



BOARD OF COUNTY COMMISSIONERS PINELLAS COUNTY, FLORIDA

315 COURT STREET
CLEARWATER, FLORIDA 33756

STEPHEN M. SPRATT, COUNTY ADMINISTRATOR

PHONE: (727) 464-3485
FAX: (727) 464-4384

September 10, 2003

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

In accordance with my statutory responsibilities, I am pleased to present the
Adopted **Fiscal Year 2004 Annual Operating and Capital Budget.**

I extend my thanks to the Board for your commitment to the budget process and input during the extensive Budget Information Sessions held in April, May and June which guided the development of this budget. The help and cooperation of many persons, including the Constitutional Officers, Judiciary, and Independent Agencies, was crucial in preparing this balanced financial plan. This \$1,562,027,270 budget, an increase of only 1.1% over the previous fiscal year, continues Pinellas County's tradition of conservative fiscal management and responsive public services. This growth rate also reflects a moderating trend in the cost of County government, reflecting the second lowest increase since FY96. As a whole, the operating budget reflects a 4.6% increase, while the non-recurring capital portion of the budget shows a 7.9% decrease. In FY04, for the second consecutive year, the budget reflects no increase in the County-wide millage rate of 6.801 mills to continue current services and fund new requirements. The Adopted budget also reflects no increase in the current 2.356 mill MSTU tax rate. This is possible due to continued strength in the County's property tax base, target budgeting, diversification of our revenue sources and efficiencies from restructuring. County-wide taxable values have increased by 9.3% compared to last year, including \$815 million in new construction.

The budget reflects the priorities established in the Board's **Strategic Directions:**

- Maximize the Efficiency of Pinellas County Government;
- Work to Enhance Local Governance Effectiveness;
- Enhance Quality of Life;

- Establish Diverse and Sufficient Revenues to Meet Community Needs;
- Provide Quality and Sufficient Infrastructure and a Multi-Modal Transportation System;
- Support a Vital Economy;
- Enhance Environmental Quality.

In addition to maintaining mission-critical county services and continuing improvements to the infrastructure, this budget continues to be 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.

The development of the budget was also guided by the policy framework established in 2002. The policies, based upon best practices, can be found in Exhibit A.

Budget Challenges and Opportunities Met With Financial Strength

The Adopted Budget has been prepared during a period of uncertainty and state funding limitations. The continuing stagnation in the national economy has limited the projected growth in many revenue categories. At the same time, the State of Florida has faced a budget quandary so severe that it required a special session of the Legislature to resolve.

Because of these uncertainties, we began the budget process early this calendar year. I directed the agencies under my administration to restrain current year (FY03) expenditures to no more than 98% of the current year's budget. Further, I asked them to submit FY04 budget requests no higher than the FY03 budget to the extent this was possible without compromising mission-critical services. This approach is consistent with the target budgeting that I introduced last year. The Constitutional Officers and other independent agencies were also asked to voluntarily attempt to adhere to the same standards. By this target approach, which delegated fiscal responsibility to the appropriate level, my department directors and

the agency heads were compelled to reexamine their programs and propose thoughtful and creative solutions that will allow us to maintain, and in some cases improve, priority public services.

In the preparation of the current year's budget, I had committed to a goal of identifying \$3 million in savings from efficiencies. This has been accomplished through the first significant reorganization of County departments in over twenty years, see Exhibit B. An internal Organization Structure Review Task Team that was convened in 2002 provided the framework for this realignment of functions within County government. Besides being more cost-effective, the restructured departments will be able to leverage their resources more effectively by consolidating services such as Communication and Information Systems. The Adopted FY04 budget reflects the changes in authorized positions, including the deletion of 52 full-time positions, and most of the significant operating costs associated with this reorganization. To date, all displaced employees have been offered alternate employment opportunities within the County system through a "pipeline" process that matched their skills with existing vacancies. Aside from the organizational efficiencies associated with the restructuring, employees will have an opportunity to participate in expanded opportunities for professional growth and benefit from more potential upward mobility. I recommended investing a portion of the three (3) million dollars in savings associated with this restructuring in IT enhancements and other "Smart Work" tools. Approximately \$1.5 million has been earmarked within Reserves to fund those applications that show a favorable cost benefit return and enhance our service delivery to the public.

On another positive note, some of the pessimistic assumptions in our early forecast were not as severe as expected. For example, the Legislature continues to use the actuarial surplus in the Florida Retirement System (FRS) to reduce employer contribution rates. Nor were the anticipated cost shifts for Juvenile Justice and Medicaid realized. We must continue to be vigilant as these shifts may occur in the future.

The County strives to offers its employees a wage and benefits package that is competitive with our peer public and private in this labor market. Historically, we have endeavored to be at or above the middle tier to ensure that our employees are fairly compensated and recognized for their skills and work effort. This requires striking a balance between good wages and benefits for our employees and ensuring that our residents get good value for their tax dollars. As reported to the Board, market oriented adjustments to our employee/retiree health plans have not been made for nine (9) years prior to my arrival. Consequently, we are in a "catch-up" mode, making plan design and premium adjustments that most large employers have already made in light of the extraordinary increases in medical inflation. A careful review and restructuring of our health plan has lessened the impact of double-digit cost increases, although both the County and its employees will be paying more and some plan design changes were required. The underlying goal of this process was to ensure that our plan design, employee premium levels and employer share are competitive with the market-place. While action for FY04 has been deferred, the issue of funding retiree health benefits continues to loom in part

due to the implementation of a Governmental Accounting Standards Board (GASB) pronouncement in four years. This accounting standard will require the County to book the actuarial obligation associated with benefits to current and future retirees. This liability is estimated at approximately \$100 million and the ultimate financial backstop is the County's General Fund. The Unified Personnel System (UPS) has committed that they will work diligently with the Appointing Authority's employees and retirees to fashion a plan that honors the service of the retirees in balance with the fiscal realities of the day.

By our careful management of the County's ongoing operations, we are able to include over \$9 million in service enhancements in critical areas. In finalizing this budget, some of the previously contemplated reductions have also been restored, including Animal Services' "Animobile". Further, the Board's desire to bolster proactive code enforcement within the unincorporated area was attained through the inclusion of four (4) new Code Enforcement Officers.

Revenue Challenges, Competitive Fees, and Court Funding Reform

The General Fund is normally the primary focus of concern due to the relatively large percentage of support it receives from property taxes. As the FY04 Budget was being developed, we considered alternative sources of funding to reduce the pressure on property taxes. As part of this effort, we reviewed opportunities to optimize user fees. Our budget projections and balancing strategies were presented to the Board during a comprehensive report in March and this budget is consistent with those strategies. In some cases, notably Development Review Services and Building, the FY04 fee increases represent the second year of a multi-year plan approved by the Board in the FY03 Budget. As previously indicated to the Board, the County's Retail Opportunities Consultant continues to review our assets for potential licensing and concession opportunities that will enhance our revenues. Exhibit C details these fee enhancements.

The sluggish economy continues to have 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. A complicating factor in this year's budget is the pending statewide implementation of a revised mechanism for court funding. This is commonly known as "Article V / Revision 7". The intent of this reform, which was approved by the voters in 1998, was to hold the state to its obligation to fund the court system. In practice, the restructuring has become an arena of contention and it is unclear whether the ultimate net impact on the County will be positive or negative. During the 2003 Special Session A of the Legislature, House Bill 113A was approved which sets the guidelines for the revised funding mechanism to become effective July 1, 2004, thereby impacting the last quarter of the County's FY04 Budget. Unfortunately, many of the details have yet to be resolved and as the 2005 Legislative Session will precede the effective date, it is anticipated that further legislative changes may be made. The full, annualized impact of Article V will be incurred in the FY05 County Budget. An estimate based upon the information available at this time may be found in Exhibit D.

In addition to the Judiciary, Article V / Revision 7 changes may have a significant impact on a number of other agencies presently funded in whole or in part by the County. The State Attorney and Public Defender will become essentially 100% state-funded except for some facility and information systems costs. The Clerk of the Court will be a fee-based operation, while the Clerk's Board related activities will continue to be funded through the County. Along with these expenses, most of the related revenues will also be shifted to the state. While preliminary numbers indicate this would have a positive impact for the County, other sources of County revenue including the ½ Cent Sales Tax and County Revenue Sharing have been reduced by the Legislature, in order to minimize the impact on the State budget. We have incorporated the estimated impacts to the limited extent possible. I am recommending that an additional Reserve of \$5 million be set aside to deal with the eventual consequences which will not be known until after the Legislature approves the FY05 State budget next year. Further, the Chief Judge, in accordance with the law, will present his request for the continued funding of "optional" programs that will not be assumed by the State shortly after the beginning of the new fiscal year.

Indigent Health Care Initiative

It has been said that the quality of a government is sometimes measured by how well it takes care of its least fortunate citizens. It is apparent to me that our level of funding to support the medical needs of our indigent citizens has actually declined in real dollars in recent years while needs have climbed. During the Budget Information Sessions, the Board expressed a desire to provide additional funding to trauma care and medical care for qualified uninsured residents. The Adopted Budget contains a three tiered approach to accomplish these goals: First, the EMS budget includes an additional \$640,000 earmarked for BayFlite in recognition of the air transport that they provide to medically indigent trauma patients county-wide. Actual disbursements to BayFlite will be made pursuant to a performance contract requiring evidence of service. Second, the Budget contemplates a contract with the Health Department to expand primary care services among community based providers as a "front-end" investment to reduce more expensive hospital care. Finally, an allocation to the Department of Human Services is contemplated to expand health services to our uninsured residents. The latter two items total \$3 million. This Board priority was accomplished within the context of its stated tax policy of no increase in the County-wide nor MSTU millage rates, but did require a reallocation of the ½ Cent Sales Tax shared by the state.

MSTU Cost Allocation, Revenue Structure and Improvements

In preparing the current year (FY03) budget, we made a deliberate attempt to properly assign costs between the County-wide budget and the Municipal Services Taxing Unit (MSTU) budget, including storm water drainage, zoning application processing and appropriately allocated indirect costs for the agencies directly involved in providing MSTU services. Most of the MSTU budget, Exhibit E, is devoted to funding the Sheriff's road patrol in the unincorporated area (61% including indirect costs). During 2002 and 2003 the Sheriff engaged an independent consulting firm to review his cost allocation process to ensure its consistency and accuracy with respect to the portion of his budget allocated to the MSTU and the costing of his municipal law enforcement contracts. The result of

this study largely confirmed the relative amount of Sheriff expenditures which had been allocated to the MSTU for "road patrol". The study did recommend some procedural changes and some adjustments to the process of developing costs for cities which contract with the Sheriff. It also provides a well documented methodology with clearly defined variables that can be used on a going forward basis to calculate the support to the MSTU. The consultant's recommendations have been incorporated in the Adopted FY04 Budget. The Sheriff had previously provided the Board and others with a copy of the report and a presentation by the consultant. We will continue to refine the MSTU allocation to ensure that the assignment of costs is as accurate and equitable as possible. The Pinellas Assembly MSTU Task Force is presently reviewing this issue together with municipal fees and taxes impacting unincorporated residents.

The FY03 budget contained increases in selected MSTU tax rates while including substantial new funding for enhanced services to these residents. This affirmatively addressed two 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. I believe we should continue to be highly responsive as a municipal service provider to communities that wish to remain unincorporated. The newly instituted County Connection Centers represent a strong community presence facilitating this Board's commitment to provide higher MSTU service levels. The Adopted Budget includes increased staffing for the Centers in furtherance of these outreach efforts.

Revenue projections for FY04, including the annualization of the Communications Services Tax increased in January, indicate that the current MSTU tax structure will generate sufficient dollars to support a continuation of the services added in FY03. Accordingly, no increase to the current 2.356 mill MSTU property tax rate imposed exclusively in the unincorporated area is proposed. In fact, the estimated revenues are sufficient to support an additional \$ 3.4 million in service enhancements for the MSTU in FY04. I recommend that these resources be used to further accelerate the improvement of local roads and sidewalks in the unincorporated area, enhance recreation partnerships and neighborhood improvement grants and assist water service providers in addressing deficiencies in fire hydrant placement within the unincorporated area in accordance with the adoption of a minimum standards plan.

The MSTU continues to operate as one of the few areas without support from an electric franchise fee, utility services tax and stormwater utility fee. During FY04, we will continue to investigate the potential for substituting a storm water fee for some of the property tax levy.

Improved Productivity and Competitive Government

We are in the beginning stages of implementing a "balanced scorecard" approach to performance measurement - and performance management. This mirrors my personal philosophy of government: to ensure 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. The new approach, which was presented to the Board in June, will transition us from workload, or "output", measures (counting

things) to a focus on outcomes (how well things are done). The balanced scorecard is simply a mechanism to ensure that the important perspectives - customer, financial, internal processes, and employee learning and growth - are taken into account as we assess the efficiency and effectiveness of our operations. The scorecard is tied to the Board's Strategic Directions and will help ensure that our everyday work is directed toward the Board's priorities. I expect this to be an evolutionary process that we will implement over the next several fiscal years. It is also a dynamic process that will continue to evolve and improve over time. In addition, I plan to continue the development of competition projects that benchmark the County's performance against public and private sector standards in specific areas and identify actions to enhance efficiencies where necessary. The County is already actively involved in the ICMA Performance Management effort that will enable us to benchmark our performance in key areas to other jurisdictions. The Executive Budget that is published after the adoption of the Budget will reflect a dramatic movement toward outcome based measures.

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

I believe that any highly successful organization seeks ways to continually improve. I am encouraged that my Department Directors and the Constitutional Officers, along with the many dedicated employees of the County at all levels, have been responsive to this call. I am grateful for the thoughtful recommendations put forth by my immediate staff and department directors in crafting reorganization proposals and developing this budget. A special recognition goes to Mark Woodard and the staff of the Office of Management & Budget. They have a particularly difficult and demanding job and without their hard work, this budget would not have been possible.

Finally, I want to again express my appreciation to the Board for support through these times of challenge and change. I believe that by working together we have adopted a Budget that meets our community's rising expectations and preserves our financial strengths.

Sincerely,



Stephen M. Spratt
County Administrator

Budget Overview

The Budget and Authorized 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 \$1,562,027,270 (net of transfers) represents an overall increase of 1.1%. The increase of \$16,812,550 compared to the revised FY03 budget can be attributed to a \$51.3 million or 4.6% increase in the operating budget, while the non-recurring capital expenditures to fund both current and future infrastructure enhancements decreased \$34.5 million, or 7.9%. The Adopted Budget has an overall net reduction of 60 authorized full-time positions. The 29 new positions in this budget are principally associated with staffing of Parks, Education, and Environmental facilities (5 positions) and the Utilities system (7 positions).

