the Capital Replacement Project at the Resource Recovery Facility. Recently amended contract for additional scope ($5,200,000). Total project cost ($57,000,000).
- Landfill acquisition of Sod Farm South was not successful, budgeted ($4,700,000).