

EXHIBITS TO THE BUDGET MESSAGE

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Summary of Budget Policies

Exhibit A



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:

General Fund Reserve (Ending Balance)

The Governmental Accounting Standards Board (GASB) has defined the following categories for fund balances:

Non-spendable fund balance – amounts that are not in a spendable form (such as inventory and prepaid expenses) or are required to be maintained intact.

Restricted fund balance – amounts constrained to specific purposes by external providers (such as grantors, bondholders, and higher levels of government).

Unrestricted fund balance – amounts that are not Nonspendable or Restricted are divided into three categories: Committed, Assigned, and Unassigned. In the County's budget, the Committed and Assigned amounts are shown as Reserves.

- The General Fund Reserve (Ending Balance) should be budgeted at a level of no less than 15% of total resources.

General Fund Reserves (Committed and Assigned Fund Balance)

Committed fund balance – amounts constrained to specific purposes by the BCC. To be reported as committed, amounts cannot be used for any other purpose unless the BCC approves a change by Board Budget Amendment.

Assigned fund balance – amounts the County *intends to use* for a specific purpose. Intent can be expressed by the BCC or recommended by the County Administrator. There are two essential differences between committed fund balance and assigned fund balance. First, committed fund balance requires action by the BCC, whereas assigned fund balance allows that authority to be delegated to the County Administrator. Second, formal action by the BCC is necessary to impose, remove, or modify a constraint reflected in committed fund balance, whereas less formality is necessary in the case of assigned fund balance.

- The Reserve for Contingencies (Unrestricted – Committed Fund Balance) shall be budgeted at a minimum of 5% operating expenditures. The total amount shall not exceed the statutory maximum of 10% of operating expenditures.
- The Reserve - Fund Balance (Unrestricted – Assigned Fund Balance) shall be budgeted in the following categories.
 - Cash Flow Reserve – a minimum of one-twelfth of budgeted revenue
 - Encumbered Contracts Reserve – the average month-end value of outstanding encumbrances over a preceding twelve-month period
 - Disaster Response Reserve – a minimum of \$20 million
 - The total amount budgeted shall not exceed the statutory maximum of 20% of operating expenditures.

Budget Policies

- For annual financial reporting purposes, specific amounts for each category in the Reserve - Fund Balance will be determined by the County Administrator based on fiscal year end data.

Use of Reserves:

- The Reserve for Contingencies (Unrestricted – Committed Fund Balance) may be used for unanticipated expenditures or to address revenue shortfalls.
- The Reserve - Fund Balance (Unrestricted – Assigned Fund Balance) may be used as follows:
 - Cash Flow Reserve and Encumbered Contracts Reserve – for any authorized expenditure
 - Disaster Response Reserve – for any expenditures incurred as the result of an emergency event
 - The Cash Flow Reserve and Encumbered Contracts Reserve may be used to supplement the Disaster Response Reserve

Restoration of General Fund Reserves:

- If General Fund Reserves are depleted below the levels established by policy, the County Administrator will develop a plan to restore the balances over time for Board approval.
- The restoration plan should include such recommendations for rate/fee adjustments and/or expenditure reductions as may be appropriate.
- The plan for restoration should be reviewed and updated on an annual basis until the policy level guidelines are achieved.

General Fund – Unrestricted Unassigned Fund Balance

Unassigned fund balance – *The General Fund, as the principal operating fund of the government, often will have net resources in excess of the categories already described. One reason for this is that Florida Statutes require most revenues to be budgeted at 95% of the total estimated amount. If there are additional net resources, the surplus is presented as unassigned fund balance. Other funds, by their nature, are established to account for revenues that are expended for specific purposes and therefore do not have unassigned fund balances.*

- General Fund Balance in excess of that which is Non-spendable, Restricted, Committed and Assigned at the end of the fiscal year shall be designated as Unassigned.
 - Unassigned Fund Balance should be used for non-recurring purposes whenever possible.
 - Preference should be given to expenditures that will result in future efficiencies or other cost savings.
 - In the event of severe financial stress resulting from unanticipated revenue decreases or expenditure increases, Unassigned Fund Balance may be used to mitigate the negative impact on public services on a short term basis.

Budget Policies

- In addition to the Reserves and Fund Balance, a Service Level Stabilization Account may be appropriated in the General Fund to mitigate future revenue shortfalls or expenditure increases.

Other Operating Funds Reserves

- At a minimum, the Reserves (Unrestricted Balance) of Enterprise Funds should be budgeted at a level of 5 to 15% of regular operating revenues, or no less than one to two months of operating expenditures.
- Similar Reserve (Unrestricted Balance) amounts should be budgeted in other funds (i.e. 1 - 2 months of operating expenditures or an adequate working capital reserve) on a case-by-case basis.
- Fund reserve policy should be linked to a potential increase or decrease of rates/fees if reserve levels reach certain thresholds.

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 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 10 years 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.

Budget Policies

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

- 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.

Budget Policies

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.

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.

Budget Policies

Internal Service Funds

- Internal Service Funds may be used for allocating the costs of central service functions and for risk financing.
- Cost allocations of central service functions are charged ratably to other funds, departments, and agencies of the primary government. The goals are to measure the full cost of providing the central service and to fully recover that cost through fees and charges.
- Risk financing internal service funds are used to account for all risks of a given type in individual funds of each type. Interfund premiums are charged to other funds to cover both current costs and provide a reserve for anticipated future losses.

Summary of User Fee Changes

Exhibit B



**FY2011 BUDGET
SUMMARY OF FEE CHANGES**

Department / Description	FY2010 Rate	FY2011 Rate	Net Revenue Impact
GENERAL FUND			
Animal Services			
1. <i>Proposed new fee for each animal surrendered to the shelter by an owner. (Charges will be waived when deemed necessary, since it is not the intent to dissuade anyone from surrendering an animal)</i>	None	\$20	\$30,000
2. Proposed change to "Pick Up/Delivery" fee. Current fee is for "owned" animals, the change would be "any" animal (e.g. raccoons and opossums)	\$30	No Change	\$30,000
TOTAL - Animal Services			\$60,000
Parks and Conservation Resources (formerly Culture, Education and Leisure (CEL))			
1. Proposed change to commercial photography fee to provide for all day photo shoots	\$300 per 3 hours + \$150 per add'l hour	\$300 per half day; \$500 per day	Minimal
2. Proposed elimination of Catering Fees, Heritage Village, County Extension and Preserve Rental Fees to accommodate outsourcing	Various	None	Minimal
TOTAL - Parks and Conservaiton Resources			Minimal
Justice and Consumer Services			
1. Proposed increase to bingo licenses	\$255	\$325	\$11,200
2. <i>Proposed cost recovery for Medical Examiner's laboratory investigative services</i>	None	Varies	\$300,000
TOTAL - Justice and Consumer Services			\$311,200

Note: Some fee changes have minimal net revenue impact due to estimated changes in activity levels.

**FY2011 BUDGET
SUMMARY OF FEE CHANGES**

Department / Description	FY2010 Rate	FY2011 Rate	Net Revenue Impact
Planning			
1. Proposed change to variances fees	\$385	\$375 Residential; \$500 Commercial	Minimal
2. Proposed change to public hearing advertising fees for land use and zoning	Actual Cost	\$250 Small Scale; \$750 Large Scale	Minimal
3. Proposed increase to review/revised developer agreements	\$1,290	\$1,500	Minimal
4. Proposed new fee for a petitioner requesting a hearing continuance	None	\$350	\$1,750
TOTAL - Planning			\$1,750
Real Estate Management			
1. Proposed new fees for access and use permits on county property (excludes County right-of-way)			
-trail access	None	\$100	} \$2,000
-landscape: commercial	None	\$132	
-monitoring wells	None	\$100	
-walk through coordination per department	None	\$65	
TOTAL - Real Estate Management			\$2,000
TOTAL - GENERAL FUND			\$374,950
INCREASED REVENUES - EXISTING FEES			\$41,200
INCREASED REVENUES - NEW FEES			\$333,750

Note: Some fee changes have minimal net revenue impact due to estimated changes in activity levels.

**FY2011 BUDGET
SUMMARY OF FEE CHANGES**

Department / Description	FY2010 Rate	FY2011 Rate	Net Revenue Impact
OTHER FUNDS			
Airport Revenue and Operating Fund (Fund 0501) <i>1. Proposed new fee for each use of the passenger loading bridges by an airline</i>	<i>None</i>	<i>\$25</i>	<i>Minimal</i>
TOTAL - Airport Revenue and Operating Fund			Minimal
Building and Development Review Services (Fund 0230) 1. Proposed increase to building permit fees	Various	10% increase	\$320,000
2. Proposed increase to development review fees	Various	10% increase	\$37,000
TOTAL - Building and Development Review Services			\$357,000
Parks and Conservation Resources - Marina (Fund 0220) 1. Proposed change to fees for Marina trailer storage to provide flexibility in response to local market	\$45 per unit per month	\$40 - \$50 per unit per month	Minimal
TOTAL - Parks and Conservation Resources - Marina Fund			Minimal
Pinellas County Health Department (Fund 0202) 1. Proposed fee increase for microbiological sample analysis	\$20 per sample	\$25 per sample	\$400
2. Proposed fee increase for pools and spas annual operating permits	\$100	\$125	\$2,600
3. <i>Proposed new fee for late public swimming pools permits per occurrence</i>	<i>None</i>	<i>\$25</i>	<i>\$10,000</i>
4. Proposed increase in fee for general plan review per hour	\$35	\$40	\$60
5. <i>Proposed new fee to expedite plan reviews per hour</i>	<i>None</i>	<i>\$40</i>	<i>\$1,200</i>
6. Proposed increase in fees for IUDs, vasectomies and tubal ligations to cover costs of contracted services	Various	Various	\$36,930
TOTAL - Pinellas County Health Department			\$51,190

Note: Some fee changes have minimal net revenue impact due to estimated changes in activity levels.

**FY2011 BUDGET
SUMMARY OF FEE CHANGES**

Department / Description	FY2010 Rate	FY2011 Rate	Net Revenue Impact
Public Works (Fund 0201)			
1. Proposed increase for review of subdivision plat reviews	\$1,500 Plus \$12 per Lot	\$1,950 Plus \$16 per Lot	Minimal
2. Proposed increase to monument inspection fees	\$165 Inspection; \$90 Re-inspection	\$215 Inspection; \$120 Re-inspection	Minimal
3. Proposed increase to subdivision inspection fees	\$280 Initial; \$140 Re-inspection	\$365 Initial; \$185 Re-inspection	Minimal
4. Proposed increase to special event permits per event	Various	30% increase	Minimal
5. Proposed increase to right-of-way utilization permits	Various	30% increase	Minimal
TOTAL - Public Works			Minimal
Utilities Funds			
<i>Water System (Fund 0531)</i> 1. Proposed new annual fees for backflow device maintenance	None	Various	\$675,000
<i>Sewer System (Fund 0551) -</i> 1. Proposed increases for cost recovery	\$28.87	\$35	\$2,000
<i>Utility Collections Service Fees (All Funds) -</i> 1. Proposed new schedule for existing late payment fee (previously included in separate schedules for each system)	Various	Various	None
TOTAL - Utilities Funds			\$677,000
TOTAL - OTHER FUNDS			\$1,085,190
INCREASED REVENUES - EXISTING FEES			\$398,990
INCREASED REVENUES - NEW FEES			\$686,200

Note: Some fee changes have minimal net revenue impact due to estimated changes in activity levels.

Summary of Budget Reductions

Exhibit C



BCC Budget Reductions by Fund

GENERAL FUND TARGETS (15%)	\$60M
BCC Departments	\$21M
Constitutionals & Independents	\$39M

FUNDS	REDUCTION	FULL-TIME POSITIONS
General Fund	\$20.2M	137.5
Building & DRS Fund 0230	\$119K	1.5
Fleet Management Fund 0602	\$1.2M	11.0
Transportation Trust Fund 0201	\$1.7M	12.0
Risk Management Fund 0605	\$196K	2.0
Tourist Development Fund 0240	\$1.2M	0.0
Utilities Funds	\$64.8M	64.0
TOTAL	\$89.4M	228.0

BCC Budget Reductions by Department

DEPARTMENT	REDUCTION	FULL-TIME POSITIONS
Animal Services-General Fund	\$441K	6.0
Building & Development Review Svc.-Gen.Fund Support	\$116K	1.5
Building & Development Review Svc.-BDRS Fund 0230	\$119K	1.5
Communications-General Fund	\$450K	5.0
Community Development-General Fund	\$206K	2.0
County Attorney-General Fund	\$752K	5.0
<i>Culture, Education, & Leisure -General Fund</i>	<i>\$2.1M</i>	<i>33.0</i>
CEL-Cultural Affairs	\$364K	3.0
CEL-Heritage Village	\$205K	2.0
CEL-Extension	\$553K	8.0
CEL-Parks & Recreation	\$1.0M	20.0
Economic Development-General Fund	\$321K	0.0
Environmental Management-General Fund	\$2.0M	21.0
Fleet Management-Fleet Fund 0602	\$1.2M	11.0
Health & Human Services-General Fund	\$7.0M	14.0
Justice & Consumer Services-General Fund	\$644K	4.0
Management & Budget-General Fund	\$103K	1.0
Planning (net of MPO)-General Fund	\$372K	5.0
Public Safety Services-General Fund	\$381K	2.0
Public Works-General Fund	\$2.6M	26.0
Public Works-Transportation Trust Fund 0201	\$1.7M	12.0
Real Estate Management-General Fund	\$2.7M	12.0
Risk Management-Risk Fund 0605	\$196K	2.0
Tourist Development Council-TDC Fund 0240	\$1.2M	0.0
<i>Utilities- Various Funds</i>	<i>\$64.8M</i>	<i>64.0</i>
Utilities-Water System	\$5.9M	31.0
Utilities-Sewer System	\$4.1M	28.0
Utilities-Solid Waste System	\$54.8M	5.0
TOTAL	\$89.4M	228.0

ANIMAL SERVICES - General Fund

Programs	Reductions	Impact
Animal Shelter Program	Total reduction of \$145K. Eliminate one Senior Animal Care Assistant position and one Animal Care Assistant position (\$99K). Eliminate one Office Specialist position (\$41K). Reduce miscellaneous expenditures (\$4,200).	<ul style="list-style-type: none"> • Change in operational hours • Increased waiting periods for citizens to receive service • Holding times decreased from 10/5 to 7/4, could result in accidental euthanasia/adoption of owned pets. • Delayed execution of responsibilities with consequences for data entry necessary for the flow of animals through the shelter, receive approximately 22-24K animals annually. • Cannot fulfill Internal Audit Division's recommendations for financial transactions & loss control.
Field Enforcement Program	Total reduction of \$76K. Eliminate one Animal Control Officer position (\$57,430). Eliminate 5 vehicles from the fleet (\$11,400). Eliminate 3-Stealth Vehicles and 1-Wildlife Van (\$2,030) Reduce air card service for laptops in enforcement vehicles (\$5K).	<ul style="list-style-type: none"> • Loss of capacity to respond to disaster situations w/loss of vehicles • Inability to effectively perform stealth enforcement/investigations w/loss of stealth vehicles.
Administrative Program	Total reduction of \$141,500). Eliminate Assistant Director position (\$134,420). Reduce Travel and Per Diem and Office Supplies due to eliminated positions (\$7K).	<ul style="list-style-type: none"> • Elimination of 1 of the 2 Veterinarian positions will have a direct impact on the capabilities of performing spay/neuter surgeries and off-sight rabies vaccinations, and licensing. • Surgeries performed on pets at the shelter will decrease by 2,000 a year for citizens on public assistance. Would estimate that PCAS would be able to perform approximately 3,000 surgical procedures in-house per year. Additional decreases will result from elimination of mobile unit detailed below.