Property Values and Millage Rates:

The FY04 Adopted Budget reflects no increase to the County-wide millage rate of 6.801 mills. 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 9.3% increase in County-wide taxable values over last year, while the Municipal Service Taxing Unit (MSTU), encompassing the unincorporated area, shows a 7.0% increase. Without new construction, taxable values increased 7.5% and 5.1%, respectively.

Within the unincorporated area, the Municipal Services Taxing Unit (MSTU) levy is to remain at 2.356 mills.

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 FY05 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 2.0% reduction in FY03 expenditures and an FY04 budget with no increase over that adopted for FY03.

Impacts and Emerging Issues:

Budget Policies –

As a result of the 2002 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 population. Unlike a City, however, the MSTU does not have revenue diversification. Generally, cities rely heavily upon franchise fees and utility taxes on power, communications services, and other utilities 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.

The FY03 MSTU budget included \$4.1 million in funding for service level enhancements in active recreation, community services, roads, and sidewalks. These programs are budgeted to continue in FY04. The FY04 MSTU budget (Exhibit E) also includes \$ 3.4 million for further enhancements to services in the unincorporated area, supported by revenue growth in the Communications Services Tax and in the property tax base.

Fire District Budgets -

A recurring problem over the last several years has been the fluctuation of millage rates for the dependent Fire Districts due to variances in expenditures vs budgets and the resulting swings in fund balances. To mitigate this situation, we are implementing a program of

millage rate stabilization. This practice will provide adequate funds to cover expenses and modest reserves to prevent severe artificial millage reductions that must then be followed by severe millage increases.

User Fees and Revenue Optimization -

To recover all or a larger portion of the full cost (both direct and indirect) of providing specialized services, the FY04 budget reflects a continuation of enhanced fee recoveries in the General Fund that were initiated in FY03. 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 proposed 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. Among the Enterprise Funds, the Sewer System will experience a \$1.00 increase in the retail base rate and a 9% increase in the retail volumetric rate. The Water System shows a 13% increase in retail rates and an 8% increase in wholesale water rates. In both cases, these increases are the second year of an approved multi-year plan required to meet current and projected operating needs.

Sources and Uses:

The \$1,562,027,270 Adopted Budget is comprised of \$1,159,402,350 for operating purposes and \$402,624,920 for capital construction. Depicted organizationally by expenditure type, the Budget reflects the following:

Organization Costs			
	Operating Costs	Capital Improvements	Total
County Administrator:			
Enterprise Services	\$276,776,210	\$226,229,230	\$503,005,440
Governmental Services	336,495,570	145,942,640	482,438,210
Total County Administrator	\$613,271,780	\$372,171,870	\$985,443,650
Elected Officials	270,991,950	28,265,370	299,257,320
Court Support Services	18,642,570	1,475,650	20,118,220
Independent Agencies	26,533,060	0	26,533,060
Support Funding	229,962,990	712,030	230,675,020
Total Budget	\$1,159,402,350	\$402,624,920	\$1,562,027,270

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:

Resources and Balances		
<u>Funding Sources</u>	<u>Amount</u>	<u>% of Total</u>
Property Taxes	\$374,136,990	24.0%
Fees & Charges	255,122,760	16.3%
State & Federal	111,584,820	7.1%
Other Revenues	310,388,490	19.9%
Designated Funds	510,794,210	32.7%
Total Budget	\$1,562,027,270	100.0%

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

County Administrator

Departments under the purview of the County Administrator comprise 63.1% of the County budget or \$985.4 million. Of this amount, \$503.0 million or 51.0% of these appropriations are associated with self-supporting enterprise activities encompassing Utilities (Water, Sewer and Solid Waste Management) and the Airport. The balance, 49.0% or \$482.4 million relates to governmental funds. Additionally, 37.8% or \$372.1 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 \$185.8 million that receives funding from Water (56%), Sewer (19%) and Solid Waste (25%). The Utilities budget continues to maintain separate enterprise systems in accordance with bond covenants. The 5.3% increase in the operating budget supports a \$6.1 million increase in payments to Tampa Bay Water for regional water purchases and 7 new positions.

A reorganization of County Administrator departments, along with reductions to meet budget targets, resulted in a net decrease of 64 authorized positions overall in the Administrator's departments.

Elected Officials

The budgets of the Elected Officials, including Court Support further detailed below, represent \$319.4 million or 20.4% of the FY04 Budget. Excluding capital projects, the combined operating budgets (including statutory fees) are \$289.6 million, or \$29.2 million more than the current year, an increase of 11.2%. 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. The Sheriff's budget reflects adjustments in pay for sworn personnel. Two new positions are included in the Supervisor of Elections' budget.

Court Support

The Court Support portion of the FY04 budget encompassing the Judiciary (and the Law Library), State Attorney and Public Defender is \$20.1 million. This includes \$1.5 million for Board funded capital construction. The operating budget of \$18.6 million reflects an increase of 13.6% and one new position. These agencies' budgets, and others, will be significantly affected by the changes in funding for court-related activities that will be implemented statewide in July, 2004.

Independent Agencies

Independent Agencies that receive funding from the Board of County Commissioners constitute \$26.5 million. For FY04, the Independent Agencies reflect an increase of 3.4% and one new position.

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 FY04, Support Funding, which includes debt service not reflected elsewhere in the budget, comprises \$230.7 million. There are no County paid positions associated with this budget.

Capital Projects Appropriation

The capital budget of \$402.6 million or 25.8% of the total FY04 budget represents the Board's investment in community infrastructure. The majority, \$226.2 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, \$176.4 million, consists of \$145.9 million for a wide spectrum of transportation and other governmental infrastructure improvements, and \$30.5 million associated with the Sheriff, the Judiciary, and the Medical Examiner. A new \$20 million bond issue supported by infrastructure sales tax (Penny for Pinellas) revenues is included in the FY04 projections to accelerate implementation of projects. Exhibit G provides an overview of the Capital Improvement Program (CIP) and details changes from the current plan.

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BUDGET POLICIES

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 rationale 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.

REORGANIZATION: SUMMARY OF CHANGES

During FY03, the County Administrator reorganized a number of departments under his purview. The focus of this effort was to eliminate stand-alone "stovepipe" structures, and potentially complimentary like functions thereby blending resources to enhance efficiency without compromising the level of service to customers. The highlights of this restructuring were:

- Merge County Extension with Park to form a new Culture, Education, Parks and Recreation Department
- Transfer Contract Management of County-Supported Recreation Facilities to Culture, Education, Parks and Recreation Department
- Transfer Airco Golf Course to Culture, Education, Parks and Recreation Department
- Merge Consumer Protection with Justice Coordination to form the Justice and Consumer Services Department
- Merge Young/Rainey STAR Center with the Economic Development Department
- Consolidate Distributed Public Information Activities within a new Communications Department
- Consolidate Distributed Television/ Radio/ Videography Functions within the new Communications Department
- Consolidate Capital Improvement Program Management within the Public Works Department
- Transfer Coastal Management to the Environmental Management Department
- Merge the Veterans Services Department with the Social Services Department to form the Human Services Department
- Consolidate Land Acquisition Functions
- Consolidate BCCIS and Telephone Services into a new Information Systems Department
- Merge Fleet Management with the General Services Department

In addition to transferring existing positions between departments, the reorganization also permitted the deletion of 52 authorized positions, as indicated on the following page.

REORGANIZATION: FULL-TIME POSITIONS DELETED

ACCOUNTING & CONTRACT MANAGER	1
ADMINISTRATIVE SUPPORT SPECIALIST	2
ADMINISTRATIVE SUPPORT SUPERVISOR	1
ASSISTANT GOLF PRO	1
BUSINESS ASSISTANT SPECIALIST I	1
BUSINESS MARKETING MANAGER	2
CONTRACT SVCS TECH	1
CURATOR OF EDUCATION	1
DIRECTOR CONSUMER PROTECTION	1
DIRECTOR, STAR CENTER	1
ENG SVCS TECH II	1
ENVIRONMENTAL PROGRAM MANAGER	1
FIRE PREVENTION INSPECTOR	1
GOLF ATTENDANT	2
GRANT WORKER	1
INFORMATION SYSTEMS COORDINATOR	3
INFORMATION SYSTEMS SPECIALIST	4
INTERN	1
MAINTENANCE II	1
NETWORK TECHNICIAN	1
OFFICE SPECIALIST	1
PARK RANGER	1
PROJ MGMT SPEC I	1
PROPERTY & STORES CLERK I	1
PUB WKS ENG SUPV	1
REAL ESTATE TECHNICIAN	2
REGISTERED ARCHITECT	1
REVIEW APPRAISER	2
SAFETY SPECIALIST	1
SECRETARY	1
SENIOR OFFICE SPECIALIST	1
SENIOR PROGRAMMER/ANALYST	3
SR ECONOMIC DEVELOPMENT MANAGER	1
SR ENGINEERING INSPECTOR	1
SR OFFICE SPEC	2
SR REGISTERED ARCHITECT	2
SR TELECOMMUNICATIONS SERVICE TECHNICIAN	1
TELEVISION PRODUCTION MANAGER	1
TOTAL	52

FY04 BUDGET

EXHIBIT C

ISSUES RECAPITULATION

GENERAL FUND

Department	Issue Name	FY04 Impact	FY04 Positions Incr/(Decr)
Communications	Large Cargo Van (video)	\$21,000	
Community Development	Connection Center Secretaries	\$77,660	2
Culture, Education, Parks and Recreation Park	Park Financial Manager	\$79,770	1
	Business Marketing Mgr	\$84,830	1
	Office supplies/equipment	\$5,650	
	New parks operations & maintenance:		
	Phifer property	\$5,000	
	Lealman Park	\$5,840	
	McMullen property	\$25,000	
	Crystal Beach	\$3,000	
	Heritage Village:		
	Fee based educational programs	\$31,000	
	Grant matching funds	\$50,000	
		\$290,090	
County Extension	Park Ranger (Security)	\$34,750	1
	Gift Shop Manager	\$37,470	1
	Batwing Mower/Landfill Maint.	\$15,000	
		\$87,220	
Economic Development	Redevelopment Study Phase II	\$150,000	
	Brownfield Redevelop Program	\$50,000	
	Business Assistance Program - Dunedin	\$15,000	
		\$215,000	

FY04 BUDGET
ISSUES RECAPITULATION
GENERAL FUND

Department	Issue Name	FY04 Impact	FY04 Positions Incr/(Decr)
Emergency Management	Emerg Mgmt Coordinator	\$49,290	1
		\$49,290	
Environmental Management	Code Enforcement Officers	\$314,650	4
	Weedon Island Center	\$51,390	1
	Brooker Creek Center	\$291,530	
		\$657,570	
Human Services	Reorganization	\$153,880	3
Public Works	<u>General Fund</u>		
	Senior Accountant	\$54,680	1
	Stormwater Utility Feasibility Study	\$330,000	
	Project Management Software	\$15,930	
		\$400,610	
Judiciary	Drug Court treatment funding	\$500,000	
	<i>* No impact in FY05 if State resumes funding program</i>		
County Attorney	Reclassify Legal Assistant from temporary to full-time permanent	\$58,670	1
Office of Human Rights	Equal Opportunity Coordinator	\$47,230	1

FY04 BUDGET
ISSUES RECAPITULATION
OTHER FUNDS

Department	Issue Name	FY04 Impact	FY04 Positions Incr/(Decr)
Emergency Medical Services/ Fire Adm	<u>EMS</u> Bayflight support funding	\$640,000	
Economic Development	<u>Young-Rainey STAR Center</u> Business Incubator Program (reduced General Fund revenue)	\$200,000	
Public Works	<u>Transportation Trust Fund</u> Right-of-Way / Pond Maintenance & Mowing	\$310,000	
	Intelligent Transportation System Maintenance	\$300,000	
	Mobile Signs	\$20,000	
		\$630,000	
	<u>Mosquito Control</u> Helicopter Hangar and Storage Buildings	\$440,000	
Airport	Airport Operations Supvr (note: offset by deletion) & PT Bus Developmt Mgr	\$76,820	1
Utilities	Contracts Mgt & Business	\$82,760	2
	Customer Service	\$126,150	2
	Solid Waste Disposal Ops	\$115,200	3
		\$324,110	
Information Technology	Security-Vulnerability Assmt	\$230,000	
	Security-Intrusion Detection	\$32,400	
	Security-Replace VPN sftwr	\$36,000	
	LAN to ATM Edge switches	\$68,500	
	Enterprise server memory	\$50,000	
	Virtual Tape Server	\$70,000	
	Security-Patch Mgmt sftwr	\$48,000	
		\$534,900	

FY04 BUDGET

FEE CHANGE RECAPITULATION

Department	Description	Current Rate	Proposed Rate	Estimated FY04 \$ Impact
<u>General Fund</u>				
Building	Permit Fees Red Tag Fees	various \$22	10% increase \$25	\$280,000
Development Review Services	Detail of increases to be developed per Board discussion			
Planning	Increase reimbursement from MPO			\$250,000
<u>Other Funds</u>				
Utilities	Retail Water rates		13% increase	\$5,335,000
	Wholesale Water rates		8% increase	\$1,288,000
	Retail Sewer Base rate		\$ 1 increase	\$3,709,000
	Retail Sewer Volumetric rate		9% increase	
Health Department	currently under review by PCHD			

POTENTIAL IMPACT OF ARTICLE V / REVISION 7 IMPLEMENTATION

A Florida Association of Counties (FAC) 2002 briefing paper presented this history of the court funding issue:

In 1972, the Florida Legislature gave voters the opportunity to revise the state courts system by reorganizing its structure. The proposed changes were approved by voters in the 1998 November General Election. Until the 1972 changes were adopted, Florida's courts were a "hodgepodge" of municipal courts, county courts, justices of the peace and other court venues. The major impetus behind the changes made in 1972 was to create a unified, state-funded system. While the statewide system that was envisioned came into place, state funding did not and counties have been forced to fund an increasing share of the court system through local property taxes. Although some legislative achievements were enacted by the Legislature, such as the creation of the Article V Trust Fund, 20 years of unsuccessful pleading with the Legislature to assume more of the costs of its court system compelled Florida county leaders to pursue an amendment to the state constitution. Revision 7 was adopted by Florida voters in the November 3, 1998, General Election. Revision 7 is required to be fully implemented by 2004.

In a Special 2003 Session of the Legislature, House Bill 113-A was approved, setting forth the framework for implementation of the Article V / Revision 7 changes. These changes are slated to go into effect on July 1, 2004, the beginning of the State's 2004-05 fiscal year. However, there are a number of details not included in the bill which are subject to interpretation and clarification. Furthermore, the full impact may not be known until the Legislature approves the FY05 budget in 2004.

The following page is a very preliminary estimate of the potential impacts on the County budget from the implementation of these reforms.