ANIMAL SERVICES - General Fund

Programs	Reductions	Impact
		<ul style="list-style-type: none"> • In order to meet State requirements and continue day to day operations, contract veterinarians will be utilized to a higher extent (approx. 35 days/year) when the Director cannot be on premises due to leave, required meetings, mandatory continued education, etc.
Outreach Program	Total Reduction of (\$7,900) Eliminate 2-Animobiles (\$5,870). Reduce Medical Drugs & Supplies (\$2K)	<ul style="list-style-type: none"> • With loss of mobile units, PCAS will lose the ability to perform spay/neuter surgeries, rabies vaccinations, and licensing for citizens in the most underserved areas of the county. Last year this amounted to approximately 500 surgical procedures, 1,000 rabies vaccinations and 1,010 licenses. There is potential for the SPCA to offset part of this impact if that organization operates the Animobiles. • Loss of revenue from mobile would be approximately \$8K annually related to the rabies vaccinations and licenses issued. PCAS will still continue to offer these services in-house. • With decreased spay/neuter procedures an increase in the number of unwanted animals is projected but cannot be accurately quantified. • A female cat can have a litter of kittens as young as 5-months of age. Exponentially, their offspring can continue this cycle, causing pet over-population.
Licensing Program	Eliminate one Accounting Support Specialist position (\$70,600).	<ul style="list-style-type: none"> • Delayed execution of functions required for correcting erroneous information keyed into database from Lockbox agency, and reconciliations received, and monthly statements from approximately 130 veterinary offices throughout Pinellas County. • Inability to maintain workflow related to daily purchasing, and budget & expenditure job requirements.
TOTAL	Total \$441K 6 FTE's	

BUILDING & DEVELOPMENT REVIEW SERVICES - General Fund

Programs	Reductions	Impact
Development Review Services - Customer Service	Eliminate one Office Specialist position and reduce another Office Specialist position to 20 hours (\$80K).	<ul style="list-style-type: none">Currently BDRS staff cannot answer all in-coming phone calls during peak calling hours. This reduction will greatly increase the number of "dropped calls". The second floor reception desk for the building division will be eliminated due to this reduction. When customers step out of the elevator at the bldg. div. there will be no office staff to assist and direct customers to the appropriate staff members for assistance.
Administrative Program	Elimination of half of one Administrative Support position that supports Development Review Services (\$36K).	<ul style="list-style-type: none">This reduction will eliminate the last office support person that provides administrative assistance to the DRS management. This position currently provides back-up for the main reception desk during staff illness/vactions and lunch periods. This may create situation where at times no one is available to staff the reception desk.
TOTAL	Total \$116K 1.5 FTE's	

BUILDING & DEVELOPMENT REVIEW SERVICES - BDRS Fund

Programs	Reductions	Impact
Building Inspections Program	Eliminate one Electrical Inspector 2 position (\$83K).	<ul style="list-style-type: none">The elimination of one electrical inspector will require the county to utilize the contract services of a private company to provide a contract electrical inspector during peak permit activity and during illness/vacation of staff electrical inspector. Without using the private provider we would not be able to complete electrical inspections.
Administrative Program	Elimination of half of one Administrative Support position that supports Building Inspections (\$36K).	<ul style="list-style-type: none">Position currently provides back-up for the main reception desk during staff illness/vactions and lunch periods. This may create situation where at times no one is available to staff the reception desk.
TOTAL	Total \$119K 1.5 FTE's	

COMMUNICATIONS - General Fund

Programs	Reductions	Impact
PCC Television Program	Eliminate one station manager position (\$104K).	<ul style="list-style-type: none"> Loss of institutional knowledge and professional expertise will impact operations. Quality control and oversight will be diminished. The supervision of division employees will need to be realigned to the Department Director.
Conservation Resources Program	Total reduction of \$195K. Eliminate one administrative support position (\$52K). Eliminate two public relations positions (\$132K). Reduction of miscellaneous expenditures (\$11K).	<ul style="list-style-type: none"> Level of service to departments and ability to complete project requests will be reduced by 30%. Number of available staff to assist in public notification of water, sewer, and reclaimed water breaks and staffing the Emergency Operations Center will be reduced by 30%. Administrative duties will need to be assumed by the remaining clerical/administrative staff.
Marketing Program	Reduce outreach efforts of county events and activities (\$20K).	<ul style="list-style-type: none"> The remaining \$32K will be used to publicize public meetings and produce materials to support outreach efforts and public safety.
Administrative Program	Total reduction of \$131K. Eliminate managerial position and reduce one administrative position to 32 hours (\$100K). Reduce miscellaneous expenditures due to staff reductions and other efficiency measures (\$31K).	<ul style="list-style-type: none"> Coordination and oversight of the Citizen Information Center call center needs to be evaluated and potentially reassigned to Emergency Communications. Supervision of the information desk staff will need to be realigned. The information desk available to answer phone calls and assist customers will be reduced from 3 to 2 positions. Coverage will need to be adjusted.
TOTAL	Total \$450K 5 FTE's	

COMMUNITY DEVELOPMENT - General Fund

Programs	Reductions	Impact
Neighborhood & Housing Initiatives Programs	Total reduction of \$206K. Eliminate two positions supporting the following programs: Housing Sustainability Program, the Neighborhood & Housing Policy Development & Implementation Program, and the Workforce & Affordable Housing Preservation program.	<p>There will be a reduction in the amount and quality of customer service, technical assistance and project planning provided resulting in:</p> <ul style="list-style-type: none"> • Reduced number of high quality, high impact projects which require coordination with multiple County Departments and leveraging of multiple funding sources <ul style="list-style-type: none"> ◦ Negotiation of 3 development agreements instead of 5 development agreements as originally proposed • Reduced outreach to industry professionals and community organizations <ul style="list-style-type: none"> ◦ Loss of one proposed new housing program impacting approximately 15 housing units ◦ Inability to preserve 50 units of affordable housing as originally proposed • Reduced number of projects initiated with cities and reduced coordination with funding agencies and housing providers <ul style="list-style-type: none"> ◦ Production of 45 units of housing instead of 50 units as originally planned ◦ Production of approximately 21 units of meeting green building standards instead of 25 units as originally proposed
TOTAL	Total \$206K 2 FTE's	

COUNTY ATTORNEY - General Fund

Programs	Reductions	Impact
County Attorney Program	Total reduction of \$572K. Reduce five positions including one Senior Assistant County Attorney, one Assistant County Attorney, one Paralegal, one Senior Legal Assistant, and one Legal Secretary (\$449K). Move budgetary responsibility for Article V court-side expenditures to the Clerk of the Circuit Court's court-side budget (\$100K). Eliminate payment for required licensure, professional associations (\$7K). Reduce miscellaneous expenditures and eliminate (\$16K).	<ul style="list-style-type: none"> • Institutionalize a 3:1 lawyer/secretary ratio for all positions thereby reducing capacity to absorb absences in the workforce. Reduced capacity to utilize legal interns and increase turn-around time for research. More lawyers performing non-legal functions with a resulting loss in efficiency. Reduced capacity to provide important specialized legal services with the attendant risks and need to provide specialized training. • Primary concern is training for lawyers in new areas of responsibilities. Each lawyer will be required to personally fund necessary licensure, professional affiliations, and that level of communication required by his/her client. • Because of increased legal work associated with the reduction-in-force and reorganization, there will be little or no capacity to effectively handle additional work.
Outside Legal Counsel Program	Reduce outside legal counsel budget (\$180K).	<ul style="list-style-type: none"> • Reduces legal representation capacity for conflicts or specialty areas requiring outside counsel.
TOTAL	Total \$752K 5 FTE's	

CULTURE, EDUCATION, & LEISURE - General Fund

Programs	Reductions	Impact
Cultural Affairs		
Cultural Services Program	Eliminate Cultural Affairs Division as a function of county government (\$364K); includes the elimination of three positions.	<ul style="list-style-type: none">• The transition of this program to a non-profit (Pinellas Cultural Foundation, Inc.) will result in less County influence in this area and reduced advocacy for the arts due to reduced funding. The non-profit would receive the proceeds from the sale of specialty license plates (Art) through a performance based agreement and possibly administer the Cultural Tourism grants on behalf of the Tourist Development Council (TDC).
Sub-Total	Total \$364K 3 FTE's	
Heritage Village		
General Visitor Experience Program	Eliminate one position and reduce various operating expenditures (\$96K).	<ul style="list-style-type: none">• Pinellas County Historical Society will pay approximately \$64,000 in "new" operating expenses in 2011.
Program Participant Program	Eliminate 15 temporary positions and reduce various operating expenditures (\$31K).	<ul style="list-style-type: none">• Elimination of all revenue based programming at Heritage Village.• Free self-guided school tour will be offered daily Wednesday-Friday.• Position reductions will limit ability to supervise and orient school groups resulting in reduced number of school children visiting Heritage Village.
Heritage Village - Collections	Eliminate one position and reduce operating expenditures (\$78K). Slowdown in donation and accession process.	<ul style="list-style-type: none">• Volunteers to assist with cleaning and maintenance of historic structures.• Public access to research library reduced to from 20 hours to 6 hours per week.• Reduction of response time to phone calls to archives and library from one business day to 5-10 business days.
Sub-Total	Total \$205K 2 FTE's	

CULTURE, EDUCATION, & LEISURE - General Fund

Programs	Reductions	Impact
County Extension		
Sustainable Living Program	Eliminate five positions, reduce three positions to part-time, and reduce operating expenditures. (\$327K).	<ul style="list-style-type: none"> Educational programs and on-line resources for financial management, nutrition, youth life skills and sustainable practices would be reduced from approximately 40,000 to 30,000 citizens served.
Natural Resources Program	Eliminate three positions, reduce two positions to part-time, and reduce various operating expenditures (\$226K).	<ul style="list-style-type: none"> Horticulture help line will be transitioned to volunteer support only as available. Educational programs and on-line resources for home landscape best practices would be reduced from approximately 60,000 to 40,000 citizens served.
Sub-Total	Total \$553K 8 FTE's	
Parks & Recreation		
Landscape Services Program	Total reduction of \$405K. Eliminate nine positions (\$495K) offset by an additional \$156K for contracted seasonal mowing staff. Reduce various operating expenditures in Florida Botanical Gardens (\$66K).	<ul style="list-style-type: none"> Reduced staff available for off season department projects such as refurbishing picnic tables and benches, facility painting and repair, landscape restoration, which will impact service levels and facility appearance, may reduce facility and equipment life cycles. Reduction in operating expenditures for FBG will require greater reliance on volunteers and outside funding support, which may delay maintenance and replacement of plant materials.
Facility Management Program	Total reduction of \$70K. Eliminate four positions (\$210K), fleet equipment and operating expenses (\$35K) associated with the Fort De Soto trash crew. Reduction offset by an additional \$175K for trash collection contract.	<ul style="list-style-type: none"> No apparent change in level of service is expected as a result of trash collection being provided by contracted vendor.
Visitor Services Program	Total reduction of \$253K. Eliminate four positions (\$258K). Reduction offset by an additional \$5K for signage.	<ul style="list-style-type: none"> Fort De Soto Park administration office will be closed, which will increase activity at the campground office and increase call volume to the department administration office.

CULTURE, EDUCATION, & LEISURE - General Fund

Programs	Reductions	Impact
		<ul style="list-style-type: none">• Elimination of park supervisor positions will increase work load for park operations managers and other supervisory staff, slower response time to email inquiries and complaints.• Increased informational signage will be used to mitigate service level reductions.
Administrative Program	Eliminate three positions and various operating expenditures to right size department overhead in proportion to organizational reductions (\$283K).	<ul style="list-style-type: none">• Departmental oversight of CIP projects will be assumed by operations managers and increased reliance on Public Works.• Approximately 50% of incoming calls will be directed to voice-mail.• Reservation inquiries will be increasingly driven to the web-portal. Walk-up customer wait times will quadruple to one hour.• Staff reductions are expected to delay accounting processing such as journal vouchers for revenue from every day to every other day.
Sub-Total	Total \$1.0M 20 FTE's	
CEL TOTAL	Total \$2.1M 33 FTE's	

ECONOMIC DEVELOPMENT - General Fund

Programs	Reductions	Impact
Business Assistance Program	Convert small business assistance programs to become a contracted Small Business Development Center (SBDC) sub-center. End 3 Business Resource Network (BRN) contracts and replace them with 6 revised Business Assistance Partnership (BAP) contracts funded by Small Business Administration (SBA) grant. Three County positions changed to being grant funded instead of from the General Fund (\$288K). If grant funding is not secured, these positions would be eliminated.	<ul style="list-style-type: none">• A new federal grant and a new contract to provide services to the SBDC at the University of South Florida will enable us to minimize impacts in FY11. However, due to reductions here and in the Purchasing Department, there will be a significant impact on our ability to provide support for the Small Business Enterprise (SBE) program. There will be no proactive recruitment of SBE vendors by county staff. New vendors will be identified only from those who sign up for classes on government procurement.
Business Development Program	Total reduction of \$10K. Eliminate the annual scientific survey of local businesses (\$4K). Reduce tradeshow and site selector mission participation (\$6K).	<ul style="list-style-type: none">• Discontinuation of the business survey will eliminate annual contact with 4,000 local businesses. Tradeshow and mission reductions decrease annual contact with site selection decision-makers and consultants by 25%. Will result in fewer leads generated and fewer potential job creation projects in Pinellas.
Administrative Program	Reduce miscellaneous expenditures (\$23K). Includes reductions in number of computers and Blackberries, and decreases in copying, office supplies, training and temporary workers.	<ul style="list-style-type: none">• Reductions in communications technology will increase average response times from same-day to next-business-day. Reduced training will affect our staff knowledge of competitive practices.
TOTAL	Total \$321K 0 FTE's	

ENVIRONMENTAL MANAGEMENT - General Fund

Programs	Reductions	Impact
Code Enforcement Program	Eliminate six positions and related operating expenditures (\$314K).	<ul style="list-style-type: none"> • New complaint response time will increase from current two (2) day average to 10 to 14 day average response.
Watershed Management Program	Total reduction of \$352K. Eliminate half of one position and one temporary position in NPDES (\$95K). Eliminate two and a half positions and related operating expenditures in Environmental Support Services (\$253K). Reduction in miscellaneous operating expenditures in Watershed Planning (\$4K).	<ul style="list-style-type: none"> • Other staff members will need to assume the work of the eliminated positions to ensure compliance. Peak workload periods may require the use of consultants to avoid delays for some TMDL tasks. • Elimination of Environmental Support Services (ESS) to Public Works, CEL, and Utilities will result in increased CIP projects' budgets for wetland delineation, permit acquisition & compliance, mitigation planning & compliance, etc. Estimated annual cost \$520,000 for replacement consultant services; does not include extra fees for on-call type services. Less staff to perform mandatory water quality monitoring program, citizen complaints, and Tampa Bay Estuary Program and Agency on Bay Mgt. technical advisory committee assignments.
Environmental Lands Program	Total reduction of \$737K. Eliminate one and a half positions and related operating expenditures at Weedon Island Preserve (\$145K). Eliminate one and a half positions and related operating expenditures at Brooker Creek Preserve (\$131K). Eliminate one position and related operating expenditures in Ecological Services (\$115K). Eliminate seven positions and related operating expenditures that are shared between three programs: Weedon Island Preserve, Brooker Creek Preserve, and Ecological Services (\$346K).	<ul style="list-style-type: none"> • Core staff is proposed to remain for transition into Culture, Education, and Leisure (CEL). • Management of Ed Centers will be incorporated under a new model with Extension Services at CEL. • Management of Environmental Lands will focus on fire management, exotic vegetation removal, security, and boundary maintenance.

ENVIRONMENTAL MANAGEMENT - General Fund

Programs	Reductions	Impact
Administrative Program	Eliminate six positions and related operating expenditures (\$653K).	<ul style="list-style-type: none">• Administrative and accounting duties will need to be absorbed by positions in the receiving departments. Timely processing of invoices and receivables, purchasing, contracts, and grants invoicing may be impacted particularly when biweekly, monthly, quarterly, and annual items are due. Grants and budget management processes will be need to be addressed by the receiving dept. Special training will be required for Air Quality programs and grants management. GIS duties and coastal management support will need to be absorbed by receiving departments.• Responsibility for management and leadership of DEM programs must be upheld by the new departments to maintain credibility within the environmental community, agenices and other organizations
TOTAL	Total \$2.04M 21 FTE's	

FLEET MANAGEMENT - Fleet Management Fund

Programs	Reductions	Impact
Maintenance & Repair Program	Eliminate 5 positions to right size organization in proportion to anticipated organizational reductions and resulting fleet size (\$351K). Positions include a Welding Fabricator position, 2 Certified Mechanic positions, a Mechanic Supervisor position, and an Auto body Shop Manager position.	<ul style="list-style-type: none">• Right size organization in proportion to organizational reductions and resulting fleet size. Reductions may result in intermittent increases to rolling stock repair downtimes and service delivery schedules during unplanned heavy workload periods for both internal and external customers. Reductions in organizational staffing and equipment levels will proportionally decrease organizational emergency response capabilities during emergencies or natural disasters.
Vehicle Replacement Program	Reduction of Equipment Acquisition Specialist position (\$95k). Vehicle replacements have been deferred until future years therefore eliminating full time requirement for replacement planning, specification development, vehicle procurements, and surplus activities.	<ul style="list-style-type: none">• Responsibilities of Equipment Acquisition specialist to be distributed to other staff. The annual vehicle equipment replacement cycle will be lengthened to twice a year.
Inventory Parts Program	Eliminate one Parts Manager position and reduce inventory in proportion to anticipated organizational reductions and resulting fleet size (\$339K).	<ul style="list-style-type: none">• Reduction of Supervisory position in proportion to anticipated organizational reductions and resulting fleet size and inventory requirements. Reductions may result in intermittent increases to rolling stock repair downtimes as a result of workload variances and unplanned leave occurrences.
Fuel Program	Reduce budgetary fuel projection for fuel procurement in proportion to anticipated fleet reductions & consumption levels (\$132K).	<ul style="list-style-type: none">• Reduce budgetary fuel projection for fuel procurement in proportion to anticipated fleet reductions & consumption levels; extreme caution and monitoring will be required due to the high volatility of fuel pricing in recent years. Additionally, the closing of 5 of 24 fuel sites has diminished County fuel storage capacities, thereby reducing the County's ability to provide provisional fuel to other agencies during emergency response efforts.

FLEET MANAGEMENT - Fleet Management Fund

Programs	Reductions	Impact
Administrative Program	Eliminate two Administrative Support Specialist positions, one Equipment Operator Trainer position and the Fleet Operations Manager position (\$287K) to right size department overhead in proportion to organizational reductions and resulting fleet size.	<ul style="list-style-type: none">• Right size department in proportion to organizational reductions and resulting fleet size. Reductions may result in intermittently delayed administrative functions in service delivery to both internal & external customers during unplanned heavy workload periods. Reduction of high level management position; responsibilities of Operations Manager position to be redistributed to Asst. Fleet Mgr. position, with task oriented duties being spread among Certified Mechanic Supervisor positions. Administrative responsibilities to be distributed as needed to Administrative Support Specialist positions.
TOTAL	Total \$1.2M 11 FTE's	

HEALTH & HUMAN SERVICES - General Fund

Programs	Reductions	Impact
Temporary Assistance and Self Sufficiency Programs	Elimination of STARS program including ten positions (\$662K)	<ul style="list-style-type: none"> The STARS Division has consolidated service delivery in St. Petersburg and is transitioning operations to become a non-profit organization effective August 16, 2010.
Homeless Services Programs	Reduce Financial Assistance by implementing more stringent eligibility criteria; includes the elimination of four positions (\$1.3M)	<ul style="list-style-type: none"> Loss of Financial Assistance for approximately 250 clients per month from the current level of 1200 per month.
	Eliminate funding for homeless street outreach teams (\$180K)	<ul style="list-style-type: none"> Elimination of funding for social worker/mental health worker on the 3 homeless street outreach teams. May impact teams ability to triage clients and make appropriate referrals. Risk of law enforcement partners ending their participation in program.
	Reduce appropriation for Mobile Medical Unit (\$25K)	<ul style="list-style-type: none"> Reduces the Mobile Medical Unit physician to .75 FTE and appropriation for available medical supplies.
	Reduce administrative support for the Homeless Coalition (\$7K)	<ul style="list-style-type: none"> Reduces resources for service delivery coordination, funding coordination, and data-driven decision making supporting non-profit homeless service providers.
Healthcare Services Programs	Reduce funding for indigent health care by restricting client enrollment and covered services (\$4.5M)	<ul style="list-style-type: none"> Reduces enrollees from 11,000 to 9500 resulting in reduced access and fragmented care. Preventive, screening and wellness services deferred; primary and secondary prevention of existing diseases delayed; Emergency Rooms providing the more costly and stop-gap care. Reduces encounter rate to "Medical Homes" by approximately 8%. Medical Staff Recruitment and Retention requires long-range planning for Community Partners; reduced funding and enrollees impacts staffing needs and potential staff reductions.

HEALTH & HUMAN SERVICES - General Fund

Programs	Reductions	Impact
		<ul style="list-style-type: none"> Reduces Specialty care services. Although we will continue to provide for most specialty areas, reductions will be focused on the high cost areas within specialties such as hematology/oncology (cancer), orthopedics and cardiovascular surgery. Acute and chronic events which could be resolved or improved with intervention will be delayed or denied, eventually resulting in expensive emergency room or inpatient admissions.
		<ul style="list-style-type: none"> Pharmacy services will be reduced by 18%. This requires additional reductions in brand medications furthering reliance on the Pharmacy Assistance Programs (PAP). PAP provides free medications (brand) for eligible clients. Unfortunately not all medications can be obtained through PAP. Currently approximately 83% of medication dispensed by the County Health Plan are generic.
		<ul style="list-style-type: none"> Inhibits ability to more comprehensively address behavioral health and dental needs which are among the top inappropriate uses of hospital emergency rooms.
		<ul style="list-style-type: none"> It is anticipated that a portion of the cuts will be restored through the Medicaid Buyback Program. This will allow the health plan to maintain its current enrollment cap at 11,000 or restore some of the cuts in specialty care and other services.
Social Support Programs	Reduce Social Action Funding for competitive grants to non-profit human service providers (\$215K)	<ul style="list-style-type: none"> Reduces funding for approximately 27 local non-profit social services agencies impacting their ability to leverage funding resulting in program eliminations and reduced service levels decreasing the number of residents served.

HEALTH & HUMAN SERVICES - General Fund

Programs	Reductions	Impact
		<ul style="list-style-type: none">Due to the limited funding available, these funds will be distributed to high focus priority areas to be determined.
	Reduce funding for permanent supportive housing projects (\$120K)	<ul style="list-style-type: none">Reduces funding 27% for local non-profit and supportive housing projects. Boley is close to securing a federal veteran's grant for the mid-county Safe Haven. This would remove any impact of this cut.
TOTAL	Total \$7M 14 FTE's	

JUSTICE & CONSUMER SERVICES - General Fund

Programs	Reductions	Impact
Justice Coordination	Eliminate one Justice Program Analyst (\$83K).	<ul style="list-style-type: none">• Reduction will require changes in contract administration through longer contract terms and requiring contracted programs to perform greater administrative and tracking activities.• Grant pursuit will be prioritized based on county needs, available timing, and potential for award. Five (5) less grant applications will be submitted for funding consideration.• Due diligence timing will increase from 3 day response to 2 weeks.• Additional prioritization of critical functions, grants, ongoing programs, and supportive services will reduce responsiveness to strategic initiatives. Initiatives will be reviewed and considered within priority areas and immediate county goals.
Consumer Protection Program	Eliminate one Senior Consumer Protection Investigator, one Consumer Protection Investigator and one Senior Office Specialist (\$228K).	<ul style="list-style-type: none">• This reduction would require new thresholds and standards for non-priority cases to ensure citizen and tourism interests are maximized. With an intake of roughly 2000 new cases annually, caseloads for dispute resolution would be reduced by up to 20% or roughly 400 non-priority cases to ensure quality, effective case investigation is maintained.• Proactive initiatives and trend analysis activities to identify and address emerging areas of concern will see a reduction of 24 investigations. With the reduction, the department expects to accomplish 132 proactive investigations, down from a targeted 156. These investigations target potential victimization to lower future complaints

JUSTICE & CONSUMER SERVICES - General Fund

Programs	Reductions	Impact
		<ul style="list-style-type: none"> Initial processing of complaints will be maintained at 5 days. The program has already implemented revised procedures and prioritization processes to triage incoming cases. Educational materials distributed for prevention will be maintained at previous 38% reduction amount.
Juvenile Detention Program	Reduction of administration for State mandated County funding for Juvenile Justice Program to match actual costs (\$235K).	<ul style="list-style-type: none"> Funding will continue at anticipated mandate levels for pre-dispositional detention days based on revised cost estimates.
Turning Point Program	Reduction in County contribution to Turning Point Program for Homeless Inebriate Center (\$40K).	<ul style="list-style-type: none"> Reduction will result in a loss of service capacity within Turning Point estimated at 690 bed days for homeless inebriate services at a current rate of \$58 per day. Pinellas funding will sustain 1,341 bed days for FY11.
Re-Entry Program	Reduction in funding to each of three jail reentry service providers (\$38K).	<ul style="list-style-type: none"> County administered reentry funding will be reduced by 17% with the elimination of remaining general fund support. Reentry services levels will be reduced for ex-offenders. <i>Existing grant funding will sustain targeted reentry through March 2011. Program partners will continue to pursue and collaborate on grant opportunities. Additionally, a reentry volunteer program will be explored.</i>
Conflict Counsel Program	Reduction of funding for technology support for the Regional Conflict Counsel Office (\$20K).	<ul style="list-style-type: none"> Reduction will eliminate remaining support for disputed county expense. Funding for technology would be considered within normal Article V discussions.
TOTAL	Total \$644K 4 FTE's	

MANAGEMENT & BUDGET - General Fund

Programs	Reductions	Impact
Budget Preparation & Management Program	Eliminate one analyst position (\$103K).	<ul style="list-style-type: none">• Workload per analyst will increase resulting in less staff time availability for special projects, research, and training.• Percentage of administrative budget amendments processed within 7 business days may increase to 8-10 business days (15 days is mandatory requirement).• Focus on core budget activities such as: annual budget preparation and management, CIP preparation and management, TRIM compliance, revenue forecasting, debt management and disclosure, processing of budget amendments, and technical assistance to departments and agencies.
TOTAL	Total \$103K 1 FTE	

PLANNING - General Fund

Programs	Reductions	Impact
General Planning Program	Total reduction of \$290K. Eliminate two Planning Analyst positions and one Planning Technician position providing support to the County's GIS system (\$199K). Eliminate one Lead Planning Technician position and one temporary position providing support for the County's Comprehensive Planning responsibilities (\$91K).	<ul style="list-style-type: none">• The elimination of the planning department staffing for the GIS data updating, mapping, analysis and tabulation will result in--- the parcel base will not be maintained and the system will be frozen in time-- key GIS files to land use, municipal boundaries, annexations, coastal storm areas, various transportation networks, census maps will not be maintained-- another organization will need to provide these-- the future land use map and zoning Atlas will need to be filed in another system-- the land-use analysis for the LDR program will not be possible
Zoning Support Program	Total reduction of \$82K. Eliminate one Secretary position providing clerical support for zoning function (\$71K). Discontinue paying the Board of Adjustment (BOA) members for meeting attendance (\$11K).	<ul style="list-style-type: none">• The elimination of paying for the Board of Adjustment members would bring this group into alignment with the other boards that are not paid at this time. The reduction of the secretarial support to the zoning/ LPA function will result less notice to the public concerning zoning and land use changes that come before the LPA and BCC and Board of Adjustment. This will limit the public outreach for the LDR project over the next 2 years and also result in unresolved public issues coming before the BCC.
TOTAL	Total \$372K 5 FTE's	

PUBLIC SAFETY SERVICES - General Fund

Programs	Reductions	Impact
Emergency Communications Program	Eliminate one Emergency Communications Supervisor I position and one Administrative Support Specialist position. Reducing one Senior Network Technician from 40 hours weekly to 32 hours weekly.(\$147K)	<ul style="list-style-type: none"> This will increase possibility of additional overtime to meet minimum staff levels in the 911 Center. Eliminated one unencumbered position in the Emergency Communications Center – Supervisor I – which is expected to impact supervisory coverage and require remaining staff to compensate. This will negatively impact our ability to reduce overtime. There will be less personnel to cover for illness and vacations. Reducing one Senior Network Technician from 40 hours weekly to 32 hours weekly will reduce responsiveness to equipment problems at fire stations. We are anticipating being able to handle the work load due to the increased turn-around time to 48 hours.
Fire Operations Program	Total reduction of \$92K. Reduce Technical Rescue capital equipment replacement (\$69K) and reduce miscellaneous expenditures (\$23K).	<ul style="list-style-type: none"> Reduction of operating supplies could result in failure to replace hazmat or technical rescue consumables. Reduces communications capability in event of a disaster, either in Pinellas County or if deployed out of the County. Delays replacement of Technical Rescue equipment by extending service life.
Radio & Data Systems Operations Program	Charge Radio and Data Systems Manager expenses to the Moving Violation Fund rather than the General Fund (\$142K).	<ul style="list-style-type: none"> This would not impact the overall system functions. Could possibly extend Capital Project schedules due to reduced revenue in the Moving Violation Trust Fund.
TOTAL	Total \$381K 2 FTE's	

PUBLIC WORKS - General Fund

Programs	Reductions	Impact
Capital Improvement Program Construction Inspection Program	Eliminate two positions providing construction inspection services (\$178K).	<ul style="list-style-type: none">• No negative impact due to the reduced capital improvement program for FY11 and FY12, and the impending consolidation of Public Works and Utilities construction inspectors.
Capital Improvement Program (CIP) Support Program	Total reduction of \$394K. Eliminate one position and reduce operating expenditures in support of the Capital Improvement Program (\$163K). Eliminate one supervisory position (\$158K). Reduce various operating expenditures (\$73K).	<ul style="list-style-type: none">• Elimination of the support position will limit the ability to seek some grant funding for transportation projects which is a performance measure for the Transportation Division.• Management of the grant program for current grant funded projects must continue and be absorbed by other staff.• Establishment of priorities for and the continued development of the Intersection Program will be slowed. This program will have to be absorbed by other staff.• Project management duties for the Roadway Jurisdiction Policy Study will have to be performed by other staff.• Due to the future consolidation of departments and computer resources, there will be minimal impact due to the elimination of the supervisory position and reduction of operating expenses.

PUBLIC WORKS - General Fund

Programs	Reductions	Impact
Transportation Capital Improvement Program	Total reduction of \$707K. Eliminate three positions and various operating expenditures providing support to transportation projects in the CIP (\$418K). Eliminate three positions providing project management and design support (\$289K).	<ul style="list-style-type: none">• Minimal impact due to the reduction of supervisory positions providing an institutional knowledge transfer (currently in year 3 of 5) and continuity in the capital program for project management and utility coordination. Delays of one month will be expected for retrieval of historic project information requests.• Major impact reducing field staff involved in data collection and major/minor drainage research for the capital program. A three month delay in completing routine requests leading to the collection and analysis of asset inventory data will be experienced, due to smaller field crews.• Reduction of a supervisory position in the capacity as a Professional Engineer reduces and delays the department management succession plan by several years.• Minimal impact to project management and design support due to reduced capital program for FY11 and FY12.
Stormwater/Drainage Capital Improvement Program	Total reduction of \$241K. Eliminate two positions providing project management and design support (\$241K).	<ul style="list-style-type: none">• No negative impact to support of in-house design and project management due to reduced capital program for FY11 and FY12.
Site Plan Review Program	Eliminate one position providing site plan review (\$83K).	<ul style="list-style-type: none">• Permits and site plans submitted by the public have reduced over the last two years. No change in level of service required with reduction in resources, unless activity in this area increases substantially.

PUBLIC WORKS - General Fund

Programs	Reductions	Impact
Program Support Operations Program	Total reduction of \$144K. Reduction of support of continued efficiency improvements and software implementation (\$24K). Reduced response time to citizen inquiries including the elimination of one position (\$61K). Reduction in planned maintenance support to departmental divisions including the elimination of one position (\$59K).	<ul style="list-style-type: none"> • Level of service reduction (increase of response time) to CATS (County Assignment Tracking System) items, BCC requests, and citizen inquiries. Expected increase from 3 minutes to 5 minutes for callers to be on "hold" during high volume call times. • Reduction in planned maintenance support to departmental divisions will result in a loss of productivity at crew level. This equates to approximately 1760 man-hours planned department wide for crew support that will be eliminated for various activities.
Permitted Facilities and Stormwater Program	Total reduction of \$424K. Eliminate one position supporting certification of the County's permitted facilities (\$92K). Eliminate one management supervision position (\$106K). Eliminate one support position due to optimization achieved by consolidation of divisions (\$56K). Reduced level of service for permitted facility site re-constructions to meet permit requirements; includes the elimination of three positions (\$170K).	<ul style="list-style-type: none"> • Redistribution of professional responsibilities associated with certification of the County's permitted facilities that are required to be re-certified (signed and sealed by a professional engineer) every 18-24 months. Shifts certification responsibilities to upper level licensed management personnel. • Due to consolidation of services in response to continued budget reductions, elimination of this management supervision position and associated equipment will result in a reduction in the level of service delivery to day-to-day program support to this division. Duties and responsibilities will be redistributed to remaining supervisory staff by consolidation of divisions.

PUBLIC WORKS - General Fund

Programs	Reductions	Impact
		<ul style="list-style-type: none">• Major reduction (>75%) to the level of service of permitted facility site re-constructions to meet permit requirements, with a resultant fiscal impact burden shift to the CIP. Current planned Level of Service is 4.3 acres of reconstruction per year. Elimination of one crew will result in redistribution of preventative maintenance cycles to the remaining 2 crews, also impacting efficiency and resulting in only 1 acre of reconstruction per year.• Negative impacts can be expected to post-storm essential activities necessary for emergency blockage removals.
Mosquito Control Program	Total reduction of \$99K. Eliminate one position providing mosquito control education for citizens (\$97K). Eliminate mechanical harvesting for Lake Management Program and only provide management of lake vegetation (\$2K).	<ul style="list-style-type: none">• Deletion of this position eliminates the ability to provide proactive mosquito control public education to citizens at state and local fairs, local malls, schools, etc. Citizen education program efforts will now be solely limited to that provided by 12 spray technicians in response to specific citizen requests while performing their other normal duties.• The supervision for fogging, as well as other duties, will be redistributed and assigned to remaining staff.• Elimination of mechanical harvesting will result in no treatment of Lake Tarpon Canals.