**POTENTIAL IMPACT OF ARTICLE V / REVISION 7 IMPLEMENTATION
ON FY04 BUDGET
(\$000's omitted)**

	FY04 Tentative Budget	(a)	Estimated Changes to FY04 Budget	Estimated Revised FY04 Budget
Court-Related Revenues				
Court Revenues	12,170		(1,728)	10,442
Local Gov't 1/2¢ Sales Tax	31,555	(b)	(850) (b)	30,705 c)
Revenue Sharing	15,196	(b)	(348) (b)	14,848 c)
Total	58,921		(2,926)	55,995
Court-Related Expenditures				
Judiciary (including CJIS)	15,696		(2,994)	12,702
Law Libraries	776		(194)	582
Additional Communications / Technology	-		560	560
Clerk of Court	38,352		(5,561)	32,791
State Attorney	444		(111)	333
Public Defender	1,726		(432)	1,295
Total	56,994		(8,732)	48,262
Net	1,927			7,733

ESTIMATED NET GAIN FOR COUNTY BEFORE FUNDING "OPTIONAL" SERVICES 5,806

Known "Optional" services (1,465)

ESTIMATED NET GAIN FOR COUNTY AFTER FUNDING KNOWN
"OPTIONAL" SERVICES 4,341 d)

Notes:

- a) The FY04 column is Court-related revenues and expenditures only.
- b) Revenue Sharing and Sales Tax impacts are already reflected in the Tentative Budget
- c) This assumes no further distribution formula changes for sales tax or revenue sharing.
- d) Additional costs for case filings, support of optional services, other unanticipated costs are not included.

This estimate is based on current information from the State Department of Revenue
and a County staff analysis of HB 113A Impacts. This scenario is a preliminary
estimate and is subject to revision as additional clarification is available.

**MUNICIPAL SERVICES TAXING UNIT (MSTU)
FY04 BUDGET**

REVENUES	FY03 Budget	FY04 Request
Building Permits	3,638,500	3,040,180
Tree Removal Permits	199,500	299,250
Lot Clearing	52,250	52,250
Zoning Fees	503,500	361,000
Mobile Home Licenses	218,500	-
Reimbursement of Impact Fee Admin.	83,950	79,760
Sheriff Civil Income	108,810	113,490
Sheriff Excess Fees	-	283,320
Tax Collector Excess Fees	84,780	138,510
Property Appraiser Excess Fees	4,260	5,120
Interest Income - Sheriff	86,540	54,610
Interest Income - General	228,440	217,390
Local Gov't 1/2¢ Sales Tax	8,291,900	4,970,080
Communications Services Tax	5,914,820	10,432,890
Franchise Fee - I-Net	143,520	142,050
Franchise Fee - PEG	401,850	397,740
Tax Redemptions	38,690	13,250
Delinquent Taxes	54,540	58,320
Traffic Court	2,049,300	1,741,200
Ad Valorem Taxes	29,486,350	31,472,640
Subtotal - Revenues	51,590,000	53,873,050
Beginning Fund Balance	4,882,850	8,988,910
TOTAL RESOURCES	56,472,850	62,861,960
EXPENDITURES & RESERVES		
Building Inspection	3,411,080	3,545,350
Development Review Services	2,364,200	2,417,760
Environmental Management	1,453,190	2,218,960
Public Works: Permitted Facilities	3,897,260	3,743,380
Public Access	216,740	223,760
Sheriff	31,451,180	32,592,690
MSTU Service Initiatives	4,133,340	7,323,320
Transfer to Property Appraiser	300,280	387,110
Transfer to Tax Collector	493,340	617,900
Traffic Court	577,190	581,920
Grant to East Lake Library	200,000	200,000
Full Cost Allocation	3,788,920	4,194,260
Subtotal - Expenditures	52,286,720	58,046,410
Reserve for Contingencies	1,581,240	1,320,100
Reserve - Fund Balance	2,604,890	3,495,450
TOTAL EXPENDITURES	56,472,850	62,861,960

**MUNICIPAL SERVICES TAXING UNIT (MSTU)
FY04 BUDGET
SERVICE LEVEL ENHANCEMENTS**

Enhancements added in FY03 and continued in FY04

Parks Dept: Recreation Initiatives	1,995,160
Comm Development: County Connection Centers (75% of cost)	311,350
Comm Development: Neighborhood Grants	450,000
Public Works: Local Road Paving, Sidewalks, ADA Improvements	1,200,000
Subtotal	<u>3,956,510</u>

FY04 Enhancements

Potential new initiatives include:	3,366,810 *
- Address deficiencies in Fire Hydrants in unincorporated area	
- Accelerate improvement of Local Road Paving and Sidewalk programs	
TOTAL	<u><u>7,323,320</u></u>

- * The FY04 amount is budgeted in the General Government cost center pending determination of allocations.

SUMMARY OF FY04 BUDGETS

EXHIBIT F

COUNTY ADMINISTRATOR:

Animal Services

The FY04 Budget reflects an increase of \$246,790 or 6.7%. An increase of \$150,560 or 5.5% in Personal Services is attributable to the normal merit increase and employee benefits increase. Operating Expenses increased \$126,230 or 14.1%. Reduced reimbursement payments to Veterinary Clinics for the sale and handling of licenses were considered as a means of reducing operating expenses. The proposed decrease from \$1.00 to \$0.50 per license was reinstated. Capital Outlay includes laptops and modems utilized in Animal Control vehicles. In an effort to meet budgetary targets, the discontinuation of the popular "Animobile" and Community Outreach Canvassing Programs were considered. These previously considered reductions have been restored for FY04.

Building Inspection

The FY04 Budget reflects an increase of \$134,270 or 3.9%. Personal Services accounts for 91% of the Building Department's budget and reflects an increase of \$107,010 due to the normal merit and employee benefits increase. An increase of \$15,450 in Operating Expenses is primarily associated with consultant fees for architects, engineers and inspectors that are assisting with a backlog of inspections. Capital Outlay includes hand-held devices to be used by inspectors to facilitate documentation, and a high-speed impact printer. Fees for building inspection services will increase as part of a multi-year plan to reach full cost recovery.

Communications

The FY04 Budget reflects an increase of \$573,560 or 27.2%. The creation of the Communications Department results from a countywide reorganization leading to more efficient coordination of communication related positions dispersed within various departments throughout the County. Personal Services increased \$618,610 or 34.2%, which is primarily due to eight additional staff from the reorganization coupled with the average annual market survey and employee benefits increases. The Operating Expense budget increased \$33,590 or 18.4%. The increase reflects an additional \$30,890 in risk financing and additional costs associated with the new positions. However, other areas were decreased in an effort to offset costs. Capital Outlay budget for FY04 is \$36,800, which reflects a \$78,640 decrease (68.1%), but includes a \$21,000 issue for a large cargo van for improving video production service.

Community Development

The FY04 Budget reflects an increase of \$2,305,380 or 14.2%. The FY04 Budget reflects an increase in Community Development Fund appropriation of \$1,440,250 or 8.8% and General Fund appropriation of \$865,130. Personal Services reflects an increase of \$412,820 or 24.6%. The Personal Services increase is a result of the Annual Market Survey, upgrading five positions and the addition of the County Connection Center staff. This includes the addition of two clerical positions in FY04 to enhance outreach capabilities. The Neighborhood Programs cost center, where the Connection Centers are funded, includes \$450,000 in Grants & Aids for MSTU community enhancements. The Operating Expense / Pro Rate Clearing budget is increased by a net \$149,550 or 23.4%. This increase includes an increase of \$105,550 in County Attorney and Internal Audit fees charged through the Full Cost Allocation Plan and \$95,890 in operating expenses for the Neighborhood Programs cost center. Capital Outlay includes minor equipment purchases. The General Fund transfer (subsidy) to the Community Development Fund for grant related CBGD programs has been eliminated for FY04. Grants & Aids increased by \$1,745,010 or 12.5%.

SUMMARY OF FY04 BUDGETS

County Administrator

The FY04 Budget reflects a decrease of \$123,680 or 7.5%. The decrease in Personal Services reflects the deletion of an Assistant County Administrator position during FY03. The savings from this deletion were applied to bolstering staffing levels in the Office of Management & Budget.

Culture, Education, Parks & Recreation

The FY04 Budget reflects an increase of \$1,021,520 or 4.3%. The Culture, Education, Parks & Recreation Department is an outcome of a countywide reorganization resulting from the combination of the Park department, County Extension, and Airco Golf Course under one operational umbrella. Personal Services decreased \$65,280 or 0.4% due to five positions deleted in Parks & Recreation and the elimination of six positions in County Extension. For FY04, two new positions are budgeted for Parks & Recreation including a Financial Manager to provide enhanced fiscal accountability and a Marketing Manager to develop and implement marketing and promotional activities. In County Extension, additional positions include one full-time and four part-time Park Rangers for enhanced security at the Botanical Gardens and surrounding complex, and a Grant Worker. Operating Expenses increased \$1,328,760 or 16.6%, mostly due to the inclusion of \$1.9 million of MSTU Recreation Initiative funds including funding for recreation partnerships and the fee reimbursement program that were previously budgeted in General Government. Issues include \$38,840 for various operating and maintenance needs for county parks, \$50,000 in matching grant funds for a historic preservation assessment of the 28 historic structures at Heritage Village, \$31,000 for program presenters, workshop leaders and operating supplies supporting fee-based educational programs (birthday parties, camps, scout and special school programs. etc.) Capital Outlay decreased \$241,960 from FY03.

Development Review Services

The FY04 Budget reflects an increase of \$53,560 or 2.3%. Personal Services reflects an increase of \$51,940 or 2.4%. The increase is attributable to the normal merit increase, employee benefits increase, and a retirement payout. The increase is partially offset by the elimination of one Development Review Specialist position. Operating Expenses reflect a small increase in intragovernmental cost allocations. Capital Outlay includes the redesign of workstations and additional funds for the replacement of an existing Fleet automobile with a truck. A truck is required to conduct on-site construction inspections for compliance with the National Pollution Discharge Elimination Systems (NDPES) permit mandated by the Clean Water Act. Zoning and other permit fees will increase as part of the multi-year program implemented in FY03.

Economic Development

The FY04 Budget reflects a decrease of \$1,196,950 or 9.9%. Personal Services reflects a decrease of \$907,830 or 22.7%. The Annual Market Survey / Benefits increase is offset by savings from position turnover and the deletion / transfer of sixteen positions with the county reorganization. The reorganization resulted in the merger of the Economic Development Department and the Young-Rainey STAR Center Departments. Also, positions engaged in communications were realigned to the Communications department as part of the restructuring. The Operating Expense increase of \$138,770 or 3.2% includes \$200,000 for a business incubator program at the Young-Rainey STAR Center. Capital Outlay appropriation decreased \$555,500, but still includes a grant funded, six phased program of roof repairs scheduled to conclude in December 2003. The FY04 Grants and Aids budget exceeds the FY03 Revised budget by \$10,820 or 1.6%. The FY04 Budget includes three issues. The first, Redevelopment Study Phase II, includes \$150,000 for an Opportunities Summit resulting in a Community-wide Economic Development and Redevelopment Plan that focuses on the economic future of Pinellas County as an assembly of quality communities. The second, Brownfield Redevelopment Program, includes \$50,000 to hire a consultant to design a comprehensive Brownfield

SUMMARY OF FY04 BUDGETS

Redevelopment Program and assist in the identification of possible Brownfield areas. The third, Business Assistance Program - Dunedin, includes \$15,000 to fund a Business Assistance Program Partnership with the City and Chamber of Dunedin.

Emergency Communications - 911

The FY04 Budget reflects an increase of \$1,286,220 or 7.5%. The \$276,900 increase (5.6%) in Personal Services is attributable to employee benefits and the annual market survey. Operating Expenses increased \$851,690 or 32.5% due to additional communication line costs in the self-balancing fund supported by the emergency phone line charge of \$0.50. Capital Outlay totals \$1.2 million in FY04. Transfers decreased \$282,720 (9.0%) because of a one-time transfer from the Emergency Phone Service and Equipment Fund (0225) during FY03 to cover eligible costs incurred by the General Fund. Reserves increased \$736,850 (14.7%) from FY03.

Emergency Management

The FY04 Budget reflects an increase of \$26,750 or 2.5%. Personal Services decreased \$11,140 or 1.9%, due to vacancies which were offset by an additional position for an Emergency Management Coordinator, the annual salary survey increase, and the rising cost of employee benefits. Operating Expenses decreased \$14,610 or 4.7%, and Capital Outlay increased \$52,500 or 29.6%, due to the purchase of emergency management equipment including air monitoring/weapons of mass destruction, warning/reporting equipment and EOC equipment/automation.

Emergency Medical Services / Fire Administration

The FY04 Budget reflects an increase of \$1,683,110 or 2.8%. Ad Valorem tax revenues assume an estimated 10.6% increase in taxable value (per estimates provided by the Property Appraiser 6/23/03) and no increase in the current millage rate of 0.66 mill. An increase of \$188,960 or 9.0% in Personal Services is due to the annual market survey, employee benefits increase, and retirement/leave exchange payouts. An increase of \$798,220 or 3.1% in Operating Expenses is associated with a \$500,000 increase in the Ambulance Contract cost center and an increase in intragovernmental cost allocations. An increase of \$1.4 million in Grants and Aids is due to contractual CPI increases in EMS provider funding and support funding of \$640,000 for BayFlight to fund air transport of trauma patients under a performance based contract.

Employee Relations

The FY04 Budget reflects a decrease of \$10,640 or 3.4%. Personal Services increased \$8,690 or 3.1%, due to the annual market survey and rising cost of employee benefits. Operating Expenses decreased \$17,830 or 51.4%.

Environmental Management

The FY04 Budget reflects a decrease of \$282,580 or 2.8%. The Personal Services increase of \$419,090 is associated with normal merit and employee benefit increases, a retirement payout, one new Environmental Specialist II position for the Weedon Island Education Center, and four (4) Code Enforcement Officers to enhance pro-active code enforcement within the unincorporated area. A decrease in Operating Expenses of \$672,850 or 24.1%, is associated with a reduction in Professional Services and decreased operating and office supplies for the Brooker Creek Education Center as the FY03 allocation included initial start-up costs. Capital Outlay includes a 15-passenger van, two gazebos for the Brooker Creek Education Center, and four (4) trucks for the Code Enforcement Officer positions. Revenue estimates for State Shared Revenues reflect a decrease of \$85,500 while Charge for Services-Physical Environment reflects an offsetting increase of \$84,600 because asbestos fees, previously collected by the state, are now collected

SUMMARY OF FY04 BUDGETS

locally. Total estimated FY04 Operating & Maintenance expense including personnel and facility management costs are \$454,280 for Weedon Island Preserve Education Center and \$684,620 for Brooker Creek Preserve Education Center. As part of the countywide reorganization, the department of Coastal and Navigation Management was realigned from Public Works to Environmental Management.