PUBLIC WORKS - General Fund

Programs	Reductions	Impact
Ditch and Drainage Maintenance	Reduction in shouldering and off-road ditch maintenance activities; includes the elimination of one position and operating expenses (\$78K).	<ul style="list-style-type: none"> • Level of service reduction of 42,400 linear feet of shouldering maintenance activities per year (approximately 50% reduction). These functions will be combined into roadside ditch cyclic work, thus extending the time to complete each cycle by 6 months. • Potential for travel lane inundations and adjacent roadway flooding.
Vegetation Control and Pond Maintenance	Eliminate one position contributing to major and minor hand-cleaned drainage ditches (\$50K).	<ul style="list-style-type: none"> • Level of service reduction will result in longer cycles for major and minor hand-cleaned drainage ditches and reduce crew productivity by up to 25%. Resultant loss of efficiency equates to the current 3 month cycle moving to a 4 month cycle. • Increased potential for flooding due to blockages. • Less personnel to respond during an emergency event.
Public Works Asset Management	Eliminate one GIS analyst position (\$81K).	<ul style="list-style-type: none"> • This program compiles data inventory and condition assessment for roads, pipes, and bridges to produce the capital work plan. The analysis of asset inventory and prioritization of the capital program will be delayed by six months.
Public Works Administration	Eliminate one clerical support position (\$72K).	<ul style="list-style-type: none"> • Assigned duties will be absorbed by other PW Human Resources and Payroll staff.
TOTAL	Total \$2.5M 26 FTE's	

PUBLIC WORKS - Transportation Trust Fund 0201

Programs	Reductions	Impact
Bridge Maintenance Program	Total reduction of \$82K. Reduce bridge tending contractual services to match current bascule inventory (\$32K). Reduce contractual services for bridge inspections on county-owned crossings that fall outside of the inspection program provided by FDOT (\$50K).	<ul style="list-style-type: none">• These funds are used to perform bridge inspections on county-owned crossings that fall outside of the inspection program provided by FDOT. The inspections are performed on a cyclic basis and are included in the bridge management system maintained by Public Works. Bridge tending services will not be impacted.• The elimination of the contractual funds for inspections will shift the responsibilities to Public Works Engineering to perform these duties in accordance with national standards.• PW Engineering currently has one employee that is licensed to perform this work; therefore, the current workload assigned to the employee will have to be reduced in order to accommodate the time needed to perform these inspections.
Residential Traffic Management (RTM) Program	Reduce RTM maintenance and eliminate new RTM installations in accordance with proposed program reduction (\$34K).	<ul style="list-style-type: none">• No new speed humps will be installed.• Changes in residential neighborhoods will be limited to those justified by Traffic Engineering investigations.• Maintenance cycles for RTM devices will be extended from five (5) years to seven (7) years.
Traffic Studies, Investigation, and Safety Engineering Program	Eliminate one managerial position as well as various operating expenditures (\$149K).	<ul style="list-style-type: none">• Remaining staff will absorb duties. This has occurred since March 2010, as the position was vacated by retirement. This will result in longer response times for citizen inquiries.

PUBLIC WORKS - Transportation Trust Fund 0201

Programs	Reductions	Impact
Ditch and Drainage Maintenance Program	Eliminate one managerial position following retirement during FY2011 (\$81K).	<ul style="list-style-type: none">• This position is currently working on project level countywide ditch maintenance program.• Due to the reduction in force, the succession management plan for this position was disrupted. The impact will include loss of institutional knowledge, field expertise, technical skills, staff development, and exempt level management of field staff.• It is anticipated that as of 12/31/10, this program will be established and the responsibilities must be redistributed and transferred to several existing positions that will require on-the-job training.
Road Maintenance/Asphalt Program	Eliminate one supervisory position (\$71K).	<ul style="list-style-type: none">• Due budget reductions (LOS reductions) across the department, this program will be consolidated into another division and will function under the direction of the current division supervisor. No long term impact is anticipated.
Advanced Traffic Management System (ATMS)/Intelligent Transportation System (ITS) and Modern Traffic Control System (MTCS) Signal System Design, Construction & Maintenance Programs	Eliminate interlocal impact maintenance and other program support (\$78K).	<ul style="list-style-type: none">• Reduces traffic signal maintenance services for partner municipalities in ITS program.
Concrete, Drainage Structures, and Pipe Maintenance	Reduction in contractual funding for sidewalk replacement program (\$200K).	<ul style="list-style-type: none">• Reduction of contractual services for sidewalk replacement will result in approximately 40,000 square feet less sidewalk replacement and will increase the need for in-house crews to grind sidewalks to address tripping hazards. Potential will exist for an additional 1600 grinds per year needed. The current LOS provided is 2100 sidewalk grinds per year.

PUBLIC WORKS - Transportation Trust Fund 0201

Programs	Reductions	Impact
Program Support Operations Program	Total reduction of \$536K. Eliminate three positions providing permit compliance inspections, quality control inspections, and contractor oversight (\$229K). Reduction of contractual services supporting continued efficiency improvements and software implementation (\$117K). Eliminate two administrative support positions and operating supplies consistent with personnel reductions (\$190K).	<ul style="list-style-type: none"> • Reduction of quality control inspection for both in-house and contractual work. • Due to the consolidation of services, it will be necessary to redistribute inspection and coordination of contracts for mowing, sweeping, roadway beautification, property maintenance, sidewalk and pipelining, which will result in a reduced level of service to contractual oversight and permit compliance inspections. • Elimination of available resources to research various requests, causing a longer wait time to respond to citizens and administration. • Reduction of work identification on bridges and structures; repairs become more reactive than proactive. • Elimination of utility fiber optic system right-of-way inspections. • Increase of response time from 48 hours for initial inspection/callback to 72 hours for CATS (County Assignment Tracking System) items, BCC requests, and citizen inquiries. • Reduction in support staffing requires various duties to be redistributed to other management staff. • Expected results due to increased workload include unmet deadlines and operating by reaction rather than by planning.

PUBLIC WORKS - Transportation Trust Fund 0201

Programs	Reductions	Impact
Traffic Signals	Postpone purchasing new street light maintenance equipment by using existing emergency stock estimated to last at least two years (\$122K).	<ul style="list-style-type: none">Reduction in stock levels of equipment used for annual maintenance and repair materials may negatively impact the County's ability to meet long term FDOT contractual requirements and the ability to provide existing level of service for emergency related repairs.
Traffic Signs & Pavement Markings Program	Total reduction of \$333K. Convert all in-house sign fabrication activities except for a small amount of special request handmade signs to contractor (\$75K). Eliminate two positions and convert all in-house thermo-plastic marking activities to contractor (\$20K). Eliminate one supervisory position (\$83K). Eliminate one administrative support position by consolidating duties (\$63K). Eliminate one striping position due to reorganization (\$49K). Reduce various operating expenditures (\$43K).	<ul style="list-style-type: none">Immediate impact will be to no longer fabricate signs for other Departments. A sign fabrication contract has been established, so other Departments will be able to purchase signs from this contract.Preventative maintenance road striping frequency will increase at least two years between re-striping due to the reduction in staff and materials from five-year to seven-year cycle.Administrative support duties will be combined with the signal shop when the groups move into the new ERB Building. The reduction in operating expenditures will also be realized with the move into the ERB Building.
TOTAL	Total \$1.7M 12 FTE's	

Note: Eliminated position in Ditch & Drainage Program is not included in reduction count since it will be on the books as of 10/1/10.

REAL ESTATE MANAGEMENT - General Fund

Programs	Reductions	Impact
Building Design & Construction Program	Eliminate one Architectural Production Manager position (\$84K).	<ul style="list-style-type: none"> Division can no longer support new in-house design requests from customers. AutoCad expertise has been lost resulting in current project schedules slipping 60-90 days while staff overcomes the AutoCad learning curve.
Real Property Program	Total reduction of \$347K. Eliminate four positions (\$263K), change full-time position to a part-time position (\$32K), reduce professional and other contractual services (\$40K), reduce miscellaneous expenditures (\$12K).	<ul style="list-style-type: none"> Aligns staffing and appropriation with the projected future level of land/ROW acquisition in support of CIP project activities. Changes to the CIP resulting in large scale acquisitions will require outsourcing.
Administrative Program	Total reduction of \$162K. Eliminate one Administrative Support Specialist position and one Administrative Secretary position (\$147K). Allocate a portion of Director's salary for services provided to the STAR Center fund (\$15K).	<ul style="list-style-type: none"> Aligns staffing with changes in administrative functions resulting from consolidation and the pending OPUS implementation; allocates a portion of the Director's salary and benefit costs to non-General Fund programs under the Director's purview.
Facility Operations - Northwest Program	Total reduction of \$684K. Eliminate one Facility Operations Manager (\$72K). Reduce several object codes including professional services (\$50K), other contractual services (\$120K), fleet charges (\$114K), repair & maintenance (\$305K), and operating supplies (\$23K).	<ul style="list-style-type: none"> Direct result from strategic implementation of a proactive maintenance and asset management program. No direct impact to customers or condition of building assets.
Facility Operations - Southeast Program	Total reduction of \$215K. Eliminate one Craftworker II position and one Trades Field Services Supervisor position (\$119K). Reduce several object codes including professional services (\$5K), other contractual services (\$80K), and repair & maintenance (\$11K).	<ul style="list-style-type: none"> Direct result from strategic implementation of a proactive maintenance and asset management program. No direct impact to customers or condition of building assets.
Facility Operations - Detention Program	Total reduction of \$763K. Eliminate one Trades/Field Services Supervisor position (\$87K). Reduce several object codes including professional services (\$5K), repair & maintenance (\$260K), operating supplies (\$102K), and utilities (\$309K).	<ul style="list-style-type: none"> Direct result from strategic implementation of a proactive maintenance and asset management program. No direct impact to customers or condition of building assets. Reductions in utility expenditures in FY11 and beyond are expected due to energy and water conservation investments from FY10 and FY11.

REAL ESTATE MANAGEMENT - General Fund		
Programs	Reductions	Impact
Facility Planning Program	Total reduction of \$417K. Eliminate one Craftworker I position (\$62K). Reduce several object codes including professional services (\$55K) and capital outlay (\$300K).	<ul style="list-style-type: none"> Reduces Department's ability to react to customer's non-maintenance project requests. Requests to be prioritized based upon health, safety and mission criticality. Department's response to pick-up surplus property from customers will slip 30-45 days. The number of non-rolling stock property surplus auctions will be reduced by one-half to 1-2 per year.
TOTAL	Total \$2.7M 12 FTE's	

RISK MANAGEMENT - Risk Financing Fund 0605

Programs	Reductions	Impact
Employee Safety Program	Eliminate one Senior Risk Management Specialist position (\$83K).	<ul style="list-style-type: none">• The coverage of departments will now be assigned by geographic area (Mid, South, North) rather than specific departmental assignments. There will be some potential loss of departmental continuity, but the remaining safety inspectors can be deployed more efficiently and utilize staff time more effectively.
County Liability Program	Eliminate one Administrative Support Specialist position (\$63K).	<ul style="list-style-type: none">• Administrative duties will shift to the Claims Adjusters resulting in an increased response time to claims (up to 5 days). Claimant (employee and citizen) satisfaction levels are anticipated to decrease as adjusters will have less time for personal interaction and greater reliance on form letters, etc.
Administrative Program	Reduce various miscellaneous expenditures to right size department overhead in proportion to organizational reductions (\$50K).	<ul style="list-style-type: none">• Reduced various administrative costs (i.e. office supplies, other contractual services, loss control supplies, books, publications and subscriptions, etc.) dues to reduced County staff and moving to more automated processes.
TOTAL	Total \$196K 2 FTE's	

Tourist Development Council - Tourist Development Council Fund 0240

Programs	Reductions	Impact
Promotional Program	Total reduction of \$1.2M. Reduce advertising promotions in the annual advertising contract (\$975K). Reduce by \$200K the CVB's "Elite Event" promotional sponsorships of major area draws such as the Tampa Bay Rays, Ironman, and Honda Grand Prix. Reduce special projects research in the annual research contract (\$30K).	<ul style="list-style-type: none">• These reduced funds have been transferred to the TDC reserves in order to provide additional revenues for unexpected events. Reduced promotion of Elite Events could affect tourism to those events, and to the destination in general. Reduction in special studies and projects would affect overall research picture of tourism to area. Reduced ad budgets would curtail or eliminate ad placements and/or programs as needed.
TOTAL	Total \$1.2M 0 FTE's	

UTILITIES

Programs	Reductions	Impact
Water System		
Treatment Program	An increase \$1.2M which includes the elimination of 15.5 positions. This increase was mostly due to the contribution from Water to Sewer-Reclaimed Water System of \$1.8M partially off-set by a decrease in Personal Services of (\$0.6M).	<ul style="list-style-type: none"> The reduction represents a change in the mission of the Laboratory Department as it merges with the Utilities Operations Department. The majority of sample analysis will be contracted out to private laboratories. Also, sample analysis for DEM will no longer be done by Utilities and will need to be contracted to a private laboratory.
Customer Service Program	Reductions totaling (\$1.6M) which includes the elimination of 4.5 position. This reduction was mostly due to (\$924K) in contract services-other for the ultra low flow toilet program and (\$170K) in other contract services other, (\$29K) in operating supplies, (\$257K) in Personal Services, and (\$210K) in miscellaneous reductions.	<ul style="list-style-type: none"> Elimination of some administrative functions that will be absorbed by the consolidation of the Customer Service and Conservation Departments. Elimination of rebates for ULFT and other conservation programs; however, conservation information and guidance will still be available for customers. Implementation of a credit card user fee for water customers.
Distribution Program	Reductions totaling (\$1.1M) which includes the elimination of 7 positions. This reduction was mostly due to a decrease in Personal Services of (\$601K), and a decrease in Operating Supplies - Misc. of (\$507K).	<ul style="list-style-type: none"> Reduction in the number of new services installed, which has resulted from the economic downturn. Extending the life of meters and backflows by delaying the replacement program.
Intergovernmental Service Charges	Reductions totaling (\$1.3M). This reduction was mostly due to a decrease in the charges coming from the General Fund.	<ul style="list-style-type: none"> Support provided by other County departments based service needs. Impact to service level determined by supporting departments.
Utilities Administration/ Business Support Program	Administration, Finance and Business Support reductions totaling (\$111K) for consulting services and promotional expenses.	<ul style="list-style-type: none"> Reduction in consulting services and promotional information on water conservation.
Water Impact Fees Refunds Program	Reductions in refunds (\$40K).	<ul style="list-style-type: none"> Immaterial Impact
Capital Outlay/Equipment	Reduction of (\$460K) due to machinery and equipment.	<ul style="list-style-type: none"> Purchase of new and replacement of machinery and equipment will continue based on the current guidelines.

UTILITIES

Programs	Reductions	Impact
Capital Improvement Projects/ Utilities Engineering Services	Reductions totaling (\$2.4M) from reduction in Engineering of (\$311K) mostly due a reduction in Personal Services of (\$273K) which includes the elimination of 4 positions, a reduction in general consulting of (\$25K) and miscellaneous reductions of (\$13K). In addition, there was a reallocation of (\$90K) from Utilities Finance R&R to Utilities Finance R&O. Also, there was an increase in Intragovernmental Services of \$323K and a reduction in GMD of (\$88K) which includes the elimination of 1 position. Lastly, there was reduction of (\$2.2M) in CIP, mostly due to lower bid costs for the Belcher Road Water Main project.	<ul style="list-style-type: none"> Reduction in project management staff, which will require strategic assistance from consultants to assist with timely delivery of projects.
Debt Service	A decrease of (\$26K) in interest and lease payments.	<ul style="list-style-type: none"> Lease payments paid off in FY2010 and interest expense was reduced for FY2011.
Sub-Total	Total \$5.9M 31 FTE's	

UTILITIES

Programs	Reductions	Impact
Sewer System		
Treatment Program	Reductions totaling (\$0.1M) which includes the elimination of 6 positions. This reduction was mostly due to a decrease of (\$533K) Personal Services and (\$86K) in other miscellaneous expenses, offset by an increase in grit removal expense of \$500K .	<ul style="list-style-type: none"> • This reduction represents a change in the mission of the Laboratory Department as it merges with the Utilities Operations Department. The majority of sample analysis will be contracted out to private laboratories. Also, sample analysis for DEM will no longer be done by Utilities and will need to be contracted to a private laboratory.
Customer Service Program	Reductions totaling (\$203K) which includes the elimination of 4 positions. This reduction was mostly due to a decrease of (\$190K) Personal Services and (\$13K) in other miscellaneous expenses.	<ul style="list-style-type: none"> • Elimination of some administrative functions that will be absorbed by the consolidation of the Customer Service and Conservation Departments.
Collection Program	Reductions totaling (\$838K) which includes the elimination of 9 positions. This reduction was mostly due to a decrease of (\$383K) in Personal Services, (\$373K) in maintenance of lines, (\$168K) in Operating Supplies-Miscellaneous partially offset by a miscellaneous increase of \$86K.	<ul style="list-style-type: none"> • Cycle times for wastewater pipe cleaned and televised each year will extend beyond the 6 year plan resulting in a greater risk of Inflow & Infiltration (I/I) into the wastewater collection system. Cycle times for routine inspection and maintenance of infrastructure will extend beyond Best Management Practices (BMP) and will result in a greater risk for Sanitary Sewer Overflows (SSO).
Intergovernmental Service Charges	Reductions totaling (\$564K). This reduction was mostly due to a decrease in the charges coming from the General Fund.	<ul style="list-style-type: none"> • Support provided by other County departments based service needs. Impact to service level determined by supporting departments.
Utilities Administration/ Business Support Program	Reductions totaling (\$222K) which includes the elimination of 4 positions. This decrease was mostly due to a decrease of (\$191K) in personal services and (\$39K) contract services mainly due to CIS, partially offset by an increase of \$8K.	<ul style="list-style-type: none"> • Reduction in administrative staff and a reduction in the consulting services.
Capital Outlay/Equipment	There was reduction of (\$630K) due to machinery and equipment.	<ul style="list-style-type: none"> • Purchase of new and replacement of machinery and equipment will continue based on the current guidelines.

UTILITIES

Programs	Reductions	Impact
Capital Improvement Projects/ Utilities Engineering Services	Reductions totaling (\$1.3M) which includes the elimination of 5 positions. This reduction was mostly due to a combination of reductions and delays of renewal and replacement capital improvements projects in the South Cross facility.	<ul style="list-style-type: none"> Reduction in project management staff, which will require strategic assistance from consultants to assist with timely delivery of projects.
Debt Service	Reductions totaling (\$249K) due to debt payment.	<ul style="list-style-type: none"> Immaterial Impact
Sub-Total	Total \$4.1M 28 FTE's	

UTILITIES

Programs	Reductions	Impact
Solid Waste System		
Disposal Program	Reductions totaling (\$20M) which includes the elimination of 2 positions. This reduction is mostly due to a reduction in Operating Supplies (\$16M) due to the curbside recycling program and in Contract Services Other (\$3M) due to the Waste-to Energy operator agreement and miscellaneous reductions of (\$1.2M).	<ul style="list-style-type: none"> Continue with the current level of service for operations and maintenance of the resource recovery facility and landfill operations. Modification to bin distribution for the proposed curbside recycling program.
Intergovernmental Service Charges	Reductions totaling \$279K. This reduction was mostly due to a decrease in the charges coming from the General Fund.	<ul style="list-style-type: none"> Support provided by other County departments based service needs. Impact to service level determined by supporting departments.
Utilities Administration/ Business Support Program	Reductions totaling (\$288K) which includes the elimination of 2 positions. This reduction is mostly due a reduction in Personal Services by (\$166K), in Promotional Activities by (\$60K), in Repair & Maintenance by (\$32K) and in miscellaneous reductions by (\$30K).	<ul style="list-style-type: none"> Reduction in administrative staff and promotional information on recycling.
Capital Outlay/Equipment	There was reduction of (\$28K) due to machinery and equipment.	<ul style="list-style-type: none"> Purchase of new and replacement vehicles and equipment will continue based on the current guidelines.
Capital Improvement Projects/ Utilities Engineering Services	There was a reduction of (\$34M) mainly due to the elimination of 1 position, the completion of the furnace related work, and a delay on additions and improvements to the new water treatment plant, to the Toytown landfill, to the side slope closures and to the site roadway construction projects.	<ul style="list-style-type: none"> Continue with the current level of Engineering support and proceed with the approved Capital Improvement Program.
Grants and Aids	There was reduction of (\$275K) due to the deferral of the curbside recycling program.	<ul style="list-style-type: none"> Deferral of the curbside recycling program.
Sub-Total	Total \$54.8M 5 FTE's	
UTILITIES TOTAL	Total \$64.8M 64 FTE's	

Summary of Program Improvements

Exhibit D



**FY2011 BUDGET
SUMMARY OF PROGRAM IMPROVEMENTS**

Department	Program Change	FY2011 Budget
NON-RECURRING IMPROVEMENTS		
General Government	Facility Energy & Conservation Projects	1,943,000
General Government	Homeless Initiatives	1,000,000
General Government	Centralized Chiller Facility	3,000,000
General Government	Working Capital for the Arts Council and STARS Program	600,000
Business Technology Services	Justice Consolidated Case Management System (CCMS) Project	4,000,000
Business Technology Services	Oracle Projects Unified Solution (OPUS) Project	2,161,480
Business Technology Services	BTS Customer Support Automation	400,000
TOTAL		13,104,480
RECURRING IMPROVEMENTS		
Business Technology Services	Additional Oracle Licensing Costs from OPUS Implementation	947,000
Human Resources	Enhanced Volunteer Coordination	120,000
TOTAL		1,067,000



Capital Improvement Program
by Function & Activity

Exhibit E



Pinellas County Capital Improvement Program, FY2011 Through FY2016

Detailed Expenditure Report By Function/Activity

				FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	Total
GOVERNMENTAL PROJECTS										
Function: Culture and Recreation										
Activity: Other Culture & Recreation										
Project:		Fund	Center							
1953	Wall Springs Park Public Art	0401	8790100	54,000	0	0	0	0	0	54,000
	Activity Total for									
	Other Culture & Recreation			54,000	0	0	0	0	0	54,000
Activity: Parks & Recreation										
Project:		Fund	Center							
1212	Belleair Cwy Pk New Bridge	0401	8720500	0	0	0	700,000	0	0	700,000
922156	CW-Boat Dock Facil Upgrades	0401	8720001	0	202,000	418,000	150,000	100,000	100,000	970,000
632	CW-Park Exotic Plant Removal	0401	8720001	0	105,000	0	0	0	0	105,000
630	CW-Park Playground Repl	0401	8720001	0	200,000	300,000	425,000	325,000	325,000	1,575,000
922475	CW-Park Roof Replacements	0401	8720001	0	150,000	150,000	150,000	150,000	150,000	750,000
629	CW-Park Sidewalk Repl	0401	8720001	0	50,000	150,000	150,000	350,000	150,000	850,000
732	CW-Restroom Replacements	0401	8720001	0	178,000	100,000	100,000	100,000	100,000	578,000
628	CW-Roads/Parking Areas	0401	8720001	0	601,000	1,800,000	1,000,000	1,000,000	1,000,000	5,401,000
922473	CW-Walks,Towers,Docks Repl	0401	8720001	0	0	80,000	520,000	0	0	600,000
1471	Chesnut Park Bdwk Replacement	0401	8720001	0	0	375,000	0	0	0	375,000
921707	Countywide Park Improvements	0401	8720001	166,100	185,000	150,000	150,000	383,000	150,000	1,184,100
1231	Countywide Pk Utility Infrastr	0401	8720001	0	0	2,000,000	900,000	1,000,000	1,000,000	4,900,000
2183	Friendship Trl Bridge Demo	0401	0000000	0	0	4,500,000	0	0	0	4,500,000
1082	Ft DeSoto Dune Walkovers	0401	8720200	0	170,000	170,000	170,000	0	0	510,000
921706	Ft DeSoto Facility Impr.	0401	8720200	115,000	115,000	115,000	115,000	115,000	115,000	690,000
623	Ft DeSoto Fort Rehab	0401	8720200	801,000	0	0	0	0	0	801,000
997	Ft DeSoto Water Circulation 2	0401	8720200	500,000	500,000	0	0	0	0	1,000,000
1078	Howard Park Fac. Renov.	0401	8720700	0	0	0	500,000	0	0	500,000
1817	Howard Park Sewer	0401	8720700	0	500,000	0	0	0	0	500,000
881	Joe's Creek Greenway (Lealman)	0401	8723500	547,500	197,000	0	0	0	0	744,500
1456	North County Recreation Fields	0401	8723600	321,500	0	0	0	0	0	321,500
922481	Pinellas Trail Improvements	0401	8720001	125,000	0	1,144,000	0	0	0	1,269,000
932	Pinellas Trail Overpass Imp	0401	8720001	0	0	450,000	0	0	0	450,000
539	Pop Stansell Park Improvements	0401	8720001	350,000	0	0	0	0	0	350,000
1236	Sutherland Bayou Boat Rmp	0401	8720001	0	310,000	0	0	0	0	310,000
1638	Taylor Park Seawall	0401	8720001	0	0	501,000	0	0	0	501,000
1825	Unincorp. Rec. Fields Dev.	0401	8720001	0	1,000,000	2,000,000	0	0	0	3,000,000
524	Wall Springs Dev. Ph 3	0401	8722300	300,000	0	0	0	0	0	300,000
840	Wall Springs/McMullen	0401	8722300	0	0	0	0	0	2,026,000	2,026,000
	Activity Total for									
	Parks & Recreation			3,226,100	4,463,000	14,403,000	5,030,000	3,523,000	5,116,000	35,761,100
	Function Total for									
	Culture and Recreation			3,280,100	4,463,000	14,403,000	5,030,000	3,523,000	5,116,000	35,815,100

Pinellas County Capital Improvement Program, FY2011 Through FY2016

Detailed Expenditure Report By Function/Activity

				FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	Total
<hr/>										
Function:	Economic Environment									
Activity:	Industry Development									
Project:		Fund	Center							
2129	Chiller #1 Replacement	0218	4401060	0	600,000	0	0	0	0	600,000
2130	Chiller #3 Replacement-STAR	0218	4401060	0	0	600,000	0	0	0	600,000
1060	Star Ctr AHU Replacement	0218	4401060	650,000	0	0	300,000	300,000	300,000	1,550,000
704	Star Ctr Roof Replacement	0218	4401060	0	0	0	300,000	300,000	0	600,000
Activity Total for										
Industry Development				650,000	600,000	600,000	600,000	600,000	300,000	3,350,000
Function Total for										
Economic Environment				650,000	600,000	600,000	600,000	600,000	300,000	3,350,000
<hr/>										
Function:	General Government Services									
Activity:	Judicial									
Project:		Fund	Center							
2173	CJC HVAC Controls	0401	8169800	0	450,000	0	0	0	0	450,000
1902	CJC Security System Upgrade	0401	8169800	0	0	300,000	2,450,000	0	0	2,750,000
1299	CJC-Roof Replacement	0401	8169800	0	90,000	1,200,000	0	0	0	1,290,000
831	St. Pete Jud. Tower Renov.	0401	8160300	6,870,440	500,000	0	0	0	0	7,370,440
Activity Total for										
Judicial				6,870,440	1,040,000	1,500,000	2,450,000	0	0	11,860,440
<hr/>										
Activity:	Medical Examiner									
Project:		Fund	Center							
2174	Med Ex HVAC Upgrade	0401	8190001	0	300,000	0	0	0	0	300,000
Activity Total for										
Medical Examiner				0	300,000	0	0	0	0	300,000
<hr/>										
Activity:	Other General Government									
Project:		Fund	Center							
1862	310 Court Garage Elevatr Upgrd	0401	8199800	1,400	0	0	0	0	0	1,400
1882	310 Court St-Energy Reduction	0401	8190001	0	0	150,000	0	0	0	150,000
1881	310 Court Window Gasket Rplcmt	0401	8190001	0	0	250,000	0	0	0	250,000
1908	315 Court Curtain Wall Rplcmt	0401	8190001	0	0	300,000	3,000,000	0	0	3,300,000
1489	315 Court Energy Reduction	0401	8190001	0	130,000	658,000	0	0	0	788,000
1490	315 Court Fire Alrm Sys Upgrde	0401	8199800	508,000	0	0	0	0	0	508,000
1906	315 Court Parkng Garage Repair	0401	8190001	500,000	0	15,000	0	0	0	515,000
1880	315 Court St Roof Replacement	0401	8190001	0	0	435,000	0	0	0	435,000
1863	315 Court400 S Ft H-Emer Gntr	0401	8199800	0	0	40,000	0	0	0	40,000
1861	324 S Ft Harr-Rplc Air Handlrs	0401	8199800	0	0	104,000	0	0	0	104,000
1883	333 Chestnut-Energy Reduction	0401	8190001	0	0	0	450,000	0	0	450,000
1876	400 S Ft H-Air Handler Rplcmts	0401	8190001	0	0	0	70,000	0	0	70,000
1888	400 S Ft Harr-Energy Reduction	0401	8190001	0	21,000	210,000	0	0	0	231,000
1884	440 Court St-Energy Reduction	0401	8190001	0	0	40,000	0	0	0	40,000
1294	501 Building Renovation	0401	8199800	523,600	0	0	0	0	0	523,600

Pinellas County Capital Improvement Program, FY2011 Through FY2016

Detailed Expenditure Report By Function/Activity

			FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	Total
1907	509 East Ave HVAC Eval&Rplcmt	0401	8190001	0	250,000	0	0	0	250,000
1878	509 East Avenue-HVAC Upgrades	0401	8190001	82,000	0	0	0	0	82,000
1866	Animal Svc-Kennel Cage Replcmt	0401	8199800	0	0	180,000	0	0	180,000
1890	Animal Svcs- HVAC Upgrades	0401	8190001	0	0	0	0	0	150,000
1891	Animal Svcs- Hot Water Tanks	0401	8190001	0	100,000	0	0	0	100,000
1894	Brooker Psv-Reseal Entrance Rd	0401	8190001	0	50,000	0	0	0	50,000
2188	Centralized Chiller Facility	0401	0000000	3,000,000	0	0	0	0	3,000,000
1885	Crim Just Ctr-Energy Reduction	0401	8169800	80,000	825,000	0	0	0	905,000
2187	Demand Control Ventilation	0401	0000000	93,000	0	0	0	0	93,000
1633	Govt Fac Remodel&Renovation	0401	8190001	128,990	1,504,500	1,320,000	2,463,000	4,000,000	9,416,490
2186	Lighting Retrofits	0401	0000000	850,000	0	0	0	0	850,000
1887	Med Exam Bldg-Energy Reduction	0401	8190001	0	10,000	0	0	0	10,000
1892	N Cnty Svc Ctr-Roof Replacemnt	0401	8190001	127,000	0	0	0	0	127,000
Activity Total For									
Other General Government			5,811,990	1,318,000	4,006,500	5,020,000	2,463,000	4,000,000	22,619,490
Function Total for									
General Government Services			12,682,430	2,658,000	5,506,500	7,470,000	2,463,000	4,000,000	34,779,930

Function: Physical Environment

Activity: Conservation & Resources

Project:	Fund	Center							
845 Alligator Lk Habitat Rest.	0401	8372200	1,382,710	30,000	30,000	30,000	30,000	30,000	1,532,710
1241 BCP Public Use Infrastructure	0401	8372500	0	0	50,000	150,000	150,000	0	350,000
1195 Beach Lighting	0401	8370600	0	100,000	0	100,000	0	100,000	300,000
939 Brooker Crk Boardwalk & Trails	0401	8372500	0	0	50,000	100,000	100,000	50,000	300,000
957 Coastal Research/Improvements	0401	8370600	280,000	280,000	280,000	280,000	280,000	280,000	1,680,000
7002 Dune Construction & Walk-overs	0401	8370600	90,000	75,000	75,000	80,000	80,000	80,000	480,000
1245 Env Lands Fencing	0401	8372200	75,000	75,000	75,000	75,000	75,000	0	375,000
656 Habitat Rest & Enhancemnt	0401	8372200	200,000	475,000	424,750	438,000	380,000	400,000	2,317,750
922279 Honeymoon Island Improvements	0401	8370700	140,000	2,185,000	125,000	125,000	125,000	125,000	2,825,000
168 Hurricane Pass Improvements	0401	8370700	0	1,040,000	0	0	0	0	1,040,000
2070 Long Key - Upham Bch 2010	0401	8370300	20,000	20,000	20,000	0	0	0	60,000
2071 Long Key Upham Bch 2013	0401	8370300	0	130,000	3,630,000	160,000	20,000	20,000	3,960,000
1229 Madeira Bch Groin Repl	0401	8370100	0	50,000	0	0	0	0	50,000
938 Mobbly Bay Habitat Restoration	0401	8372200	1,365,680	30,000	30,000	30,000	30,000	30,000	1,515,680
169 Pass-A-Grille Bch Nourishment	0401	8370300	0	0	2,000,000	0	0	0	2,000,000
2063 Sand Key Nourishment 2010	0401	8370100	14,768,980	2,155,000	125,000	125,000	0	0	17,173,980
2067 Sand Key Nourishment 2015	0401	8370100	0	0	250,000	250,000	14,035,000	2,135,000	16,670,000
1069 Tarpon Springs Shoreline Stabi	0401	8370500	0	500,000	0	0	0	0	500,000
2068 Treasure Isl Nourishment 2010	0401	8370200	25,000	25,000	25,000	0	0	0	75,000
2069 Treasure Isl Nourishment 2013	0401	8370200	0	130,000	3,650,000	165,000	25,000	25,000	3,995,000
956 Turtle Monitoring	0401	8370600	130,000	130,000	130,000	130,000	130,000	130,000	780,000
2072 Upham Beach Stabilization	0401	8370300	100,000	40,000	7,110,000	30,000	30,000	30,000	7,340,000
954 WIP Salt Marsh Restoration	0401	8372600	0	0	100,000	400,000	0	0	500,000
Activity Total for									
Conservation & Resources			18,577,370	7,470,000	18,179,750	2,668,000	15,490,000	3,435,000	65,820,120