General Services

The FY04 Budget reflects a decrease of \$5,079,780 or 12.8% due in part to the countywide reorganization effort. As a result of the reorganization, Fleet Management will move to General Services while elements of the Design/Construction and Real Estate divisions will move to Public Works as part of a consolidation of capital improvement program management and land management activities, and Telecommunications Management will move to Information Systems. Personal Services decreased \$2,532,510 or 15.7%, due to the reorganization and operating efficiencies that resulted in the deletion of 47 positions. The decrease is offset by the annual salary survey and the costs of employee benefits. Operating Expenses decreased 3.9% or \$834,070. These decreases occurred primarily in Fleet Management (\$669,050), Administration (\$62,430) and Records Management (\$31,230). Capital Outlay decreased \$533,750 or 53.0%. Reserves associated with Fleet Management decreased \$1,179,450 or 85.7%.

Human Services

The FY04 Budget reflects an increase of \$550,610 or 1.3%. Personal Services reflects an increase of \$167,800 or 2.9%. This variance is primarily due to the Annual Market Survey / Benefits increase. In addition, the FY04 Budget includes the effect of a departmental reorganization and the merger of the former Social Services and Veterans Services Departments into the Department of Human Services. A personal services lapse factor of 3% was applied to the FY04 Budget. The Operating Expense decrease of \$811,610 or 3.0% reflects cuts in the Medical Assistance Program and Mobile Medical Program. Capital Outlay includes appropriation associated with a capital grant of \$200,000 for the Mobile Medical Unit. The FY04 Grants and Aids increase of \$1,025,710 or 13.2% is the result of a \$499,640 pass-through grant to PAR and the restoration of Social Action Funding, Homeless Initiative funding, 211-HealthNet funding and Mental Health Match funding to FY02 levels. In order to expand primary care and healthcare services to qualified, uninsured residents, a total of \$3 million has been allocated within General Government.

Information Systems

The FY04 Budget reflects an increase of \$3,290,810 or 29.8%. The Information Systems Department resulted from the countywide reorganization of the BCC Information Systems department, the Telecommunications Management division of General Services, and the consolidation of various departmental IT shops. The Personal Services increase of \$1,983,520 or 62.7%, is attributable to the reorganization of 31 IT-related positions and 22 Telecommunications positions from other BCC departments, as well as the annual salary survey and the costs of employee benefits. Operating Expense reflects an increase of \$1,337,290 or 17.9%, of which \$1,189,900 is due to the reorganization of IT functions into this department. In addition, the intergovernmental assessment from Information Technology increased by \$254,030 and Repairs and Maintenance increased by \$101,350 due to maintenance contracts associated with implementation of newer GIS technology, Permits Plus and Records Management's imaging system. Offsetting decreases include \$378,230 in Operating Supplies, and \$82,030 in Other Contractual Services due to reduced consulting services for e-government initiatives. Capital Outlay includes two laser printers and a wireless access network.

SUMMARY OF FY04 BUDGETS

Justice & Consumer Services

The FY04 Budget reflects an increase of \$13,840 or 0.5%. As a result of a countywide reorganization, the departments of Justice Coordination and Consumer Protection were merged to create the Justice and Consumer Services Department. Personal Services increased \$19,410 or 1.2%. The deletion of a part-time management intern position and the Director of Consumer Services resulted in cost savings of \$133,000. However, this was offset by the increasing costs of the average annual salary survey and employee benefits. Operating expenses declined 21.1%, due primarily to a reduction in non-recurring grant dollars.

Office of Management & Budget

The FY04 Budget reflects an increase of \$180,860 or 34.0%. The \$190,970 or 40.0% increase in Personal Services reflects the addition of two Financial Analyst positions, which are funded through savings achieved in the County Administrator's budget by the deletion of an Assistant County Administrator position during FY03. The annual market survey and employee benefits costs also contributed to this increase.

Planning

The FY04 Budget reflects an increase of \$2,950 or 0.1%. Personal Services accounts for 93% of the Planning Department's budget. Increases due to normal merit and employee benefits have been minimized by various Personal Services reductions including the deletion of one temporary Planning Tech I position, reduced funding of 4 temporary Planning Tech II positions to \$1,000 each for FY04, and not filling a recently vacated Planner position and a Management Intern position in FY04. Operating Expenses reflect a decrease of \$30,830 or 13.3%. Of this decrease, \$10,000 is associated with a reduction in Other Contractual Services. Contract employees were utilized to scan a backlog of crash reports into the Crash Data Center. This system is now current and these services may no longer be required. Intragovernmental charges account for the remainder of the decrease in Operating Expenses.

Purchasing

The FY04 Budget reflects a decrease of \$67,840 or 4.4%. Personal Services decreased 0.2% due to the deletion of two positions, which offsets the increases related to the annual market survey and employee benefits. Operating Expenses decreased \$64,610 or 31.9% due primarily to decreases in fleet costs, operating supplies, repair and maintenance, printing and binding and other contractual services.

Risk Financing & Risk Administration

The FY04 Budget reflects an increase of \$1,791,310 or 8.7%. Administration Personal Services reflect an increase of \$64,310 or 6.3%. This variance is primarily due to the Annual Market Survey / Benefits increase. Appropriation for Workers Compensation increased \$1,174,600 to fully cover the anticipated costs of claims in FY04. Appropriation for Risk Financing Liability increased \$477,940 to provide 100% coverage for county assets. In addition, approximately \$1 million in contingent liability claims have been identified. To the extent that these claims are realized in FY04, additional appropriation from Risk Fund reserves may be required. As indicated to the Board at the revised budget forecast session, risk assessments paid by user departments required an additional 6% increase to meet the projected needs of the fund.

SUMMARY OF FY04 BUDGETS

Tourist Development Council

The FY04 Budget reflects an increase of \$1,007,980 or 5.8%. The Tourist Development Council budget is funded by a dedicated funding source, the 4% tourist development tax (i.e. bed tax). Current year-to-date bed tax collections (through April) reflect an increase of 2.4% over the prior year period. There are some signs of strengthening, with the forecast reflecting a 3% increase by fiscal year-end and a 5% increase in FY04. The FY04 Budget anticipates a transfer of \$2,038,800 to the Capital Projects fund in support of beach renourishment projects. All beach renourishment projects are reflected in the Capital Improvement Program and are fully funded based upon the anticipated state grants and support from the federal government. Cash liquidity continues to be an issue in this fund. But for expenditure reductions in late FY02, cash flow difficulties may have been encountered in FY03. The TDC moderated its promotions and marketing request for FY04 in order to allocate funds to build the Reserve. Cash flow challenges have been deferred to late FY04 or FY05. We will continue to monitor the recovery of bed tax collections. Additionally, the proposed Dome Refunding being contemplated by the City may return a portion of the savings to the TDC fund.

Worknet

The FY04 Budget reflects a decrease of \$65,840 or 0.5%. Personal Services decreased \$71,470 or 4.3%. The annual market survey and employee benefits increase is offset by the elimination of five positions. The Operating Expense decrease of \$7,910,210 and the Grants and Aids increase of \$7,917,170 are primarily due to a change in the reporting of pass-through grants. Included in the Operating Expense variance is an increase of \$225,000 in fees charged through the Full Cost Allocation Plan. Capital Outlay appropriation includes \$70,000 for replacement of computers. Revenues budgeted for FY04 anticipate that any reductions to Workforce funding will be offset by new funding sources.

COUNTY ADMINSTRATOR-PUBLIC WORKS:

Public Works (Summary)

The increased Transportation Trust Fund (0201) reimbursement revenue reflects an increase in the capitalized billings rate from 90% in FY03 to 95% in FY04. 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 FY04 Budget reflects an increase of \$3,930,060 or 26.9%. The \$1.8 million or 15.4% increase in Personal Services in FY04 is due to the annual market survey increase, an increase in employee benefits, an internal reorganization (6 positions) of the Permitting Services function (\$460,850) from Highway to CIP Support & Administration, and position reductions and efficiencies totaling \$421,000. In addition, a reorganization of county agencies resulted in a net increase of \$1.4 million as IT related positions moved to the new Information Systems department (-\$283,000), the realignment of Coastal Management to the Environmental Management department (-\$80,000), the addition of land management functions from General Services Real Estate into the Right of Way division (\$113,300), and the consolidation of capital improvement program management within Public Works (\$1.7 million). The increase in Personal Services is also mitigated by the application of lapse factors of 2.0% recognizing reduced appropriation needs due to turnover and vacancies.

SUMMARY OF FY04 BUDGETS

The \$645,710 or 25.9% increase in Operating Expenses results primarily from a \$166,000 increase in Risk Financing charges, an additional \$134,000 from the reorganization of county agencies, and \$345,930 due to various issues, including a Storm Water Utility feasibility study (\$330,000) and new project management software (\$15,930). Capital Outlay totals \$1,465,220, which includes \$1.2 million for the new MSTU Local Road/Sidewalk/ADA Paving program and \$245,220 for the various divisions and sections.

Public Works Highway

The FY04 Budget reflects a decrease of \$1,060,820 or 3.6%. The \$502,630 or 3.7% decrease in Personal Services in FY04 is due to an internal reorganization (6 positions) of the Permitting Services function (\$460,850) from Highway to CIP Support & Administration, the application of lapse factors of 4.0-6.0% recognizing reduced appropriation needs due to turnover and vacancies, an increase due to the annual market survey, an increase in employee benefits, and position reductions and efficiencies totaling \$353,000. In addition, a reorganization of county agencies resulted in a net decrease of \$126,000 as IT related positions moved to the new Information Systems department.

The \$177,860 or 1.3% decrease in Operating Expenses results primarily from approximately \$283,500 in operational efficiencies and decreases of \$687,000 in intergovernmental services mostly as a result of the fleet utilization study and electricity savings from the LED program. Offsetting increases include additional maintenance and mowing for the 34 new miles of roadways and increased roadway landscaping and beautification maintenance as projects move from the CIP to the operating budget (\$310,000) and additional maintenance associated with the Intelligent Transportation System maintenance (\$300,000). Capital Outlay in FY04 totals \$232,660 for various pieces of field and office equipment, which is approximately 57% less than approved in FY03.

Public Works Mosquito Control

The FY04 Budget reflects an increase of \$1,517,790 or 25.1%. The \$140,060 or 6.1% increase in Personal Services is due to the annual market survey increase and an increase in employee benefits. The increase in Personal Services is also mitigated by application of lapse factors of 5% recognizing reduced appropriation needs due to turnover and vacancies. The \$56,990 or 3.1% decrease in Operating Expenses is primarily due to a reduction in appropriations for operating supplies. The \$440,000 for Capital Outlay reflects the second year of an FY03 issue for a helicopter hangar, storage building, and equipment building. Reserves have increased \$1,342,330 due to a higher than anticipated beginning fund balance for FY03.

COUNTY ADMINSTRATOR-ENTERPRISE FUNDS:

Airport

The FY04 Budget reflects an increase of \$595,250 or 6.6%. Personal Services includes a \$71,850 or 2.1% increase resulting from the annual market survey and increased costs of employee benefits. An Airport Operations Supervisor will replace a vacant airport firefighter position per security mandate by the FAA and TSA, resulting in no net increase in new positions. Due to a countywide reorganization, Airco Golf, which previously operated as a function of the airport, shall become the responsibility of the Department of Culture, Education, Parks, and Recreation (CEPR) for FY04. Operating Expenses shall increase \$143,170 or 3.7% because of additional security for the airfield per FAA and TSA requirement and additional advertising / promotions for new airline services. Capital Outlay for Airport Operations of \$126,600 reflects an increase of \$48,880 or 62.9% over FY03, and includes the replacement of an existing tractor with a backhoe attachment, replacement of an off road vehicle (SUV) to reach crash sites and carry

SUMMARY OF FY04 BUDGETS

equipment, a utility cart for trash transport and parking patrol, and various technology equipment needs. Budgeted reserves shall increase \$331,350 or 20.7% to provide working capital for Airport and Airco Golf operations.

Utilities Service Fund

The FY04 Budget reflects an increase of \$8,077,070 or 5.3%. Personal Services increased 3.6% due to the annual market survey, the increased cost of employee benefits, and several personnel changes for FY04. Nineteen positions were moved out of the Utilities Service fund. Of those nineteen positions, thirteen moved to Information Systems, two moved to Communications, and four positions were deleted. Additionally, seven new permanent positions were added with the majority supporting the following functional areas within the Utilities organization: Contracts Management, Customer Service and Solid Waste Operations. The total impact of these changes is a reduction in full-time employment of twelve positions. Furthermore, thirty-three temporary positions are being funded in FY04 to support various programs and projects throughout the organization. Operating Expenses increased by 5.7%. Included in this operating increase is \$7.6 million in additional payments for the purchase of regional water from Tampa Bay Water compared to the current year estimate.

Sewer System

The FY04 Budget reflects a decrease of \$45,984,210 or 31.1%. Capital Outlay expenditures account for 59.6% of total FY04 budgeted expenditures (excluding reserves). Included in the nearly \$61 million capital outlay is \$27 million worth of Reclaimed Water projects. FY04 revenue estimates reflect a 9% increase in the retail sewer volumetric rate and a \$1.00 increase in the retail sewer base rate.

Solid Waste Management

The FY04 Budget reflects an increase of \$9,078,830 or 11.4%. Capital Outlay expenditures have increased 43.7%. Included in the \$25.6 million for Capital Outlay is \$7.1 million for the third and final year of the resource recovery facility life extension / capital replacement project, \$2.5 million in landfill modifications and slurry wall upgrades, \$5.8 million in Phase I of the Toytown Landfill development, and \$9.6 million in miscellaneous site and facility upgrades and enhancements. The FY04 revenue estimates are based on current rates; no rate increases are anticipated.

Water System

The FY04 Budget reflects an increase of \$20,877,890 or 17.3%. Operating Expenses reflect an increase of 10.2% primarily due to a \$7.6 million increase in payments over the current year estimate for the purchase of regional water from Tampa Bay Water. Capital Outlay expenditures are up 33.1%. Included in the \$51.6 million of Capital Outlay is the Galvanized Pipe Replacement project totaling \$16.4 million, \$3.7 million for improvements at the Keller Water Treatment Facility and restoration of the Martin Borrow Pit, \$13.1 million for renewal, replacement and improvement of water transmission mains, water supply stations, administrative buildings and distribution stations. The FY04 revenue estimates include a 13% increase in retail water rates and an 8% increase in wholesale water rates.

ELECTED OFFICIALS:

Board of County Commissioners

The FY04 Budget reflects an increase of \$61,890 or 4.5%. The Personal Services increase of \$60,470 is attributable to the average annual market survey and employee benefits increase.