Pinellas County Capital Improvement Program, FY2011 Through FY2016

Detailed Expenditure Report By Function/Activity

				FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	Total
<hr/>										
Activity:	Flood Control									
Project:		Fund	Center							
1820	Antilles & Oakhurst Drg Impmts	0401	8382800	0	0	0	1,500,000	710,000	0	2,210,000
922306	Bear Creek Channel Imps	0401	8383900	560,000	2,210,000	0	0	0	0	2,770,000
922333	Bee Branch Drainage Imps	0401	8380800	1,140,000	2,176,000	105,000	105,000	100,000	1,420,000	5,046,000
827	Clrwtr Harbor St.Joe SoundCCMP	0401	8381000	250,000	198,380	0	0	0	0	448,380
1821	Cross Bayou Channel 2-Rena Dr	0401	8382400	200,000	755,000	745,000	0	0	0	1,700,000
922271	Cross Bayou Watershed Plan	0401	8382400	250,000	250,000	0	0	0	0	500,000
1124	Curlew Crk Channel A Phase III	0401	8381000	60,000	2,210,000	4,627,000	0	0	0	6,897,000
767	Drainage Assessment Projects	0295	8389000	250,000	0	0	0	0	0	250,000
829	Lake Seminole Alum Injection	0401	8382600	2,231,000	2,637,050	0	0	0	0	4,868,050
921811	Lake Tarpon Quality Area 23	0401	8380300	0	74,320	837,190	0	0	0	911,510
922027	Lake Tarpon Quality Area 63	0401	8380300	0	50,000	50,000	539,400	892,960	0	1,532,360
1628	Lealman Area Drainage Imp	0401	8383500	270,000	270,000	0	0	0	0	540,000
2027	Lealman Central Drainage	0209	4120000	150,000	0	0	0	0	0	150,000
922025	Lk Seminole Sediment Removal	0401	8382600	450,000	8,075,000	8,075,000	0	0	0	16,600,000
1823	Pin Trail-54 Av Drainage Imps	0401	8382600	25,000	25,000	935,000	685,000	0	0	1,670,000
1859	Regional Stormwater Quality	0401	8389500	0	75,000	80,000	426,000	695,000	80,000	1,356,000
1233	Starkey Basin Watershed Plan	0401	8382500	250,000	250,000	0	0	0	0	500,000
921321	Stormwater Conveyance Sys Imp	0401	8389000	2,610,000	2,410,000	3,060,000	5,000,000	3,926,000	3,900,000	20,906,000
921774	Stormwater Permit Monitoring	0401	8389000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
922136	Surface Water Data Collection	0401	8389000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
1615	The Glades Drg Imp	0401	8389000	780,000	480,000	0	0	0	0	1,260,000
1860	Watershed Planning	0401	8389600	379,970	395,000	450,000	325,000	375,000	450,000	2,374,970
Activity Total for Flood Control				<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
				10,105,970	22,790,750	19,214,190	8,830,400	6,948,960	6,100,000	73,990,270
Activity:	Other Physical Environment									
Project:		Fund	Center							
2158	Extension SUN House	0401	8379900	100,000	376,000	0	0	0	0	476,000
965	FBG-Environmental Remediation	0401	8379900	0	0	0	351,000	0	0	351,000
1235	Pinewood CP Preservation Site	0401	8379900	10,800	0	0	89,000	0	0	99,800
1192	Pinewood Park Entrance	0401	8379900	0	0	0	60,000	0	0	60,000
Activity Total for Other Physical Environment				<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
				110,800	376,000	0	500,000	0	0	986,800
Function Total for Physical Environment				<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
				28,794,140	30,636,750	37,393,940	11,998,400	22,438,960	9,535,000	140,797,190

Pinellas County Capital Improvement Program, FY2011 Through FY2016

Detailed Expenditure Report By Function/Activity

			FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	Total
<hr/>									
Function:	Public Safety								
Activity:	Detention & Corrections								
Project:		Fund	Center						
2168	Central Div. Energy Mgt.	0401	8230001	0	200,000	0	0	0	200,000
1896	Jail B Barracks Roof Replcemnt	0401	8230001	0	0	285,000	0	0	285,000
1898	Jail Central Div-Air Hand Rplc	0401	8230001	0	0	76,000	0	0	76,000
2189	Jail Complex Water Red Ph2	0401	0000000	1,000,000	0	0	0	0	1,000,000
1636	Jail Expansion&Court Impr	0401	8230001	0	1,000,000	1,536,500	39,800,000	37,537,000	119,273,500
1310	Jail F Wing-Air Handler Replac	0401	8239800	750,000	0	0	0	0	750,000
1900	Jail G Wing Cell Door Replcmnt	0401	8230001	0	964,000	0	0	0	964,000
1899	Jail G Wing Roof Replacement	0401	8230001	0	0	242,000	0	0	242,000
2169	Replace MSC Roof	0401	8230001	0	100,000	0	0	0	100,000
1895	SAB 400-Chiller & HVAC Pump Rp	0401	8230001	0	85,000	52,000	0	0	137,000
2009	Sheriff's Tech Bldgs 1,2,3 Ren	0401	8230001	2,000,000	1,000,000	0	0	0	3,000,000
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	Activity Total for								
	Detention & Corrections			3,750,000	3,349,000	1,949,500	40,042,000	37,537,000	126,027,500
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Activity:	Emergency & Disaster								
Project:		Fund	Center						
1843	Comm Bldgs Emer Shltr Projects	0401	8250200	975,000	425,000	2,350,000	2,350,000	425,000	6,950,000
1496	EMS HVAC Eval and Replacement	0401	8269800	50,000	915,000	0	0	0	965,000
1893	Emerg Med Svcs - HVAC Upgrades	0401	8260001	90,300	0	0	0	0	90,300
722	Pub. Saf. Radio & Data System	0401	8250100	4,280,000	5,500,000	5,500,000	1,000,000	1,500,000	18,780,000
<hr/>									
	Activity Total for								
	Emergency & Disaster			5,395,300	6,840,000	7,850,000	3,350,000	1,925,000	26,785,300
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Activity:	Other Public Safety								
Project:		Fund	Center						
1635	Public Sfty Facilities & CCC	0401	8210001	7,290,000	55,680,000	16,337,000	0	0	79,307,000
<hr/>									
	Activity Total for								
	Other Public Safety			7,290,000	55,680,000	16,337,000	0	0	79,307,000
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	Function Total for								
	Public Safety			16,435,300	65,869,000	26,136,500	43,392,000	39,462,000	232,119,800

Exhibit E-5

Pinellas County Capital Improvement Program, FY2011 Through FY2016

Detailed Expenditure Report By Function/Activity

Exhibit E-6

			FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	Total
Function:	Transportation								
Activity:	Road & Street Facilities								
Project:		Fund Center							
1618	118th Avenue Expressway	0401 8414018	0	0	0	20,000,000	20,000,000	0	40,000,000
922493	46th Av N-80th St N/62nd St N	0401 8411200	2,000,000	0	0	0	0	0	2,000,000
941	49th St Sidewalks	0401 8411700	125,000	0	0	0	0	0	125,000
1146	54th Avenue N at 28th Street N	0401 8411600	200,000	0	0	0	0	0	200,000
922276	62nd Av N-49th St N/34th St N	0401 8414522	253,400	0	0	0	0	0	253,400
1501	ATMS/ITS Stage 6	0401 8411600	1,673,400	500,000	250,000	500,000	250,000	500,000	3,673,400
2161	Beckett Bridge Project Study	0401 8411300	398,000	352,000	0	0	0	0	750,000
2085	Beckett Bridge Repairs	0401 8411300	440,000	0	0	0	0	0	440,000
655	Belcher Rd-38th Av N/54th Av N	0401 8414102	155,000	0	0	0	0	0	155,000
1626	Belcher Road ATMS	0401 8411600	850,000	0	0	0	0	0	850,000
1938	Belleair @ Keene Intrsrctn Imp	0401 8411600	0	1,210,000	0	0	0	0	1,210,000
1646	Bridge Rehab Program	0401 8411300	1,500,000	1,500,000	5,000,000	5,000,000	5,000,000	5,000,000	23,000,000
2182	Bryan Dairy & Starkey Inters	0401 8411600	780,000	2,580,000	780,000	0	0	0	4,140,000
920588	Bryan Dairy-Starkey Rd/72nd St	0401 8414014	3,900,000	10,600,000	3,200,000	0	0	0	17,700,000
991	Dansville Phase III	0401 8411200	1,290,000	0	0	0	0	0	1,290,000
2177	Forest Lakes Bv Pavement Rehab	0401 8414451	50,000	1,060,000	0	1,500,000	1,500,000	0	4,110,000
1096	General Sidewalk & ADA Program	0401 8411700	1,200,000	1,210,000	1,510,000	1,510,000	1,510,000	1,510,000	8,450,000
1219	Gooden Crossing Project	0209 4120100	15,000	50,000	310,000	0	0	0	375,000
875	Gulf Bv Improvements	0401 8411198	0	0	3,500,000	3,500,000	3,500,000	3,500,000	14,000,000
922265	Haines Rd- US 19 / I-275	0401 8411200	0	100,000	0	0	0	0	100,000
1649	Highland Ave Imp	0401 8411200	850,000	0	0	0	0	0	850,000
1659	Indian Rocks Rd Sidewalk	0401 8411700	50,000	888,260	0	0	0	0	938,260
922147	Intersection Improvements	0401 8411600	200,000	200,000	2,000,000	2,500,000	2,000,000	0	6,900,000
920522	Keystone Rd-US19/E Lake Rd	0401 8414401	14,741,630	11,900,000	4,650,000	0	0	0	31,291,630
2055	LaPlaza Bridge	0401 8411300	540,000	1,780,000	0	0	0	0	2,320,000
817	McMullen Booth Rd @ Drew St	0401 8411600	487,000	0	0	0	0	0	487,000
1619	McMullen Booth Rd @ Enterprise	0401 8411600	350,000	0	0	0	0	0	350,000
2024	PW ERB ITS Equipment	0401 8411600	50,000	0	0	0	0	0	50,000
2159	Park Blvd ATMS Project	0401 8411600	900,000	1,100,000	2,800,000	0	0	0	4,800,000
2162	Park St. Bridge Replacement	0401 8411300	50,000	810,000	795,000	0	0	0	1,655,000
621	Paving Assessment Projects	0291 8411500	200,000	0	0	0	0	0	200,000
921773	Permit Monitoring/Testing Svcs	0401 8411100	150,000	150,000	150,000	150,000	150,000	150,000	900,000
1288	Pinellas Trail Ext-CSX/St Pete	0401 8411800	500,000	0	0	0	0	0	500,000
922499	Pinellas/Progress Trail Ext	0401 8411800	0	1,998,900	1,075,500	0	0	0	3,074,400
104	ROW Contingency Requirements	0401 8411400	10,000	10,000	10,000	10,000	10,000	10,000	60,000
921105	Railroad Crossing Imps	0401 8411100	525,000	50,000	875,000	50,000	875,000	50,000	2,425,000
921544	Rd Resurfacing&Rehab Program	0401 8411100	8,500,000	5,255,000	6,600,000	6,600,000	6,600,000	6,600,000	40,155,000
1809	SR 580/584 ATMS	0401 8411600	3,950,000	900,000	0	0	0	0	4,850,000
1810	SR 60 ATMS/ITS Project-Stage 2	0401 8411600	1,600,000	185,000	0	0	0	0	1,785,000
2023	SR 686-East Bay Drive ATMS/ITS	0401 8411600	3,270,000	2,050,000	0	0	0	0	5,320,000
1145	Signal System Consultant Svcs	0401 8411600	150,000	150,000	150,000	150,000	150,000	150,000	900,000
2160	South Loop Fiber Project	0401 8411600	1,400,000	2,800,000	0	0	0	0	4,200,000
922252	Starkey- Bryan Dairy/Ulmerton	0401 8414207	127,300	0	0	0	0	0	127,300
922380	Traffic Safety Study/ Imps	0401 8411100	100,000	100,000	100,000	100,000	100,000	100,000	600,000
921320	Underdrain Annual Contracts	0401 8411100	500,000	550,000	550,000	550,000	550,000	550,000	3,250,000
	Activity Total for Road & Street Facilities		54,030,730	50,039,160	34,305,500	42,120,000	42,195,000	18,120,000	240,810,390
	Function Total for Transportation		54,030,730	50,039,160	34,305,500	42,120,000	42,195,000	18,120,000	240,810,390
	TOTAL GOVERNMENTAL PROJECTS		115,872,700	154,265,910	118,345,440	110,610,400	110,681,960	77,896,000	687,672,410

Pinellas County Capital Improvement Program, FY2011 Through FY2016

Detailed Expenditure Report By Function/Activity

			FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	Total
GOVERNMENTAL NON-PROJECTS									
Function:	Non-Project Items								
Activity:	Capitalized Billings								
Project:		Fund	Center						
749	Cap. Billing - Coastal Mgmt.	0401	8371999	98,810	98,810	98,810	98,810	98,810	592,860
520	Cap. Billing - Det. & Correct.	0401	8239999	48,460	48,460	48,460	48,460	48,460	290,760
750	Cap. Billing - Environ. Mgmt.	0401	8372999	173,210	173,210	173,210	173,210	173,210	1,039,260
519	Cap. Billing - General Govt.	0401	8199999	165,460	165,460	165,460	165,460	165,460	992,760
1147	Cap. Billing - Law Enforcement	0401	8219999	121,140	121,140	121,140	121,140	121,140	726,840
755	Cap. Billing - Park & Rec.	0401	8729999	287,830	287,830	287,830	287,830	287,830	1,726,980
515	Cap. Billing - Road & Street	0401	8419999	3,380,260	3,380,260	3,380,260	3,380,260	3,380,260	20,281,560
748	Cap. Billing - Surface Wtr Mgt	0401	8389999	1,430,000	1,430,000	1,430,000	1,430,000	1,430,000	8,580,000
Activity Total for Capitalized Billings				5,705,170	5,705,170	5,705,170	5,705,170	5,705,170	34,231,020
Activity:	Other Items								
Project:		Fund	Center						
779	Other Current Charges 0292	0292	8430001	20,040	0	0	0	0	20,040
778	Other Current Charges 0407	0407	0000000	120,000	0	0	0	0	120,000
Activity Total for Other Items				140,040	0	0	0	0	140,040
Activity:	Reserves								
Project:		Fund	Center						
772	Reserves-Future Years 0291	0291	8881291	1,057,110	0	0	0	0	1,057,110
773	Reserves-Future Years 0292	0292	8881292	131,580	0	0	0	0	131,580
774	Reserves-Future Years 0295	0295	8881295	831,140	0	0	0	0	831,140
771	Reserves-Future Years 0401	0401	8881401	11,860,300	0	0	0	0	11,860,300
775	Reserves-Future Years 0407	0407	0000000	27,700	0	0	0	0	27,700
Activity Total for Reserves				13,907,830	0	0	0	0	13,907,830
Function Total for Non-Project Items				19,753,040	5,705,170	5,705,170	5,705,170	5,705,170	48,278,890
TOTAL GOVERNMENTAL NON-PROJECTS				19,753,040	5,705,170	5,705,170	5,705,170	5,705,170	48,278,890
TOTAL GOVERNMENTAL				135,625,740	159,971,080	124,050,610	116,315,570	116,387,130	735,951,300

Exhibit E-7

Pinellas County Capital Improvement Program, FY2011 Through FY2016

Detailed Expenditure Report By Function/Activity

				FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	Total
ENTERPRISE PROJECTS										
Function:	Physical Environment									
Activity:	Garbage / Solid Waste									
Project:		Fund	Center							
565	Additions & Improvements	0523	6432000	27,890,000	33,410,000	7,290,000	1,540,000	1,690,000	11,340,000	83,160,000
	Activity Total for									
	Garbage / Solid Waste			27,890,000	33,410,000	7,290,000	1,540,000	1,690,000	11,340,000	83,160,000
Activity:	Sewer Services									
Project:		Fund	Center							
549	Buildings & Structure Projects	0552	6611400	75,000	75,000	75,000	75,000	75,000	75,000	450,000
559	Grease Disposal System	0552	6615200	250,000	100,000	100,000	100,000	100,000	100,000	750,000
1642	Modification & Pump Stations	0555	6652300	4,000,000	0	0	0	0	0	4,000,000
551	SCADA System	0552	6613500	250,000	0	0	0	0	0	250,000
2193	Sewer Additions & Upgrades	0552	0000000	200,000	0	0	0	0	0	200,000
550	Sewer Relocation DOT/PCPW	0552	6612900	995,000	1,110,000	850,000	600,000	600,000	600,000	4,755,000
553	Sewer System Mods & Rehabs	0552	6614500	2,720,000	2,850,000	3,000,000	2,650,000	2,650,000	1,600,000	15,470,000
555	South Cross WWTP Projects	0552	6614900	5,610,000	6,005,000	2,975,000	2,235,000	2,235,000	2,200,000	21,260,000
1641	Treatment Plants - Series 2008	0555	6652200	3,510,000	0	0	0	0	0	3,510,000
552	W. E. Dunn Facility Projects	0552	6614300	4,563,000	873,000	863,000	753,000	753,000	500,000	8,305,000
	Activity Total for									
	Sewer Services			22,173,000	11,013,000	7,863,000	6,413,000	6,413,000	5,075,000	58,950,000
Activity:	Water Utility Services									
Project:		Fund	Center							
542	Administrative Bldngs Projects	0534	6543004	75,000	75,000	75,000	75,000	75,000	75,000	450,000
544	Distribution Stations Projects	0534	6543006	170,000	295,000	215,000	665,000	450,000	0	1,795,000
533	Source - Supply & Treatment	0534	6543001	1,235,000	832,000	55,000	505,000	505,000	50,000	3,182,000
543	Water Distribution Mains Proj	0534	6543005	1,880,000	2,110,000	3,070,000	1,100,000	950,000	3,850,000	12,960,000
534	Water Transmission Mains	0534	6543002	7,960,000	2,900,000	7,010,000	100,000	300,000	100,000	18,370,000
	Activity Total for									
	Water Utility Services			11,320,000	6,212,000	10,425,000	2,445,000	2,280,000	4,075,000	36,757,000
Function Total for										
Physical Environment				61,383,000	50,635,000	25,578,000	10,398,000	10,383,000	20,490,000	178,867,000

Pinellas County Capital Improvement Program, FY2011 Through FY2016

Detailed Expenditure Report By Function/Activity

		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	Total	
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Function:	Transportation								
Activity:	Airports								
Project:	Fund	Center							
682	Acquire ARFF Vehicles	0501	6326700	0	0	900,000	0	0	900,000
1205	Airfield Drainage Rehab	0501	6326100	690,000	2,875,000	0	0	0	3,565,000
1206	Cargo Apron Construction	0501	6326100	0	0	0	7,000,000	0	7,000,000
681	Construct Taxiways/Roads	0501	6342000	50,000	50,000	0	0	0	100,000
2133	New GA Taxiways/Ramps	0501	0000000	0	0	0	0	3,000,000	3,000,000
2134	New Maintenance Facility	0501	0000000	0	0	0	0	1,500,000	1,500,000
671	Parking Lot Expansion	0501	6325200	1,450,000	0	0	0	0	1,450,000
673	Rehab Rwy 4/22 Runway Lighting	0501	6326600	6,280,000	0	0	0	0	6,280,000
2020	Rehabilitate Runway 17/35	0501	0000000	0	0	0	7,000,000	0	7,000,000
925	Runway Conversion	0501	6326100	0	0	1,000,000	0	0	1,000,000
824	Security Projects	0501	6326000	450,000	1,500,000	0	0	0	1,950,000
674	Term Dep Exp & Loading Bridges	0501	6326400	6,185,000	0	0	0	0	6,185,000
2132	Terminal Apron/Hardstand Rehab	0501	6326300	0	1,500,000	0	0	0	1,500,000
Activity Total for Airports									
			15,105,000	5,925,000	1,900,000	7,000,000	7,000,000	4,500,000	41,430,000
Function Total for Transportation									
			15,105,000	5,925,000	1,900,000	7,000,000	7,000,000	4,500,000	41,430,000
TOTAL ENTERPRISE PROJECTS			76,488,000	56,560,000	27,478,000	17,398,000	17,383,000	24,990,000	220,297,000

Pinellas County Capital Improvement Program, FY2011 Through FY2016

Detailed Expenditure Report By Function/Activity

				FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	Total
ENTERPRISE NON-PROJECTS										
Function: Non-Project Items										
Activity: Garbage / Solid Waste										
Project:		Fund	Center							
2192	Intergovtl Charges-Solid Waste	0523	0000000	299,080	0	0	0	0	0	299,080
567	Solid Waste Res. Future Years	0523	6438700	108,303,530	0	0	0	0	0	108,303,530
	Activity Total for									
	Garbage / Solid Waste			108,602,610	0	0	0	0	0	108,602,610
Activity: Sewer Services										
Project:		Fund	Center							
2191	Intergovtl Charges-Sewer	0552	0000000	440,810	0	0	0	0	0	440,810
1644	Reserves	0555	6658700	820	0	0	0	0	0	820
560	Sewer Reserve - Future years	0552	6628700	32,429,070	0	0	0	0	0	32,429,070
	Activity Total for									
	Sewer Services			32,870,700	0	0	0	0	0	32,870,700
Activity: Water Utility Services										
Project:		Fund	Center							
2190	Intergovtl Charges-Water	0534	0000000	739,950	0	0	0	0	0	739,950
548	Water Impact Fee Reserves	0536	6568700	840,000	0	0	0	0	0	840,000
547	Water Reserves - Future Years	0534	6548700	24,106,690	0	0	0	0	0	24,106,690
	Activity Total for									
	Water Utility Services			25,686,640	0	0	0	0	0	25,686,640
	Function Total for									
	Non-Project Items			167,159,950	0	0	0	0	0	167,159,950
	TOTAL ENTERPRISE NON-PROJECTS			167,159,950	0	0	0	0	0	167,159,950
	TOTAL ENTERPRISE			243,647,950	56,560,000	27,478,000	17,398,000	17,383,000	24,990,000	387,456,950

Exhibit E-10

CIP GRAND TOTAL	379,273,690	216,531,080	151,528,610	133,713,570	133,770,130	108,591,170	1,123,408,250
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Capital Improvement Program Summary of Changes

Exhibit F



**CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY2010-FY2015 CIP TO FY2011-FY2016 CIP**

GOVERNMENTAL FUNDS PROJECTS

CULTURE AND RECREATION

Other Culture and Recreation (CEL)

- ◆ Wall Springs Park Public Art (PID#1953): Project budget of \$54k moved from FY09 and FY10 to FY11 to install the \$120k art project after recirculation bridge construction is completed.

Parks & Recreation (CEL)

- ◆ Countywide Boat Dock Facility Upgrades (PID#922156): \$200k boat ramp revenue transferred from FY11 to FY12 for future renovations.
- ◆ Countywide Exotic Plant Removal (PID#632): FY11 \$75k budget realigned to provide grant match for Fred Marquis Pinellas Trail Improvements (PID#922481) for invasive plant control along the trail.
- ◆ Countywide Park Facilities Roof Improvements (PID#922475): FY11 \$150k budget realigned for Fort De Soto Fort Rehabilitation project (PID#623).
- ◆ Countywide Park Improvements (PID#921707): FY11 \$74k of budget realigned to Pop Stansell Park (PID#539).
- ◆ Countywide Park Playground Replacement (PID#630): FY11 \$75k budget realigned to Pop Stansell project (PID#539).
- ◆ Countywide Park Sidewalk Replacement (PID#629): FY11 \$50k budget realigned to provide \$25k match for grant funded Countywide Exotic Plant Removal (PID#632) and \$25k to Fort De Soto Fort Rehabilitation (PID#623) projects.
- ◆ Countywide Park Utility Infrastructure (PID#1231): FY11 \$395k budget realigned to provide \$300k to Wall Springs Phase 3 Recirculation (PID#524), \$74k to Fort De Soto Fort Rehabilitation (PID#623) and \$21k to North County Recreation Fields (PID#1456).
- ◆ Friendship Trail Bridge Demolition (PID#2183): New non-recurring project added in FY13 to cover the estimated cost of demolishing the Friendship Trail Bridge.
- ◆ Countywide Restroom Facility Replacements (PID#732): FY11 \$50k budget realigned to Pop Stansell Park (PID#539) project.
- ◆ Joe's Creek Greenway Park (PID#881): FY11 penny funds of \$300k realigned to North County Recreation Fields (PID#1456) and \$100k SWFWMD funding transferred to FY10 to meet grant deadline. \$300k CDBG and \$246k HUD grant funds remain in FY11 to continue development with a pedestrian bridge and pedestrian access. The originally planned playground and restroom delayed until funding becomes available.
- ◆ North County Recreation Fields (PID#1456): FY11 \$21k budget realigned from Countywide Park Utility Infrastructure (PID#1231) and \$300k from Joe's Creek Greenway (PID#881). FY10 funding of \$156k was used for construction of Belleair Causeway Boat Ramp, Eagle Lake Park and Howard Park bridges. Funds added to restore MSTU revenue to previously committed funding level of \$498k.
- ◆ Pinellas Trail Overpass Improvements (PID#932): FY11 \$200k budget realigned to Fort De Soto Fort Rehabilitation project (PID#623).
- ◆ Pinellas Trail Improvements (PID#922481): FY11 \$151k of budget realigned to Pop Stansell Park (PID#539) and \$849k eliminated due to reduction in penny revenues. Countywide Park Exotic Plant Removal (PID#632) funding of \$75k transferred into project and \$50,000 grant added for invasive plant control along the trail.
- ◆ Friendship Trail Bridge (PID#839): FY15 funding of \$233k transferred to Countywide Park Improvement (PID#921707) project due to closure of the bridge.
- ◆ Ft De Soto Fort Rehabilitation (PID#623): Project moved from FY10 to FY11 due to permitting delays. FY11 funds realigned \$150k from Countywide Roof (PID#922475), \$25k from Countywide Sidewalk (PID#629), \$74k from Countywide Park Utility Infrastructure (PID#1231), \$200k from Pinellas Trail Overpass (PID#932), \$289k from FBG Boardwalks (PID#1473), and \$63k from Pinewood Entrance (PID#1192) projects to restore funds to renovate the fort. FY10 funding was used for Howard Park Bridge and Belleair Causeway Boat Ramp.
- ◆ Fort De Soto Water Circulation Infrastructure (PID#997): Grant funds of \$500,000 were added to FY11 and FY12 for water circulation improvements.

**CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY2010-FY2015 CIP TO FY2011-FY2016 CIP**

- ◆ Pop Stansell Park Improvements (PID#539): FY11 funding of \$151k transferred from Pinellas Trail Improvements (PID#922481), \$74k from Countywide Improvements (PID#921707), \$75k from Countywide Playgrounds (PID#630), and \$50k from Countywide Restrooms (PID#732) to restore match and grants to complete construction and grant required components as a result of permitting delays. FY10 funding of \$400k was used for Belleair Causeway Boat Ramp construction.
- ◆ Wall Springs Development Phase 3 Recirculation (PID#524): FY11 funds of \$300k transferred from Countywide Park Utility Infrastructure (PID#1231) to restore match and grant funds for water recirculation improvements. FY10 funding used for Eagle Lake Park and Belleair Causeway Boat Ramp construction.
- ◆ Wall Springs/McMullen (PID#840): Funding moved from FY13 and FY14 to FY16 and FY17 for future construction.

ECONOMIC ENVIRONMENT

- ◆ STAR Center - Chiller #1 Replacement (PID#2129): The current plan is to replace in FY12 a chiller that is over 35 years old and no longer economically feasible to maintain. The current budgetary estimate for this effort is \$600,000.
- ◆ STAR Center - Chiller #3 Replacement (PID#2130): The current plan is to replace in FY13 a chiller that is over 35 years old and no longer economically feasible to maintain. The current budgetary estimate for this effort is \$600,000.
- ◆ STAR Center - AHU Replacement/Upgrade (PID#1060): Air Handler Unit (AHU) replacements were reprioritized according to location, size, strategy, and funds availability. Replacements planned for FY12 and FY13 were deferred until FY14-FY16 to make funding available for chiller replacements. FY11-16 CIP is \$1.4M less than the FY10-15CIP.
- ◆ STAR Center Roof Replacement (PID#704): Roof replacement work originally planned for FY11 was accelerated and performed in FY10. The other roof projects planned for completion in FY11 and FY12 were deferred as a condition assessment indicated the existing roof would provide two additional years of service.
- ◆ Star Center Chiller 5 Replacement (PID#1616): This chiller failed several years ago and \$400,000 was budgeted for its replacement in FY11. However, this replacement project has been put on hold at this time as the facility has maintained operations without the chiller and its replacement is not critical with the replacement of Chillers #1 and #3.

GENERAL GOVERNMENT

- ◆ CJC HVAC Control (PID#2173): This new project entails the replacement of the CJC energy management system which is at the end of its useful life and has limited replacement part availability. Control system replacement in FY11 is expected to produce operating cost economies. The \$450,000 budget is based upon an informed estimate, and may change as the project scope and constraints are more firmly defined.
- ◆ CJC Roof Replacement (PID#1299): The project schedule was deferred due to appropriation constraints, since the existing roof can be expected to provide another year of service. An additional \$100,000 was added to the construction estimate for FY13 to better manage anticipated cost increases and unforeseen construction conditions.
- ◆ St. Petersburg Judicial Tower Renovation (PID#831): Delay in project start will extend project completion into FY12. FY10 unexpended appropriation of \$769,450 was carried forward to FY11 and FY12 along with an additional \$600,990 for scope enhancements. Project consists of two separate projects/phases, First Floor Renovation & Fifth Floor Renovation. First Floor Renovation documents are complete, building permit has been obtained, bids have been received, and the construction manager is putting together a guaranteed maximum price package for Board approval. The construction budget is roughly \$4,700,000. The Fifth Floor Renovation design is complete and construction documents are in process by the design professional. The construction budget is roughly \$2, 300,000.
- ◆ Medical Examiner HVAC Upgrade (PID#2174): This new project entails installation of a heat exchanger or supplementary chiller to reduce cycling and resultant wear on the main chiller for the facility. The \$300,000 budget in FY12 is based upon an informed estimate, and may change as the project scope and constraints are more firmly defined.
- ◆ 310 Court Street Parking Garage Elevator Upgrade (PID#1862): This project was largely completed in FY10, although an unexpended \$1,400 of the original FY10 budget was carried forward into FY11 to cover any follow on activities.

**CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY2010-FY2015 CIP TO FY2011-FY2016 CIP**

- ◆ 315 Court Street Energy Reduction Measures (PID#1489): Project start and completion extended by one fiscal year due to appropriation constraints.
- ◆ 315 Court Fire Alarm System Upgrades (PID#1490): FY11 project budget estimate increased by \$300,000 to reflect a more complete and defined scope of work than the basic estimate underlying last year's estimate.
- ◆ 315 Court Street Parking Garage Structural Repair (PID#1906): Field conditions necessitate accelerating project start in FY11 instead of FY13.
- ◆ 501 Building Renovations (PID#1294): Final phase of this project will be completed in FY11. Funds in the amount of \$475,000 have been deleted in FY12.
- ◆ Animal Services Hot Water Tanks (PID#1891): Project start deferred to FY12 from FY10 due to reprioritization and appropriation constraints in FY11; estimate increased by \$30,000 to reflect more recent information.
- ◆ Animal Services HVAC Upgrade (PID#1890): Project estimate increased by \$32,000 to reflect more recent information and deferred by one fiscal year due to appropriation constraints.
- ◆ Centralized Chiller Facility (PID#2188): New non-recurring project funded by the General Fund. Project contributes \$3M towards a new chilled water facility in downtown Clearwater. The County will purchase chilled-water at a set rate based on the amount of investment towards the cost of the facility. If the County chooses to cover the estimated total project cost for the facility of \$8.5, the project is estimated to generate \$507K of savings, cost avoidance of \$3.8M, and potential revenue opportunities of \$300-\$400K a year. Design costs for the facility are being paid for by a federal grant from the Department of Energy.
- ◆ Demand Control Ventilation Phase 2 (PID#2187): New non-recurring project funded by the General Fund. Second phase of project funded last year to automate the regulation of air in HVAC system. Project estimated to generate \$20K of savings plus one-time rebate of \$10,500. Payback is less than five years.
- ◆ Government Facilities Remodel & Renovation (PID#1633): This project serves as a repository for appropriation available for allocation to specific projects in the General Government function.
- ◆ Lighting Retrofits (PID#2186): New non-recurring project funded by the General Fund. Project converts lighting fixtures to more efficient units. Project estimated to generate \$125K savings plus one-time rebate of \$7K. Payback is less than eight years.
- ◆ Medical Examiner Energy Reduction Projects (PID#1887): Project scope reduced by \$540,000 by the reallocated to a new HVAC upgrade project, PID#2174 (\$300,000), and to partially fund a new HVAC controls project PID#2173 (\$240,000).
- ◆ North County Service Center Roof Replacement (PID#1892): North County Service Center Roof Replacement – Change in project scope, schedule, and cost resulted in a reduced estimate of \$462,000, with \$335,000 in work to be completed in FY10 and \$127,000 to be carried forward to perform work that is projected to extend into FY11. Of the \$188,000 in reductions to this project, reallocations were made to PID#1890 (\$32,000), PID#1891 (\$30,000) and PID#1633 (\$126,000).

After a detailed inspection, assessment, & research, it was determined that priority needs for the building included a chiller replacement & new digital control system, adjustments to chiller piping, replacement of the rooftop air handler, reroofing & renovation of the enclosed rooftop area housing the air handler, and associated duct revisions in the building. The overall budget was adjusted down accordingly to \$462,000 overall. Drawings are complete including County review and are ready to be issued for construction. The project will begin in FY10 & carry over into FY11.

PHYSICAL ENVIRONMENT

Coastal Management

- ◆ Beach Lighting (PID#1195): No upcoming requests for beach lighting from beach cities are expected for FY11, thus the every other year funding cycle was pushed out one year.
- ◆ Honeymoon Island Improvements (PID#922279): After the project scope of work was revised in 2010, the new schedule shows construction to begin fall 2011, thus construction costs can be moved to FY12.
- ◆ Sand Key Nourishment 2010 (PID#2063): The needed federal funding for construction has been requested but has not yet been appropriated. If the federal funds requested are appropriated, project construction is expected to begin in early FY2011.

**CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY2010-FY2015 CIP TO FY2011-FY2016 CIP**

- ◆ Tarpon Springs Shoreline Stabilization (PID#1069): Project moved from FY11 to FY12 based on a revised schedule provided by the City of Tarpon Spring who is managing the project.
- ◆ Upham Beach Stabilization (PID#2072): The original estimate of \$3 million was increased to \$7 million after the consultant completed their preliminary design in late 2009.

Environmental Management

- ◆ Alligator Lake Habitat Restoration (PID#845): Construction was anticipated to span FY10 and FY11, but several months delay due to editing of procurement boilerplate resulted in bulk of construction being shifted to FY11.
- ◆ Mobbly Bay Habitat Restoration (PID#938): Construction was anticipated to span FY10 and FY11, but several months delay due to editing of procurement boilerplate resulted in bulk of construction being shifted to FY11.

Surface Water Management (Environmental Management)

- ◆ Lake Seminole Alum Injection (PID#829): Project budget moved from FY10-FY11 to FY10-FY12 due to anticipated changes in the State permitting process that may lead to cost savings.
- ◆ Lake Tarpon Water Quality Area 63 (PID#922027): Bulk of the project budget moved from FY10-FY11 to FY14-FY15 due to permitting constraints and CIP budget shortfalls. Anticipated changes to State permitting program expected in FY11 will move project forward. Moving project forward will also allow more time to apply for additional outside funding.
- ◆ Lake Tarpon Water Quality Area 23 (PID#921811): Project moved from FY10-FY11 to FY11-FY12 due to permitting constraints. Anticipated changes to State permitting program expected in FY11 will move project forward.
- ◆ Clearwater Harbor St. Joseph Sound Comprehensive Conservation Management Plan (PID#827): (former name Northwest Pinellas Resource Protection Plan). Bulk of project budget moved from FY10-11 to FY11-12. During the negotiation of the consultant contract it was agreed that the original timeframe was too short and a longer timeframe was agreed to that extends into FY12.
- ◆ Cross Bayou Watershed Plan (PID#922271): Project budget moved from FY10-FY11 to FY11-FY12 due to delays in contracting process.
- ◆ Starkey Watershed Plan (PID#1233): Project budget moved from FY10-FY12 to FY11-FY12 due to cancellation of consultant contract and re-contracting process.