SUMMARY OF FY04 BUDGETS

Clerk of the Circuit Court

The FY04 Budget reflects an increase of \$2,053,560 or 5.3%. The Board of County Commissioners' transfer in support of the Clerk has two components: the transfer to the Clerk to support responsibilities to the Circuit Court, and the transfer to the Clerk for responsibilities to the Board. Transfers for the responsibilities to the Circuit Court increased \$1,117,780 or 3.9%. Transfers for the responsibilities to the Board shall increase from a budgeted FY03 level of \$8,093,120 to \$8,511,860 in FY04 for an increase of \$418,740 or 5.2%. The Clerk's budget for the Public Records Modernization Fund increased \$517,040 or 30.7%.

In June 2003, the Florida Legislature passed HB 113A realigning court-related revenues and expenditures between State and County funding. As a result, the Clerk's responsibilities to the court will become fee-based on July 1, 2004, but the Clerk's Board-related activities will continue to be funded by transfers from the Board of County Commissioners. Complete details of the impact of this legislation may not be known until after the 2004 legislative session. The Clerk's budget is presented as if the current funding mechanism would be in place for the entire year, and the budget may be amended during FY04 when more information is available. The changes from HB 113A will significantly affect the personnel and operational expenses for the final quarter of FY04.

Property Appraiser

The FY04 Budget reflects an increase of \$590,190 or 7.0%. The Property Appraiser's budget is submitted to and approved by the Department of Revenue (DOR) and derives income from fees and commissions paid by Taxing Authorities. The Property Appraiser estimates excess fees of \$119,330 (at the statutory 95%), which will be returned to the Board's General Fund. The \$9,031,520 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 approximately 88% of the Property Appraiser's bottom line budget.

Sheriff

The FY04 Budget reflects an increase of \$20,888,520 or 11.7%. The 13.5% or \$20.8 million increase in Personal Services reflects \$10.4 million in pay plan and salary adjustments, a 4.7% average agency-wide merit increase, \$2.7 million increase in FRS, \$2.3 million increase in health insurance, \$330,000 for two additional holidays, and \$145,000 for 25 additional school crossing guards. The Sheriff's Operating Expenses decreased by 3.2% or \$728,000 and Capital Outlay increased 38.3% or \$800,480. The budget also reflects a \$3,000 increase for sworn personnel as requested by the Sheriff. This increase will be implemented in the last quarter of FY03 and will be fully annualized in FY04. The budget also incorporates the recommendations of the GSG Study related to cost of service for MSTU "road patrol" and law enforcement contracts.

Supervisor of Elections

The FY04 Budget reflects an increase of \$1,842,690 or 45.5%. Personal Services increased \$655,620 or 23.5%. Operating Expenses have increased \$1,309,570 or 125.1%. The \$89,800 Capital Outlay is primarily for computer equipment upgrades and equipment for four early voting sites. Major items contributing to the increase from FY03 to FY04 include: one additional County election compared to FY02 (\$0.8 million); printing and mailing of new ID cards to all voters to reflect the new School District structure as approved by referendum in 2002 (\$297,000); maintenance for the new touch-screen voting equipment (\$570,000); equipment and staff for the early voting sites (\$135,000); and \$175,000 to continue a Voter Education Program which was previously funded by a state grant. The Legislature removed the requirement for a second primary election for 2004.

SUMMARY OF FY04 BUDGETS

Tax Collector

The FY04 Budget reflects an increase of \$1,525,770 or 11.6%. 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 \$4.7 million (at the statutory 95%) in FY04, which will be returned to the General Fund. This represents an increase of \$924,200 from the budgeted amount for FY03, which partially offsets the \$1.5 million increase in the expenditure budget. In FY04 the \$14,695,120 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 FY04 Budget reflects an increase of \$1,793,550 or 12.9%. Personal Services increased \$563,900 or 11.1% due to the annual market survey and employee benefits. Operating Expenses reflect an increase of \$1,109,650 or 12.6%, due to increases in risk financing, conflict attorney costs, and services related to drug court which are partially offset by a decrease in information technology. The FY04 Capital Outlay budget of \$120,000 is for the purchase of 70 computers and audio/visual equipment.

Changes in personnel and operating costs may occur in the final quarter of FY04 when numerous court functions and employees become either state funded or optional due to the passage of HB 113A, also referred to as Article V or Revision 7. As the effective date for the implementation for this law is preceded by the 2004 Legislative Session, it is possible that further changes will be made. To prepare the County for any cost shifts that may result, \$5 million has been allocated within Reserves.

Law Libraries

The FY04 Budget reflects an increase of \$2,740 or 0.4%. Personal Services reflect a \$1,170 increase or 0.4%, due to the annual market survey and employee benefits but is partially offset by temporary vacancies of two positions. Operating Expenses reflect a \$1,570 or 7.8% increase. The FY04 budget for Capital Outlay (library materials) is the same as FY03. HB 113A does not require the state to fund Law Libraries as part of the Article V Revision 7 reforms to the court system. Funding will become optional after July 1, 2004.

Public Defender

The FY04 Budget reflects an increase of \$584,110 or 51.1%. Operating Expenses increased \$259,110 or 22.7%. The budget reflects the impact of Article V on communication services, travel and per diem, office supplies and machinery and equipment. Capital Outlay consists of \$325,000 for six printers (\$15,000), 160 computers (\$260,000), and two servers (\$50,000). Changes in personnel and operating costs may occur in the final quarter of FY04 when certain functions and employees become either state funded or optional due to the passage of HB 113A (also referred to as Article V or Revision 7). The County will be required to provide facilities, communications, and security consistent with HB 113A.

SUMMARY OF FY04 BUDGETS

State Attorney

The FY04 Budget reflects a decrease of \$151,340 or 25.4%. Operating Expenses decreased \$59,360 or 11.8% due to changes in communication services. There is no budget for capital outlay funds for FY04. Changes in personnel and operating costs may occur in the final quarter of FY04 when certain functions and employees become either state funded or optional due to the passage of HB 113A (also referred to as Article V or Revision 7). The County will be required to provide facilities, communications, and security consistent with HB 113A.

INDEPENDENT AGENCIES:

Construction Licensing Board

The FY04 Budget reflects an increase of \$420,290 or 54.0%. Personal Services includes a \$27,660 or 6.1% increase resulting from the annual market survey and increased costs of employee benefits. Operating Expenses increased \$31,450 or 14.9% primarily attributable to increases in Full Cost Allocation and Rentals and Leases. Capital Outlay of \$5,000 includes the purchase of new and replacement office equipment. Reserves have increased \$266,180 or 257.2%. A cash flow analysis indicates that the FY04 ending reserves are now at an appropriate level to sustain the operations of the Construction Licensing Board. License Fee revenue increased as a result of the annualized impact of the fee increase imposed in FY03.

County Attorney

The FY04 Budget reflects an increase of \$323,220 or 7.9%. An increase of \$304,040 or 7.9% in Personal Services is attributable to salary and benefits increases, and the reclassification of one (1) temporary Legal Assistant position to a full-time position. Operating Expense reflects an increase of \$19,180 or 7.7%. This increase is attributable to an increase in overall cost of membership dues, publications/subscriptions and Westlaw on-line research, and an increase in Risk Management intergovernmental charges. No Capital Outlay is proposed for FY04.

Information Technology

The FY04 Budget reflects an increase of \$22,150 or 0.1%. An increase of \$864,670 in Personal Services is attributable to the annual market survey/employee benefits increase, the double-encumbrance of the Director's position for six months, and the reclassification of a manager position to an Assistant Director position. Operating Expenses reflect a decrease of \$37,050. Capital Outlay totals \$209,960, including \$70,000 for a virtual tape server, \$50,000 for Oracle server memory, \$49,500 for LAN-ATM Cisco Edge switches, \$21,960 for a network analysis module, \$14,000 for laptop computers and \$4,500 for office furniture. Reserves decreased \$749,130 or 85.6%. As indicated to the Board at the revised budget forecast session, IT assessments paid by user departments required an additional 10% increase to meet the projected needs of the fund.

Legislative Delegation

The FY04 Budget reflects an increase of \$6,180 or 7.6% due primarily to the annual market survey increase and an increase in employee benefits.

Office of Human Rights

The FY04 Budget reflects an increase of \$95,650 or 10.3%. The \$81,530 or 11.9% increase in Personal Services results from an additional position (\$49,140), the annual market survey and employee benefits. The \$10,620 or 9.6% increase in Operating Expenses is due to other current charges and obligations, intergovernmental services for information technology and travel and per

SUMMARY OF FY04 BUDGETS

diem. These increases are offset by Fair Housing Assistance Program reimbursement dollars. The \$4,000 or 3.1% increase in Grants and Aids reflects an increase according to the interlocal agreement with the City of St. Petersburg.

Personnel

The FY04 Budget reflects an increase of \$114,610 or 3.6%. Personal Services decreased 0.9% (\$24,250) and Operating Expenses reflect a \$138,160 or 26.1% increase which is attributable to information technology and the acquisition of Oracle-compliant Applicant Management System software.

SUPPORT FUNDING:

Feather Sound Community Services

The FY04 Budget reflects an increase of \$25,480 or 7.1%. The Feather Sound Community Services District (FSCSD) requested that the Board of County Commissioners levy the full 1 mill on their behalf. The FY04 budget encompasses grounds maintenance, irrigation maintenance, electric utilities for lighting and irrigation, and boardwalk and recreation area maintenance. In addition, the FY04 budget includes \$162,000 for capital improvements including the replacement of 192 lighting fixtures, additional lighting for entranceway, additional landscaping for unimproved areas, and review / planning for expansion of recreation area.

General Government

The FY04 Budget reflects an increase of \$19,408,460 or 43.8%, of which \$15.4 million of this difference is in appropriated reserves. General Government is a non-departmental category that aggregates and allocates countywide funding needs benefiting all departments and agencies. In FY02 this cost center included the estimated cost (approximately \$14 million) for the replacement of the voting system equipment; \$50,000 of this expense occurred in FY03. Going forward, the principal and interest on this borrowing is appropriated within this budget.

In FY03, this cost center included \$ 3.4 million of funding for service enhancement initiatives for the Municipal Services Taxing Unit (MSTU) serving the unincorporated area. In FY04, these enhancements are budgeted under the implementing departments (e.g., Public Works). The FY04 Budget includes \$3.4 million for potential additional service enhancements in the MSTU. This amount is available as a result of growth in the property tax base and the annualization of the communications services tax, as well as carry-forward funds from the phasing in of the new initiatives during FY03.

Included in the General Government appropriations are the County's General Fund Reserves. In addition to the standard Contingency Reserve based on 2.9% (\$14.4 million) of the county-wide and MSTU budgets, \$1.5 million is allocated for investment in IT enhancements that will enable us to work "smarter". Within the Reserve for Fund Balance is \$5 million for impacts of Article V / Revision 7 implementation that may impact FY05, the first full year budgeted. In June 2003, the Legislature approved HB 113A, which identified various court-related revenues and expenditures to be realigned between the State and Counties effective July 1, 2004. To the extent possible, these changes are reflected in the FY 2004 Budget. However, there is considerable uncertainty as to the details, which will be defined by the 2004 Legislature, and the additional contingency is needed to help mitigate this impact. General Government also includes \$3 million for enhancements to primary care and uninsured health care within the County.

The Legislature also approved reduced rates for the Florida Retirement System (FRS) through June 30, 2004. The individual General Fund budgets (other than the Constitutional Officers) are based on this reduced rate for the entire year. The General Government cost center includes an

SUMMARY OF FY04 BUDGETS

appropriation of \$700,000 in the event this rate is not reduced for the last quarter of the fiscal year. This item appears as "Retirement Contributions - WIB" for budgeting purposes; it is not related to the WIB program. The Non-General Funds have been budgeted assuming the lower rate for the entire year. If the rate is not reduced, additional appropriations may be required from the individual funds' Reserves for Contingencies.

Health Department

The FY04 Budget reflects an increase of \$482,300 or 14.7%. The \$3.1 million Grants & Aids contribution to the Pinellas County Health Department is funded by a Countywide property tax levy approved by the Board of County Commissioners. The current ad valorem tax levy is .07 mills and cannot exceed the 0.5 mills maximum according to Florida Statutes. The increase in FY04 of \$482,300 is based upon an anticipated increase in taxable property values of 9.3%. The 14.7% increase is attributable to \$239,110 in increased operating expenses and \$243,190 in reserves. The increase in reserves is appropriate to provide the working capital to sustain the operational requirements of the Health Department.

Medical Examiner and Forensic Laboratory

The FY04 Budget for the combined Medical Examiner and Forensic Laboratory budgets reflects an increase of \$233,510 or 8.4%. Professional services reflect an increase of \$256,210 or 9.6%. The majority of this increase is associated with personnel costs including the addition of an Associate Medical Examiner. Rentals and Leases reflect an increase of \$3,590 for the addition of office computer terminals. An increase in Repair and Maintenance costs is associated with the movement of equipment to the new facility. An increase in operating supplies (non-capital items such as furniture, office machines, etc.) is also associated with moving to the new facility. Capital Outlay includes toxicology equipment, printers, a copying machine and a page numbering machine.

Palm Harbor Recreation & Library

The FY04 Budget reflects a decrease of \$67,570 or 3.2%. The Palm Harbor Community Services Agency, Inc. (PHCSA) 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 Putnam and Sunderman parking lots are expected to be completed by year-end. The projected capital outlay for FY04 totals \$60,100 and includes facilities repair and improvements, equipment purchases, and office equipment. For Library, projected capital outlay for FY04 includes \$15,000 to paint the building and \$30,000 for upgrading computers / wireless. In addition, \$130,000 has been appropriated for future library building expansion and property acquisition.

Pinellas Arts Council

The FY04 Budget reflects no increase over the FY03 budget. The operating budget maintains the cultural development programs (funded by grants) at the current FY03 levels. The Arts Council will receive a portion of the proceeds from the Public Art and Design Program to help fund administrative expenses.

Public Library Cooperative

The FY04 Budget reflects an increase of \$373,700 or 7.3%. The Grants & Aids appropriation to the Public Library Cooperative (\$5.2 million) 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 FY04 is budgeted separately under the General Government MSTU budget in the General Fund.



Capital Improvement Program Summary FY2004 through FY2009

Description	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	Total
- GOVERNMENTAL FUNDS -							
Culture & Recreation Projects:							
Endangered Land Acquisition	\$6,575,000	\$2,432,000	\$1,080,000	\$75,000	\$50,000	\$50,000	\$10,262,000
Heritage Village	330,000	100,000	100,000				530,000
Park Development & Enhancements	<u>13,169,770</u>	<u>8,156,780</u>	<u>10,086,340</u>	<u>5,568,440</u>	<u>3,356,590</u>	<u>1,829,280</u>	<u>42,167,200</u>
Total Culture & Recreation Projects	\$20,074,770	\$10,688,780	\$11,266,340	\$5,643,440	\$3,406,590	\$1,879,280	\$52,959,200
Economic Environment Projects:							
Industry Development	910,000		500,000				1,410,000
Florida International Museum Grant	<u>600,000</u>						<u>600,000</u>
Total Economic Environment Projects	\$1,510,000		\$500,000				\$2,010,000
General Government Projects:							
Judicial Facilities Projects	1,345,730	2,000,000	2,000,000	2,670,500		5,000,000	13,016,230
County Buildings	713,470	1,135,160		3,235,000	3,655,000	1,268,000	10,006,630
Enterprise Computer System Upgrades	<u>375,000</u>	<u>375,000</u>	<u>375,000</u>	<u>448,450</u>	<u>448,450</u>	<u>448,450</u>	<u>2,470,350</u>
Total General Government Projects	\$2,434,200	\$3,510,160	\$2,375,000	\$6,353,950	\$4,103,450	\$6,716,450	\$25,493,210
Human Services Projects:							
Lealman Area Family Center	<u>600,000</u>						<u>600,000</u>
Total Human Services Projects	\$600,000						\$600,000
Physical Environment Projects:							
Florida Botanical Gardens	2,228,570						\$2,228,570
Coastal Management Projects	6,752,880	1,577,510	8,427,510	441,510	2,131,510	437,510	19,768,430
Environmental Management Projects	2,245,000	2,020,710	2,502,530	2,687,290	2,879,130	3,072,160	15,406,820
Surface Water Management - Flood Control	<u>15,404,120</u>	<u>11,809,840</u>	<u>11,579,540</u>	<u>6,646,910</u>	<u>9,589,120</u>	<u>8,857,320</u>	<u>63,886,850</u>
Total Physical Environment Projects	\$26,630,570	\$15,408,060	\$22,509,580	\$9,775,710	\$14,599,760	\$12,366,990	\$101,290,670

Capital Improvement Program Summary FY2004 through FY2009

Description	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	Total
Public Safety Projects:							
Fire Safety Facilities	\$2,115,110						\$2,115,110
Jail Facilities	14,339,000	\$16,869,230	\$960,000				32,168,230
Medical Examiner Facilities	650,000						650,000
Alternative High School Grant	12,463,180	1,340,000					13,803,180
800 MHz Radio System	200,000	1,879,000	289,000	1,000,000	1,500,000	200,000	5,068,000
Fire & EMS Training Facility and Central Communicatic	<u>1,895,250</u>				<u>755,000</u>	<u>5,812,000</u>	<u>8,462,250</u>
Total Public Safety Projects	\$31,662,540	\$20,088,230	\$1,249,000	\$1,000,000	\$2,255,000	\$6,012,000	\$62,266,770
Transportation Projects:							
Arterial Road Improvement Program	21,668,590	16,960,500	17,576,500	34,690,100	30,417,400	38,435,600	159,748,690
Local Street & Collector Improvement Program	6,368,540	1,195,000	5,275,600	8,800,500	5,381,850	11,522,500	38,543,990
Bridges, Repairs & Replacement	2,520,000	11,120,700	15,295,000	4,157,500	50,000	50,000	33,193,200
Fred E. Marquis Trail	2,189,800	2,632,500	2,742,500	0	0	0	7,564,800
Roadway Assessment Paving Projects	480,000	2,125,000	200,000	200,000	200,000	200,000	3,405,000
Intersection Improvements	6,749,500	4,327,400	1,750,000	1,750,000	1,750,000	1,750,000	18,076,900
Preventive Maintenance & Support Projects	3,808,400	2,873,000	2,978,000	3,978,000	3,978,000	3,978,000	21,593,400
Sidewalk Improvements	<u>4,142,660</u>	<u>4,409,600</u>	<u>1,552,570</u>	<u>2,789,880</u>	<u>1,364,500</u>	<u>1,364,500</u>	<u>15,623,710</u>
Total Road & Street Transp. Projects	\$47,927,490	\$45,643,700	\$47,370,170	\$56,365,980	\$43,141,750	\$57,300,600	\$297,749,690
Water Transportation Projects	<u>311,000</u>	<u>311,000</u>	<u>311,000</u>	<u>311,000</u>	<u>311,000</u>	<u>311,000</u>	<u>1,866,000</u>
Total Transportation Projects	\$48,238,490	\$45,954,700	\$47,681,170	\$56,676,980	\$43,452,750	\$57,611,600	\$299,615,690
Subtotal Governmental Projects	\$131,150,570	\$95,649,930	\$85,581,090	\$79,450,080	\$67,817,550	\$84,586,320	\$544,235,540
Non - Project Items							
Capitalized Billings	12,805,690						12,805,690
Other Current Charges & Obligations	140,000						140,000
Capital Reserves							
Transportation Reserves	24,944,900						24,944,900
Coastal Reserves	<u>7,354,760</u>						<u>7,354,760</u>
Total Non - Project Items	\$45,245,350						\$45,245,350
TOTAL GOVERNMENTAL FUNDS	\$176,395,920	\$95,649,930	\$85,581,090	\$79,450,080	\$67,817,550	\$84,586,320	\$589,480,890

Capital Improvement Program Summary FY2004 through FY2009

Description	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	Total
- ENTERPRISE FUNDS -							
Physical Environment Projects:							
Sewer System Projects	\$57,950,000	\$28,606,000	\$19,083,000	\$8,118,000	\$5,283,000	\$5,268,000	\$124,308,000
Solid Waste System Projects	25,103,000	1,890,000	70,000				27,063,000
Water System Projects	<u>48,797,000</u>	<u>63,085,000</u>	<u>51,005,000</u>	<u>7,750,000</u>	<u>1,950,000</u>	<u>1,900,000</u>	<u>174,487,000</u>
Total Physical Environment Projects	\$131,850,000	\$93,581,000	\$70,158,000	\$15,868,000	\$7,233,000	\$7,168,000	\$325,858,000
Transportation Projects:							
Airport Projects	<u>7,942,000</u>	<u>16,250,000</u>	<u>4,900,000</u>	<u>13,850,000</u>	<u>8,500,000</u>	<u>6,000,000</u>	<u>57,442,000</u>
Total Transportation Projects	7,942,000	16,250,000	4,900,000	13,850,000	8,500,000	6,000,000	57,442,000
Subtotal Enterprise Projects	\$139,792,000	\$109,831,000	\$75,058,000	\$29,718,000	\$15,733,000	\$13,168,000	\$383,300,000
Non - Project Items							
Sewer System Reserves	44,564,000						44,564,000
Solid Waste System Reserves	17,623,000						17,623,000
Water System Reserves	<u>24,250,000</u>						<u>24,250,000</u>
Total Non - Project Items	\$86,437,000						\$86,437,000
TOTAL ENTERPRISE FUNDS	\$226,229,000	\$109,831,000	\$75,058,000	\$29,718,000	\$15,733,000	\$13,168,000	\$469,737,000
TOTAL CAPITAL IMPROVEMENT PROGRAM	\$402,624,920	\$205,480,930	\$160,639,090	\$109,168,080	\$83,550,550	\$97,754,320	\$1,059,217,890

**FY04 CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY03-FY08 CIP TO FY04-FY09 CIP**

GOVERNMENTAL FUNDS PROJECTS

CULTURE AND RECREATION

- ◆ Sponge Warehouse: New Project in FY04 - \$50,000; Relocation to Heritage Village and restoration of a donated sponge warehouse.
- ◆ Painting of Heritage Village Houses: New Project in FY04 - \$150,000; Exterior restoration of several houses. Will also include analysis and design plan.
- ◆ Gulf Beaches Historical Museum: New Project in FY04 - \$30,000; Due to foundation stability problem discovered in FY03 after inspection, museum had to be closed for safety reasons. Estimated cost of repair in FY03 is \$59,000. Funding in FY04 is for additional repairs/restoration.
- ◆ Florida Folk Music & Cultural Center: Funding moved to FY08. Grant funding did not come through. Project can wait.
- ◆ Heritage Village Improvements: Additional funds of \$300,000 were included for FY04, FY05, and FY06 due to a new parking lot at Co-Op that will require installation of ADA walkways to museum.
- ◆ Anderson Park – Phifer House: New in FY04 - \$50,000; Property and house donated to county adjacent to Anderson Park. Building not useable for public. Rehab building for staff use. Will look for grant funding.
- ◆ Anderson Park Maintenance Building: Funding in FY06-07 \$430,000 moved out beyond FY09. Project can wait.
- ◆ Anderson Park Restroom: FY04 \$210,000 funds moved from FY03 to FY05 due to Restroom Value Engineering Options analysis by contracted vendor. This reflects 17½% savings due to restroom value engineering options provided by MGT consultant. Further savings may be captured with architectural review.
- ◆ Anderson Park Sewer System: FY04 \$745,000 funding moved from FY03 to FY05. Delay due to permitting. Funding increased \$245,000 due to impact fees and additional costs. Impact fee of \$85,000 from City of Tarpon Springs.
- ◆ Anderson Park Boardwalk Replacement: FY05 \$370,000 funding moved from FY03 to FY05 due to problems with state submerged lands ownership issue – SWFWMD.
- ◆ Belleair Boat Ramp Baithouse Replacement: New in FY06 and 07 \$400,000; Project developed due to bridge construction and reconfiguration of ramp area and concession opportunities.
- ◆ Lealman-Frontier Property: Total project funding \$1,050,000. FY04 funding estimated to be \$850,000. Project will include phased boardwalk and pedestrian bridge. Community Development is proposing to contribute \$350,000 in Community Development Block Grant funds to this project for FY2004. Plans to pursue Brownfields site designation are proceeding on schedule. It is anticipated that other grant funding opportunities (i.e. Brownfields, Pinellas County Environmental Foundation, etc.) will also materialize.
- ◆ Eagle Lake Development (Taylor Property): Original budget through FY08 was \$2,800,000. Revised budget is \$2,993,000. Restroom added to project that caused increase of \$193,000. Project also includes fishing pier, wetland rehab, parking, trails, etc. Phased improvements. Construction scheduled to begin in FY04.
- ◆ Fred Marquis Trail Overpasses: New in FY04 \$279,000; Project established to repair and refurbish overpasses.
- ◆ Gandy Boulevard Causeway Enhancements: Funding moved to FY06. Priority lowered. Bollards to be installed in FY04 for \$110,000. No change in total funding.
- ◆ Friendship Trail Bridge: FY04-07 \$2,257,500; Future repair costs unknown. May need funding increase. Approximate O&M costs are \$225,000/yr.
- ◆ Fort DeSoto Facility Improvements: FY04-09 \$1,290,000; Increase in proposed funding of \$1,110,000. Increase for pavement rehab due to aging roads and parking lots.
- ◆ Howard Park Replacement of Restroom and Lift Station: FY04 - \$283,000; Funding moved to FY04 due to restroom study. This reflects 17½% savings due to restroom value engineering options provided by MGT consultant. Further savings may be captured with architectural review.
- ◆ Lake Seminole Park Restroom Replacement: FY04 \$198,000; Funding moved from FY03 to FY04 due to restroom study. This reflects 17½% savings due to restroom value engineering options provided by MGT consultant. Further savings may be captured with architectural review.
- ◆ Philippe Park Partnership: New in FY04 - \$150,000; Partnering with Safety Harbor to develop boardwalk/sidewalk at SR590.

**FY04 CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY03-FY08 CIP TO FY04-FY09 CIP**

- ◆ Philippe Park Improvements: FY04 - \$260,000; Additional funding needed to expand employee restroom to meet ADA & repave road due to age.
- ◆ Pop Stansell Boat Ramp Upgrade: FY04- \$1,258,500; Funding moved to FY04. Public meeting scheduled for citizen input to be held on June 11, 2003.
- ◆ Sawgrass Lake Park Boardwalk Replacement: FY05-07 - \$2,223,000; Funding increase of \$1,633,000. Project not started in FY03 as anticipated due to permitting problems. Initial cost was for one phase of boardwalk replacement. Due to safety issues the entire boardwalk to be replaced in phases. Cost of lumber has drastically increased due to requirement of purchasing different pressure treated (non-arsenic) wood.
- ◆ Park Planning Consultant Services: New in FY04 - \$500,000; To provide park planning services to existing and proposed county parks and master planning of countywide leisure service opportunities. Funding taken from construction of Wall Springs maintenance building which was deleted due to staff using existing buildings on site.
- ◆ Wall Springs./McMullen Property Development of Wall Springs and McMullen property: Original funding was only for development of Wall Springs. Funding changed to \$7,750,000 to accommodate development of additional property. Will also include entrance road and improvement at Alt. 19. Park Planning consultant will provide report in January 2004. Construction on new property to begin FY06-07.
- ◆ Wall Springs Dev. Phase 3: FY04 - \$2,525,000; FY03 funding moved to FY04. Increase of \$500K to include boardwalk, additional shelters, parking, restroom, observation tower, fishing pier, etc. Construction to be bid July 2003. Project #522 – Wall Springs Trail Relocation - \$53,500 was moved to be included in this project.
- ◆ Wall Springs Dev. Phase 5: FY04 – FY06 \$1,040,000; Funding was removed. Project was for removal of Brazilian peppers. DEM has funding available for this.
- ◆ Endangered Lands Acquisition: Increase of approximately \$2 million for options on beach access, acquisition of recreational property, including possible boat ramp site, property at Sunset Beach, and for planned acquisitions deferred to fund the grants to Clearwater (\$211,276) Historic Bayview and Dunedin for the Saint Andrews (\$575,000). Anticipate grants of approximately \$4 million in late FY04.
- ◆ Art in Public Places: In August 2002, the BCC approved a resolution approving public art and design guidelines as well as an allocation for FY02 and FY03 (\$742,660). The allocation for FY04 is \$438,000 which is estimated to grow by 1% in the out years of the CIP program.

ECONOMIC ENVIRONMENT

- ◆ Construct Fire Walls: This project was to initially support the effort to design and construct fire walls to separate tenants per fire code. This project has been cancelled. A management decision has been made to market and lease the available space en total.
- ◆ Tenant Utility Meters: Project was originally scheduled to be completed in FY02. Specifications and bid process moved it to FY03. Project will allow the STAR Center to bill tenants directly for actual utility usage. This will create more equity among the tenants and allow the STAR Center to recover a majority of utility costs.
- ◆ Roof Replacement: Due to delays in developing roof selection specifications/criteria, FY02 work has been pushed into FY03 totaling \$378K. An additional \$150K has been pulled forward from FY04 to support increased FY03 work scope that addressed the roof replacement in the anchor tenant area. This project directly supports recommendations made in an engineering roof study originally conducted in 1992 and updated in 1997. The study set priorities for roof section replacement. This project is to be broken down into six smaller projects. All total, over 250,000 s.f. of roof is to be reworked.
- ◆ Building 400 HVAC/Roof Replacement: New project initiative to address replacement of deteriorated systems that have resulted in significant water leakage inside the building. Current condition of roof and equipment are leaking severely and cannot be economically repaired.
- ◆ Upgrade HVAC w/DDC: Due to federal funding delays, \$100K has been pushed back from FY03 to FY04. This project directly supports management plans to implement energy conservation projects that reduce direct utility reimbursement costs to STAR Center tenants. By keeping tenants costs as low as possible, the STAR Center remains competitive with current market rates.

**FY04 CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY03-FY08 CIP TO FY04-FY09 CIP**

- ◆ Office Space Renovations: For FY04, the work scope was increased to include additional office areas (Areas 113, 115, 171 and 188). This project in part replaces the need for the 'Construct Fire Walls' project that was cancelled. Management has decided to take a direction to renovate original space vacated by the Department of Energy and take advantage of existing fire wall boundaries. Renovations will be basic (interior wall finishes, floor coverings, ceiling tile and fire alarms/sprinklers) modifications that enable successful marketing of vacant space. The current condition of these areas are not aesthetically pleasing and have become very difficult to lease.
- ◆ Chiller #3 Replacement: Project pushed out one year to FY06 based on in-house engineering evaluation. This project supports the in-house condition assessment and capital replacement programs. Chiller #3 is reaching the end of its useful life and maintenance costs are becoming excessive. Engineering design will take full advantage of new technology to specify equipment with optimum efficiency and size this chiller to best meet current and future demands. Successful replacement will result in reduced utility costs, which keeps the STAR Center's lease rates competitive.

GENERAL GOVERNMENT

- ◆ 49th Street Service Center Renovations: The design professional and construction manager have updated the facility program and prepared preliminary cost estimates. This project has been delayed due to continued changes in design, program and direction driven primarily by changes in programs for the Supervisor of Elections due to new voting technology. Economic impact has placed the project on hold pending evaluation of viability of site.
- ◆ St. Petersburg Judicial Tower Transitional Phase: Planning is underway for the building exterior weatherproofing, which will include window and roof replacement. This phase should be complete early in FY04. This completion is later than originally planned due to the impact on construction by ongoing court operations within this facility. Court ordered work stoppages due to construction-generated noise have resulted in accumulated delays.
- ◆ 501 1st. Av. N. Renovations: Preliminary planning is in progress for upgrades to the existing fire alarm system and to the heating, ventilation, air conditioning (HVAC) system. These upgrades are expected to be completed in the first quarter of FY 04.
- ◆ 310 Court Street Garage Alarm & Security System: Preliminary planning is in progress for the security and fire alarm system installation for the newly renovated garage facility. Monitoring to be housed in new security station in 315 Court is on hold pending overall evaluation and decision regarding security for Clearwater Courthouse Complex.

HUMAN SERVICES

- ◆ Lealman Area Family Center: The process of finalizing a site plan for the new fire station has been delayed. Anticipate initiating engineering/design for renovation of existing fire station in FY2003; engineering/design is funded by Community Development (\$60,000).

PHYSICAL ENVIRONMENT

Coastal Management

- ◆ Sand Key Beach Enhancement: Renourishment budget adjusted to reflect County's share of Corps of Engineers' revised estimate and State funding for the project.
- ◆ Treasure Island Beach – Sunset Beach: Renourishment budget adjusted to reflect County's share of Corps of Engineers' revised estimate and state funding for the project.
- ◆ Long Key, North Segment Beach: Renourishment budget adjusted to reflect County's share of Corps of Engineers' revised estimate, scheduling, and State funding for the project.
- ◆ Turtle Lighting and Monitoring: New separate project, formerly funded in the Beach Environmental project, provides funding for construction of turtle sensitive lighting and daily turtle nest monitoring by Clearwater Marine Aquarium. Funding levels remain the same.
- ◆ Airborne Laser Swath Mapping: New separate project, formerly funded under Beach Environmental Projects. Provides funding required for large scale mapping of the beaches per Board of County Commissioners agreement with the University of Florida, and revision of FEMA flood maps.

FY04 CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY03-FY08 CIP TO FY04-FY09 CIP

- ◆ Coastal Research and Improvements: Funding for coastal research laboratory monitoring of storm effects, the USF Marine Science P.O.R.T.S. program, beach vegetation planting, breakwater and groin modifications, and dune walkovers previously budgeted under Beach Environmental project.
- ◆ Honeymoon Island Improvements: Project construction re-scheduled to FY04 and reflects revised engineering estimates.
- ◆ Redington Shores Beach Access: Consolidated into the Coastal Research and Improvements projects.
- ◆ Treasure Island - North Segment: Consolidated into the Coastal Research and Improvements projects.
- ◆ Pass-A-Grille Beach Nourishment: Consolidated into the Coastal Research and Improvements projects.
- ◆ Beach Environmental Projects: Project replaced by the new Turtle Lighting and Monitoring project, the Coastal Research and Improvement project, and the Airborne Laser Swath Mapping project.
- ◆ Indian Rocks Beach Breakwater: Project discontinued. Dropped by US Army Corps of Engineers.
- ◆ North Redington Beach Breakwater: Project discontinued. Dropped by US Army Corps of Engineers.
- ◆ Howard Park Renourishment: Project completed in FY03.

Environmental Management

- ◆ Exotic Vegetation Removal Program: The FY03 budget identified two specific properties for this program, Terre Verde and Weedon Island. The program has now developed and additional properties have been identified as separate CIP projects for exotic vegetation removal through FY09. Properties include North County, McMullen property, Mariner's Point, Cow Branch, Lake Tarpon NE, and Travatine Island. Although the program has been separated into projects by individual property, the overall budget for the program has been reduced by \$400,000. This difference has been budgeted in other projects where needed.
- ◆ Habitat Restoration & Enhancement Program: This program now includes additional properties to those identified in the FY03 budget. The FY03 budget included Alligator Lake and Joe's Creek for habitat restoration. Restoration plans are now being planned for Brooker Creek Preserve, Mobbly Bay, the Brooker Creek Scenic Horse Trail, and Travatine Island as separate CIP projects. Although the program has been separated into projects by individual property, the overall budget for the program has been reduced by \$205,000. The difference has been budgeted in other projects where needed.
- ◆ Coastal Habitat Restoration & Enhancement Program: The FY03 budget included projects for Shell Key and the Anclote Corridor. FY04 added a project for Mariner's Point Coastal Habitat Restoration to begin in FY07. Although the program has been separated into projects by individual property, the overall budget for the program has been reduced by \$1,760,620. The difference has been distributed to several different projects.
- ◆ Brooker Creek Preserve Environmental Education Center: The FY03 budget was \$3,500,000. FY02 carry-over monies amended the Center's budget resulting in a revised FY03 budget of \$5,466,200. It is estimated \$490,000 of this will carry-over to be expended in FY04, finishing the Center anticipated to be open late in 2003. The overall budget for the Center remains at \$9.2 million.
- ◆ Brooker Creek Preserve Restoration of Vehicle Trails: This project is scheduled to begin in FY05. The budget has been reduced from \$150,000 to \$50,000 to support other projects with more priority.
- ◆ Brooker Creek Preserve Boardwalks: This project was added for FY04-FY09. The boardwalks will provide access for visitors to the trail systems being developed in several areas of the Preserve, including the Ed Center trails that will cross Brooker Creek in two places providing access to the wilderness trail. Additional boardwalk areas will be required to connect the Anclote River properties with the main portions of the Preserve.
- ◆ Weedon Island Cultural & Natural History Center Exhibits: Monies from other projects were reallocated to the Exhibits. The FY03 budget identified \$150,000 for FY09. \$1,204,130 is now allocated from FY05 through FY09. Partnerships are being developed and the budget will be amended when funding is realized.
- ◆ Weedon Island Preserve Boardwalk Construction: This project was added with the FY04 submittal, to begin in FY05. The existing boardwalk is deteriorating and in need of repair. It will be gradually upgraded with a more weather resistant material that will extend the life of the boardwalk. Total budget is \$772,160.
- ◆ Weedon Island Preserve Mosquito Ditches: This project was added with the FY04 submittal, for fiscal years FY08 & FY09. Selected mosquito ditches adjacent to the shoreline and the uplands are altering intertidal influences. Restoration of the ditches will assist us in restoring the coastal habitat to a condition that will function more naturally from a water quality and ecological perspective. Total budget is \$200,000.

FY04 CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY03-FY08 CIP TO FY04-FY09 CIP

- ◆ Brooker Creek Education Center: The first phase of the project provided utilities, access roads and parking lots for the facility. The second phase is in progress; the outer shells of all three buildings are complete, and interior work is proceeding. Completion is expected in the first quarter of FY04. Delayed early in the project due to Corps of Engineers permitting issues.

Surface Water Management

- ◆ Channel Dredging: Budget increase in FY04 due to carry over of Klosterman Creek Channel Improvements from FY03. FY 09 added from the Ten Year Plan.
- ◆ Lake Tarpon Groundwater Test: Project completed in FY03.
- ◆ Bee Branch Drainage Improvements: Construction re-scheduled for FY05 and FY06. Geotechnical survey revealed significant structural problems.
- ◆ Curlew Creek Channel A: Construction re-scheduled to FY04 due to omissions by consultant on preliminary engineering report.
- ◆ Curlew Creek Channel "M": To be completed in FY03.
- ◆ Alligator Creek Channel B Phase 2: Increase is based on refined estimate contained in the preliminary engineering report.
- ◆ Alligator Creek Channel B Phase 3: Increase is due to addition of \$2.0 million for the preferred box culvert alternative.
- ◆ Klosterman Bayou Channel A: Inclusion of FY09 from the Ten Year Plan.
- ◆ Sutherland Bayou Channel B: Inclusion of FY09 from the Ten Year Plan.
- ◆ McKay Creek Channel Improvements: FY04 amount includes carry over from FY03.
- ◆ 115th Lane & Irving Avenue Drainage Improvements: Re-scheduled to FY04 due to project schedule prioritization.
- ◆ 82nd Avenue Drainage Improvements: Increase is based on refined engineering estimate. Project rescheduled to FY05 due to prioritization/urgency of other projects.
- ◆ Joe's Creek Detention Area 2: Inclusion of FY09 from the Ten Year Plan.
- ◆ Joe's Creek Erosion Control: To be completed in FY03.
- ◆ Joe's Creek Bridge at 62nd Street N: Increase is based on refined engineering estimate. Project rescheduled to FY05 due to prioritization/urgency of other projects.
- ◆ Bear Creek Channel Improvements: Project right-of-way acquisitions and construction have been accelerated at the direction of the Board of County Commissioners.
- ◆ Annual Miscellaneous Drainage Projects: New project to provide funding for unanticipated miscellaneous and emergency projects.
- ◆ Park Boulevard Drainage Improvements: Request reflects combination of funding previously requested in FY02 and FY03. Project has been delayed by the City of Pinellas Park.
- ◆ Lake Seminole Sediment Removal: Increase is due to inclusion of FY09 from the Ten Year Plan.
- ◆ Lake Seminole Alum Injection: Rescheduled from FY03 to FY04 due to delay in approval of the Lake Seminole Watershed Management Plan.
- ◆ Lake Seminole Sub-basin #6: Project completed in FY03.
- ◆ Ft. DeSoto Water Circulation: Rescheduled from FY03 to FY04 due to delays in required permitting.
- ◆ Brooker Creek Watershed Management Plan: Increase is due to inclusion of FY09 from the Ten Year Plan.
- ◆ Curlew Creek Watershed Management Plan: Increase is due to inclusion of FY09 from the Ten Year Plan.
- ◆ Cross Bayou Watershed Management Plan: FY04 includes carry over FY03. Project delayed due to consultant selection and coordination with Southwest Florida Water Management District.
- ◆ Joe's Creek Watershed Management Plan: Increase is due to inclusion of FY09 from the Ten Year Plan.
- ◆ Clearwater Harbor-St. Joseph's Sound Watershed Management Plan: Start of project moved to FY05 to provide time for obtaining cooperative agreements from City of Clearwater and City of Dunedin, and to confirm grant from Southwest Florida Water Management District.
- ◆ Surface Water Data Collection: Reflects estimated increases in required consultant fees.

FY04 CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY03-FY08 CIP TO FY04-FY09 CIP

PUBLIC SAFETY

- ♦ Fire and EMS Training Facility: A design/build contract will soon be in place, and project should be complete by mid-2004. Delayed early in the project due to the need to develop a suitable design/build agreement and the County legal decision to outsource development of design criteria package to avoid risk.
- ♦ Tierra Verde Fire Station: A design/build agreement for the project will be presented for BCC approval shortly with construction to be completed in FY04. Resolution of setback variances and wetland issues with regulatory agencies early in project shifted timeline forward.
- ♦ Jail Expansion Phase 2: The BCC has executed agreements with a design professional and a construction manager. This facility is scheduled to open in FY05. Project is on schedule. Funds shifted to accommodate CIP cash flow.
- ♦ JDC Interior and Exterior Renovation: Relocation and expansion of the existing video visitation facility is a high priority and must be delivered by July of 2005 in support of the Jail Expansion Phase II project. The remainder of this project will be phased over three years with completion by the end of 2006. This will result in completion of project one year ahead of original budget and schedule projections.
- ♦ Medical Examiner Facility: The facility walls and floor slabs have been completed, and climate control equipment has been delivered. Completion is expected in the first quarter of FY04. Initial start was delayed due to scope changes and budgetary constraints. However, construction is now on schedule for completion based on shifted timeline.
- ♦ Countywide space needs assessment: This project is currently in progress and has a high potential to spawn new CIP projects. These projects could range from small renovation or HVAC improvement efforts to the development of a new County office campus. Projects resulting from this assessment cannot be accommodated without additional CIP or operating funds
- ♦ 800 MHz Radio System: Continues implementation of radio communications systems designated by the Technical Advisory Committee of the Police Standards Council. Current effort installing 800MHz Smart Zone system will be completed by end of FY03. Initial phase installing countywide, interoperable data system started in FY03. Funding restructured to meet the necessary phasing of this project.
- ♦ Central Communications Center: Implements intergovernmental data communications system with the Centralized Communications Center as the central hub for intergovernmental voice and data communications. \$11.4 million programmed FY08-10. Grants being sought which, if sufficient, could pull forward the project. To start in FY05 with completion in FY08. Project will implement connectivity of Intelligent Transportation System and all First Responder agencies operating in Pinellas County.

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.

Note 3 – Proposed FY04 Six-Year CIP includes funding requirements for FY09 from the Transportation Projects Ten-Year Plan. The inclusion increases the Proposed FY04 Six-year total for the project when compared to the FY03 Adopted Six-Year CIP.

- ♦ Bryan Dairy Road – Starkey to 72nd St: Construction cost estimate is increased. See note 1.
- ♦ 102nd Avenue – 137th St to 125th St: See note 3 above.
- ♦ 102nd Avenue – See note 3 above.
- ♦ Sunset Point Road – US19A to Keene Rd: See Note 3 above.
- ♦ 54th Avenue North – 34th St to I – 275: See note 3 above.
- ♦ 54th Avenue North – 44th St to 34th St: See note 3 above.
- ♦ Belcher Road – 38th Av N to 54th Av N: See note 3 above.

**FY04 CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY03-FY08 CIP TO FY04-FY09 CIP**

- ◆ Belcher Road – Alderman Rd to Klosterman Rd: FY04 request includes carry over of unused FY03 appropriation. Total project costs remain the same.
- ◆ Belcher Road PD & E Study: New project
- ◆ 28th Street N – 38th Av to 54th Av: See note 3 above.
- ◆ Cr 1 – Tampa Rd to New York Av: Project estimate error in FY03 corrected. Construction re-scheduled to FY04 and FY05.
- ◆ Keene Road – Druid Rd to Drew St: FY04 request represents carry over of construction appropriation from FY03.
- ◆ Starkey Road – Bryan Dairy Rd to Ulmerton Rd: See note 3 above.
- ◆ Park Street – 54th Av N to 84th Ln: See note 3 above.
- ◆ Starkey Road – 84th Ln to 94th Av: FY04 request includes carry over appropriation for Professional Services from FY03.
- ◆ Starkey Road – 94th Av to Bryan Dairy Rd: Project links to the Bryan Dairy Road – Starkey Rd to 72nd St project. Project scheduling was revised to start in FY04 due to the linking. Final project design providing more refined estimates indicates higher construction costs than previously estimated.
- ◆ Starkey Road – Ulmerton Rd to East Bay Dr: See note 3 above.
- ◆ Keene Road – Drew St to Sunset Point Rd: FY04 request for construction funding has been lowered due to accelerated performance by contractor in FY03.
- ◆ Klosterman Road – US 19A to US 19: FY04 request includes carry over of FY03 appropriation for construction. Construction did not commence as soon as anticipated.
- ◆ Keystone Road – US 19 to East Lake Rd: FY04 request includes carry over appropriation from FY03.
- ◆ Forest Lakes Boulevard – SR 580 to SR 584: See note 3 above.
- ◆ Ulmerton Road – 119th St N to I 275: FY04 request represents half of the contribution to FDOT. Project total remains the same.
- ◆ 62nd Avenue N – 49th St N to 34th St N: See note 3 above.
- ◆ Railroad Crossing Improvements: Amount request for FY04 represents estimated requirements for planned improvements.
- ◆ 22nd Avenue S – 58th St S to 34th St S: See note 3 above.
- ◆ I 275 Southbound On Ramp: FDOT project. Construction re-scheduled to FY04. Request is a carry over of FY03 appropriation.

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.

Note 2 – Proposed FY04 Six-Year CIP includes funding requirements for FY09 from the Transportation Projects Ten-Year Plan. The inclusion increases the Proposed FY04 Six-year total for the project when compared to the FY03 Adopted Six-Year CIP.

- ◆ County Road 39 – Spanish Oaks Rd to US 19: See note 2 above.
- ◆ County Road 90 – Curlew Rd to Talley Rd: See note 2 above.
- ◆ Fisher Road – Curlew Rd to US 19: See note 2 above.
- ◆ 62nd Street N – Ulmerton Rd to Roosevelt Bv: See note 2 above.
- ◆ Haines Bayshore Boulevard – US 19 to Wolford Rd: See note 2 above.
- ◆ Wolford Road – Whitney Rd to Haines Bayshore Bv: See note 2 above.
- ◆ Savona Drive – San Martin St to Snug Harbor Rd: FY04 request represents carry over construction appropriation from FY03.
- ◆ 46th Avenue N - 80th St N to 62nd St N: FY04 request includes carry over of FY03 appropriation for design.
- ◆ Oakhurst Road – Park Bv to 66th Av N: FY04 request includes carry over of construction appropriation from FY03.
- ◆ 58th Street N – 54th Av N to 70th St N: See note 2 above.
- ◆ Haines Road – US 19 to I 275: See note 1 above.
- ◆ Palm Harbor District Road Improvements: FY04 request represents carry over appropriation from FY03.
- ◆ 58th Street N – Roosevelt Bv to Whitney Rd: See note 2 above.
- ◆ 58th Street N – 38th Av N to 54th Av N: See note 2 above.

FY04 CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY03-FY08 CIP TO FY04-FY09 CIP

- ◆ 142nd Avenue N – US 19 to Icot Center west property limits: See note 2 above.
- ◆ West Lake Drive – Tampa Rd to Nebraska Av: See note 2 above.
- ◆ Realign Fairchild Drive/Airport: FY04 request represents carry over construction appropriation from FY03. Construction on this project scheduled in two phases.
- ◆ Georgia Avenue – CR 1 to US Alt19: FY04 request includes carry over construction appropriation from FY03.
- ◆ Whitney Rd - US 19/W of Bolesta: Beginning of construction did not change (FY07). Budget increased by \$500,000.
- ◆ Dansville, Phase II & III: Construction of phase II started in April 2003 and is on schedule; will be completed in January 2004. Phase II budget of \$691,538 for FY2003 includes \$414,918 of Community Development contribution and \$276,620 of Public Works contribution.

Bridge Improvements

- ◆ Minor Bridge & Seawall Repairs: Project re-introduced in proposed FY04 CIP. Had not been included in the FY03 CIP.
- ◆ Tierra Verde Bridges - Repairs: Construction re-scheduled from FY03 to FY04.
- ◆ Dunedin Causeway Bridges - Repairs: Construction re-scheduled from FY03 to FY04 and FY05 to reflect scheduling of construction from mid-year FY04 through mid-year FY-05.
- ◆ Belleair Causeway Bridges: Construction schedule extended from FY05 and FY06 to include FY07.

Pinellas Trail Improvements

- ◆ F.M. Trail Northeast Extension: FY04 request represents appropriation carry over from FY03
- ◆ F.M. Trail Elfers Spur: Construction cost estimate reflects increase from more precise estimate.

Roadway Assessments

No changes.

Intersection Improvements

- ◆ Alderman Road & Belcher Road: New project. Funding broken out from Intersection Improvement Program Allocation.
- ◆ McMullen Booth Road & Drew Street: See note 1 above. \$20,000 added in FY04 for design.
- ◆ Nebraska & Riviere Rd & US 19: FY04 request represents funding for the second phase, Belcher to Riviere Rd.
- ◆ Intersection Improvements: See note 3 above.
- ◆ Belleair Road & Keene Road: Project rescheduled to FY05 due to meet engineering production schedule requirements.
- ◆ ITS/ATMS Signal System Upgrades: Re-scheduled for FY04 and FY05 due to meet project's estimated production schedule.
- ◆ McMullen-Booth Road & SR 590: Construction re-scheduled from FY03 to FY04. Final construction plans provided a more precise cost estimate resulting in an increase.

Transportation - Other

- ◆ Permit Monitoring and Testing Services: FY04 request includes an appropriation carry over from FY03.
- ◆ Annual Underdrain Construction Contracts: FY04 request includes an appropriation carry over from FY03. See note 3 above.
- ◆ Annual Resurfacing Contracts: FY04 request includes an appropriation carry over from FY03. See note 3 above.
- ◆ ISTEPA Projects: FY04 request reflects a \$459K decrease from FY 03.
- ◆ Roadway Beautification Program: See note 3 above.
- ◆ Traffic Safety Study and Improvements: FY04 request includes appropriation carry over from FY03.
- ◆ Bike Lane Implementation Program: New project. Not previously included in the Capital Improvement Program.
- ◆ Gulf Boulevard Improvements: FY04 request represents a carry over of appropriation from FY03.

**FY04 CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY03-FY08 CIP TO FY04-FY09 CIP**

- ◆ Right-of-Way Reserve – Contingency: Funding increase is due to potential acquisitions for projects scheduled in the proposed Capital Improvement Program.

Sidewalk Improvements

- ◆ School Sidewalk Contracts: FY04 request includes carry over appropriation from FY03. See note 3 above.
- ◆ General Sidewalk Contracts: FY04 request includes carry over appropriation from FY03. See note 3 above.
- ◆ ADA Sidewalk and Ramp Improvements: FY04 request includes carry over appropriation from FY03. See note 3 above.
- ◆ Forest Lakes Boulevard Sidewalks: New project. Funding 100% from FDOT Grant.
- ◆ Pinellas Bayway Sidewalks: New project. Funding 100% from FDOT Grant.
- ◆ Walsingham Road Sidewalks: New project. Funding 100% from FDOT Grant.
- ◆ 49th Street Sidewalks: New project. Funding 100% from FDOT Grant.

Water Transportation Improvements

- ◆ Waterways and Reefs: New project. Formerly funded as part of the discontinued Waterway Navigational Improvements project.
- ◆ Waterway Regulatory Signage: New project. Formerly funded as part of the discontinued Waterway Navigational Improvements project. Funding increased to cover requirements for participating municipalities.
- ◆ Regulatory Sign Installation: New project. Formerly funded as part of the discontinued Waterway Navigational Improvements project.

ENTERPRISE FUND PROJECTS

TRANSPORTATION / AIRPORT

- ◆ Runway 17/35 Extension: Design delayed one year to 2004 & construction delayed to 2005.
- ◆ Parking Lot Expansion: FY04 reduced from \$480,000 to \$250,000. Second Phase delayed from FY06 to FY07.
- ◆ Land Acquisition: Acquisition of Airco Phase 2 (\$1.7M) and Warehouse 1 (\$1M) delayed until FY04. Also, added acquisition of Warehouse 2 (\$2.4M) in FY04.
- ◆ Terminal Expansion: Added interim installation of loading bridges in FY05. Construction of major Terminal expansion revised to FY07 and FY08. Project will be evaluated over the next year for recommended action.
- ◆ Storm Water/Drainage Mitigation: Delayed one year to FY05 & 06.
- ◆ Security Projects: Delayed from FY03 to FY05 and cost reduced from \$3M to \$1.7M.
- ◆ Entrance Road Modification: Delayed from FY03 to FY04.
- ◆ Terminal Baggage Belt Replacement: Replacement scheduled for FY04 delayed until FY05. FY03 replacement on schedule.
- ◆ Rehabilitate Runway 4/22: Project delayed from FY03/05 to FY07/09. Also, cost increased from \$3.55M to \$3.8M. Added runway/taxiway lighting cable replacement in FY04 at a cost of \$72K.
- ◆ Construct Taxiways/Roads: Project delayed from FY03/05 to FY04/06. Also, first phase reduced from \$690K to \$470K. Taxiway rehabilitation for aviation lease area was deleted.
- ◆ Acquire ARFF Vehicle: Second ARFF truck delayed FY04 to FY05.
- ◆ Runway Conversion: Project added to FY08 at a cost of \$1M. Convert 9/27 to a taxiway. Will be recommended by new Master Plan.
- ◆ Construct High Speed Taxiways: Project added to FY09 at a cost of \$3M. Construct new taxiways on runway 17/35. Will be recommended by new Master Plan.
- ◆ Install Taxiway "A" Lighting: Deleted project. Not required with new parallel runway.
- ◆ Terminal Modifications – EDS Machines: Not required. Smaller ETD machines installed by Transportation Security Administration.
- ◆ Rehabilitate Airfield Lighting: Not needed at present time.

FY04 CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY03-FY08 CIP TO FY04-FY09 CIP

- ◆ Master Plan Update: Master Plan completion June 2003
- ◆ Specialized Planning Studies: Storm Water Plan & Benefit/Cost Analysis completion June 2003
- ◆ Rehabilitate Runway 17/35: Completion June 2003
- ◆ Terminal Ramp Rehabilitation: Completion June 2003

ENTERPRISE FUND PROJECTS

Water System

- ◆ Source-Supply & Treatment: Martin Borrow Restoration is a new project estimated at \$1.8 million in FY04. Keller facility improvement of \$1.0 million per year is a minimal amount to keep operational until replacement with the Blending Facility. Water Blending Facility Study of \$2.4 million is new in FY04. Additionally, if approved as budgeted, \$95 million for the construction of the facility will occur in FY05, FY06, and FY07. Funding will require \$40.0 million from the Rate Stabilization Fund reserves and a \$55.0 million bond issue.
- ◆ Water Distribution Mains: The Galvanized Pipe Replacement Program (\$16.4 million) has accelerated, thus shifting funds from the out-years into FY04 and 05. There are 38 FDOT/PCPW projects totaling \$6.2 million and \$13.0 million for renewal, replacement and improvements for distribution system including Indian Rocks/Shores for \$1.2 million and Madeira Beach for \$1.0 million.
- ◆ Water Supply Stations: Logan Station Booster Pumps Modification project for \$5.7 million delayed from FY03 into FY04.

Sewer System

- ◆ Sewer Buildings and Structures: Logan Lab Improvements (\$810,000) moved from FY03 to FY04. Other building improvements, repairs and security items increased by \$500,000.
- ◆ Sewer Relocation DOT/PCPW: FY04 total increased to \$3.3 million for 27 projects.
- ◆ North County Reclaimed Water/South County Reclaimed Water/W. E. Dunn, WRF: Reclaimed Water Distribution System construction continues with \$27.3 million for FY04.
- ◆ W.E. Dunn WRF Improvements: Completion of Phase II and III of W.E. Dunn Water Reclamation Facility in FY04 for \$1.9 million.
- ◆ Sewer Modification and Rehab: Improvements of the Town of Belleair's system for \$3.2 million in FY04 and FY05. Replacement, modifications and rehabilitation of sewer system infrastructure for \$12.1 million in FY04.

Solid Waste System

- ◆ Landfill Modifications: The total cost for Dredging pond A project increased from \$380K to \$1 million and Gradient Control System increased from \$500K to \$1.1 million.
- ◆ CR 296 Slurry Wall Relocate: Slurry wall expected to be completed in FY04 instead of FY03
- ◆ Additions & Improvements: Relocation of the main Lift Station for total project cost of \$1.6 million is new for FY04. Continuing projects include Toytown Improvement Phase I for \$5.8 million, Life Extension Program (broiler modification) for \$7.0 million, Additional Waste-to-Energy Plant improvements for \$2.3 million, Redevelopment Implementation of various buildings for \$2.9 million.