Surface Water Management (Public Works)

- ◆ Bee Branch (PID#922333): Construction of Phase III in FY14 moved to FY15 & FY16 due to budgetary constraints.
- ◆ Curlew Creek Channel A Improvements (PID#1124): FY11 project budget moved to FY12, due to permitting delays.
- ◆ Antilles & Oakhurst Drainage Improvements (PID#1820): FY11 project budget moved to FY14, due to budgetary constraints.
- ◆ Bear Creek Channel Improvements Phase 2 (PID#922306): Bulk of construction moved from FY11 to FY12 due to budgetary constraints.
- ◆ Lealman Central Area Drainage Improvements (PID#1628): Professional Services budget moved from FY10 to FY11 due to budgetary constraints.
- ◆ Pinellas Trail – 54th Ave Drainage Improvements (PID#1823): FY11 project budget moved to FY13, due to budgetary constraints.

Other Physical Environment (CEL)

- ◆ Pinewood Cultural Park Entrance (PID#1192): FY14 funding of \$63,000 transferred to FY11 to Fort De Soto Fort Restoration project (PID#623).
- ◆ FBG Boardwalk (PID#1473): FY12 and FY13 funds of \$289k transferred to FY11 Fort De Soto Fort Restoration project (PID#623) and \$46k eliminated due to reduction in penny revenues.
- ◆ Extension SUN House (PID#2158): New project with FY11 and FY12 funds of \$476k from a Department of Energy grant for a sustainable green demonstration facility.

**CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY2010-FY2015 CIP TO FY2011-FY2016 CIP**

PUBLIC SAFETY

- ◆ Central Division Energy Mgmt (PID#2168): This new project provides for the FY11 replacement of an HVAC control system at the Central Division facility at the Jail. The current system is far beyond its useful life and economic repair. The \$200,000 budget is based upon an informed estimate, and may change as the project scope and constraints are more firmly defined.
- ◆ Jail Expansion & Court Improvements (PID#1636): Funding for FY14 was reduced by \$20,000. This project serves as a repository for appropriation available for allocation to specific projects in the Public Safety function.
- ◆ Jail F Wing – Air Handler Replacement (PID#1310): The total project estimate was revised, adding \$250,000 in FY11 appropriation to reflect current knowledge of the scope and requirements of this project.
- ◆ Replace MSC ROOF (PID#2169): This new project provides for the replacement of the Jail MSC facility roof, which has reached the end of its service life. The \$100,000 budget is based upon an informed estimate, and may change as the project scope and constraints are more firmly defined.
- ◆ SAB Bldg 400-Chiller & HVAC Pump Replacement (PID#1895): The project scope was expanded by \$85,000 for needed repairs in FY11.
- ◆ Emergency Medical Services – HVAC Upgrades (PID#1893): The original project budget was revised to \$354,000 to reflect the current project scope and schedule, as this project will be performed concurrently with PID#1886. Although most tasks will be completed in FY10, the \$90,300 budget for FY11 represents a carry forward of a portion of the FY10 appropriation to cover any additional work that may be required.
- ◆ Jail Complex Water Reduction Phase 2 (PID#2189): New non-recurring project funded by the General Fund. Funds second phase of project funded last year to control water usage at the jail. Project estimated to generate \$250K-\$300K of savings. Payback is less than four years.
- ◆ Public Safety Facilities & Centralized Communication Center (PID#1635): Project construction will be completed in three years instead of the four years, with a construction start in FY11 instead of FY12, with the carry forward of \$794,410 of unexpended appropriation from FY10, and \$4,595,590 in additional appropriation above the original estimate for FY11 of \$1,900,000 estimated in FY10. To support the bulk of construction in FY12, \$19,532,000 in appropriation above the \$36,148,000 originally estimated in FY10. The final year of construction will be in FY13, when \$21,663,000 less will be required than estimated in FY10.

Project delivery was previously changed from design-build to CM at Risk following County reassessment and exposure of the complexity & multiple phasing required in the project. A campus master plan was established, programming was completed, & a detailed design development document package was completed and delivered to the County. Selection issues during DP & CM selection caused the project to be delayed. The issues were resolved, and CM selection was approved by the Board. Contract negotiations are presently being completed and contract will soon be brought to the Board for approval. An ad is being prepared to begin selection of the DP of record. The selected DP will begin where the design development documents left off and complete construction documents for the CM to develop a GMP. County staff completed a review of the original program and determined the changes in staffing due to the drop in revenue were not significant enough to warrant reprogramming or redesign. In fact, several changes in Sheriff's department sections have caused new space to become available for sections previously in leased space to occupy and save the County considerable dollars. The project budget remains unchanged at a total of \$81,400,000 and includes FF&E. More dollars have been moved up to FY11 to allow the project to progress without stoppage or delay. Depending upon the length of time required by the County to complete selection of the DP and to execute a contract, the project could realistically be completed in FY13.

TRANSPORTATION

Arterial Road Improvement Program

- ◆ 62nd Av N – 49th St N to 34th St N (PID#922276): Professional Services funding added to FY11 to complete design phase only. No funding for R/W acquisition and construction due to budgetary constraints.
- ◆ Belcher Rd – 38th Av N to 54th Av N (PID#655): Professional Services funding added to FY11 to complete design phase only. No funding for R/W acquisition and construction due to budgetary constraints.

**CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY2010-FY2015 CIP TO FY2011-FY2016 CIP**

- ◆ Bryan Dairy Rd – Starkey Rd to 72nd St (PID#920588): Construction funding moved from FY11 & FY12 to FY11, FY12 & FY13, to assist in balancing FY 11 budget.
- ◆ Forest Lakes Blvd Pavement Rehabilitation (PID#2177): New project to perform road rehabilitation work in FY12.
- ◆ Gulf Blvd Improvements (PID#875): Total project budget increased from \$26M to \$35M. Project increased to \$3.5M per year beginning in FY13. Funding of \$7M a year from FY17-FY19.
- ◆ Keystone Road – US19 to East Lake Rd (PID#920522): Total project budget reduced 32M to reflect construction bid. Construction schedule lengthened to address project complexities.
- ◆ Starkey Rd – Bryan Dairy Rd to Ulmerton Rd (PID#922252): Professional Services funding added to FY11 to complete design phase only. No funding for R/W acquisition and construction due to budgetary constraints.
- ◆ Park Street/Starkey Road – Tyrone Blvd to 84th Lane (PID#864): Construction of widening project unfunded due to budgetary constraints. Resurfacing will be required to extend life of existing road. Pavement Management System will be used to determine resurfacing time frame.
- ◆ Starkey Road – 84th Lane to Bryan Dairy Road (PID#865): Construction of widening project unfunded due to budgetary constraints. The intersection of Starkey Rd & Bryan Dairy Rd has been broken out into a separate project (PID #2182). Resurfacing will be required to extend life of existing road. Pavement Management System will be used to determine resurfacing time frame.

Collector & Local Roadways

- ◆ Haines Road – US19 to I-275 (PID#922265): Funding added to FY12 for right-of-way acquisition.
- ◆ Dansville Phase III (PID#991): Funding has been revised to reflect available grant funding.
- ◆ Highland Avenue Improvements (PID#1649): Project was moved from FY10 to FY11 and funding was added from Transportation Impact Fee Revenue in accordance with the Interlocal agreement with the City of Largo.

Bridge Improvements

- ◆ Beckett Bridge Project Development & Envir (PID#2161): New project in FY11 and FY12; FY11 funded by State Grant.
- ◆ Beckett Bridge Repairs (PID#2085): Construction funding reduced and moved to FY11 to match revised schedule and cost estimate. Repairs consists of Mechanical and electrical improvements.
- ◆ LaPlaza Avenue Bridge Reconstruction (PID#2055): Bulk of construction moved from FY11 to FY12, due to budgetary constraints.
- ◆ Park Street Bridge Replacement (PID#2162): New project in FY11 realigned from Bridge Rehab Program (PID#1646).

Road and Street Support

- ◆ Road Resurfacing and Rehabilitation Program (PID#921544): Additional funds in FY11 & FY12 realigned from Park St (Starkey Road) – Tyrone Blvd to 84th Lane (PID#864) and Starkey Rd – 84th Ln to Bryan Dairy Rd (PID#865).

Intersection Improvements

- ◆ Belleair Rd at Keene Rd Intersection Improvement (PID#1938): Project budgeted for FY12 with grant funding and realigned funds from the Intersection Improvements Program (PID 922147).
- ◆ Bryan Dairy & Starkey Intersection Imp (PID#2182): Full intersection construction funded for FY13 & FY14. Funding realigned from Park Street/Starkey Road – Tyrone Blvd to 84th Lane (PID#864) and Starkey Road – 84th Lane to Bryan Dairy Road (PID#865).
- ◆ Park Blvd ATMS Project (PID#2159): New project in FY11 funded by 9th cent fuel tax and State grant.
- ◆ South Loop Fiber Project (PID#2160): New project in FY11 funded by 9th cent fuel tax and State grant.

Pinellas Trail

- ◆ Pinellas/Progress Energy Trail Extension (PID#922499): Construction moved from FY11 to FY12.

Sidewalk Improvements

- ◆ Gooden Crossing Sidewalk (PID#1219): Construction moved from FY11 to FY13 by Community Development, due to easement acquisition issues.

**CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY2010-FY2015 CIP TO FY2011-FY2016 CIP**

ENTERPRISE FUND PROJECTS

TRANSPORTATION

Airport

- ◆ Cargo Apron Construction (PID#1206): Expansion of Cargo ramp in FY 2015 contingent upon FAA funding and Board approval. Expansion of existing Cargo ramp to the north and west to move UPS aircraft off of the Terminal Aircraft Ramp.
- ◆ New GA Taxiway/Ramp (PID#2133): Construction of General Aviation aircraft ramp & taxiway in FY 2016 contingent upon FAA funding and Board approval.
- ◆ New Maintenance Facility (PID#2134): Construction of Airport Maintenance Facility delayed one year due to availability of Federal funding.
- ◆ Rehab Runway 4/22 Runway (PID#673): Project delayed one year based on FAA determination of the availability of funding for the rehabilitation of the runway pavement.
- ◆ Rehabilitate Runway 17/35 (PID#2020): Project moved up one year based on pavement surface needs. Contingent upon FAA funding.
- ◆ Runway Conversion (PID#925): Project delayed until after the completion of PID# 673. Contingent upon FAA funding.
- ◆ Security Project (PID#824): Project extended to FY 12 should FAA funding be available to upgrade the Airport's security fence.
- ◆ Terminal Departure Expansion and Loading Bridges (PID#674): Continuation of rehabilitation to the Terminal to include construction of an operational support building for Allegiant Airlines, extension of HVAC chiller system to the entire terminal, sanitary sewer rehabilitation, and paging system upgrades. Contingent upon FAA funding.
- ◆ Terminal Apron/Hardstand Rehab (PID#2132): Rehabilitation is needed to the terminal ramp in locations where aircraft wheels are causing pavement compression.

PHYSICAL ENVIRONMENT

Solid Waste System

The Solid Waste 6-year budget decreased from \$94.7 million (FY10 – FY15) to \$83.2 million (FY11 – FY16). The Procurement Projects for the Waste-to-Energy (WTE) facility will be completed this fiscal year. Increases and decreases for Solid Waste CIP projects are presented below with small descriptions if changes are significant.

- 6432000 - ADDITIONS & IMPROVEMENTS:
 - Scalehouse Refurbishment will be completed in FY10.
 - SCADA for Bridgeway Acres and Toytown Landfills decreases from \$0.35 million to \$0.1 million and remains on track for completion.
 - Redevelopment Implementation decreased from \$8.45 million to \$6.0 million and has moved out to FY11 for completion.
 - Mini-Transfer Station increased from \$1.4 million to \$1.6 million with completion scheduled in FY11.
 - Landfill Gas Collection/Flaring System increased from \$1.5 million to \$3.8 million due to re-evaluation.
 - Water Treatment Plant decreased from \$15.0 million to \$14.5 million, significant portion of design and construction has been rescheduled for FY12.
 - Bridgeway Acres Landfill – Misc increased from \$1.0 million to \$1.1 million. This is an annual fund devoted to miscellaneous projects as they occur. Budget is reviewed annually and based on prior year's history.
 - Fiber Optic & Sewer Service to New SW & K9 Facility will be completed this FY10.

**CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY2010-FY2015 CIP TO FY2011-FY2016 CIP**

- Site New Roadway Construction increased from \$1.5 million to \$3.0 million due to re-evaluation. Scheduled for completion in FY 13.
- Broadband Communication System will be completed this FY10.
- Pavement Replacement Program decreased from \$0.84 million to \$0.54 million due to re-evaluation
- Pond "A" Dredging has increased from \$4.66 million to \$5.4 million with completion scheduled in FY11.
- Pond "A" Embankment Stabilization has decreased from \$2.12 million to \$2.0 million with completion scheduled in FY11. It is noted that the projected budget for FY10 increased from \$2.12 million to \$3.55 million.
- Side Slope Closures increased from \$4.63 million to \$5.0 million, significant portion of construction funds moved to FY12.
- Toytown Landfill Improvements decreased from \$8.0 million to \$6.3 million due to re-evaluation. Scheduled for completion in FY 13.
- Slurry Wall Realignment will be completed in FY10.
- BWA Gradient Control decreased from \$8.37 million to \$7.97 million with completion scheduled in FY16.
- North County HEC Facility remains at \$5.1 million with completion scheduled in FY12.

➤ New projects for FY11 include:

- Miscellaneous Facility Improvements (\$0.85 million), this will be an annually reviewed project that will be tracked for expenses to determine future needs.
- WTE Air Pollution Control Upgrade (\$10.0 million in FY16, additional \$40.0 million over the following 2 years).
- Security Improvements (\$0.5 million).
- WTE Discretionary/Force Majeure Work (\$0.6 million annually).
- Retaining Ring Replacement (\$0.25 million) as related to insurance claim.
- Turbine Generator Rotor (\$5.5 million).

Water System

The Water System 6-year budget (not including the Water Blending Facility) decreased from \$78.4 million (FY10 – FY15) to \$36.8 million (FY11 – FY16). Cost Center 6543009 – Contribution in Aid on Construction (CIAC) has been removed in the amount of \$38.6 million. The Water System has serious financial challenges due to falling revenues. Reduced retail water consumption along with the potential loss from wholesale customers such as Tarpon Springs, Oldsmar, and Clearwater developing their own water sources will impact the ability to adequately fund future system renewals and replacements. While the Federal government's stimulus packages are aiding the Florida Department of Transportation (FDOT), the relocation of pipelines that have not reached the end of their life cycle requires significant funding financed by the water customers.

The water conservation programs to reduce potable water consumption have been very successful. The reduced consumption has been compounded by home foreclosures, and these factors have contributed to the overall decrease in revenues. The potable water system was designed to transmit and distribute over 100 million gallons per day (MGD). Currently the daily volume delivered to the retail and wholesale customers has dropped below 50 MGD, and the daily volume is likely to continue to drop as wholesale customers seek new sources of water. This continued reduction in water demand is resulting in the nitrification within the system which then requires excessive flushing to maintain water quality. The need to maintain water quality has resulted in almost 300 million gallons being used for flushing this past year at a cost of approximately \$675,000 to purchase this water from Tampa Bay Water.

There were decreases in Source of Supply and Treatment (approximately \$1.4 million), Water Transmission Mains (approximately \$5.8 million), and Distribution Stations/Buildings (approximately \$650,000). The Administrative Building budget remains at an annual amount of \$75,000. There was a modest increase in Water Distribution Mains (approximately \$0.7 million). The most significant adjustment to the budget will be the Board decision concerning the Water Blending Facility which has been previously budgeted at \$80.8 million.

**CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY2010-FY2015 CIP TO FY2011-FY2016 CIP**

Increases and decreases in CIP are presented below with small descriptions if changes are significant.

- 6543001 - WATER SUPPLY & TREATMENT:
 - Martin Borrow Restoration will be completed in FY10.
 - Water Blending Facility Design has contractual obligations related to the site though FY12 in the amount of \$57,000.
 - Logan Booster Pump Modifications decreased from \$2.25 million to \$1.5 million due to re-evaluation. Pending Water Nitrification Study, this budget will be reviewed and adjusted accordingly.
 - Backhaul/Broadband Communication Systems will be completed in FY10.
 - Keller Upgrades decreased to \$0 pending operational decisions as related to Tampa Bay Water.
 - North Booster Upgrades decreased from \$0.6 million to \$0.4 million with completion scheduled in FY11.
 - North Booster/Logan on Site Chlorine remains at \$0.9 million with completion scheduled in FY15.
 - Miscellaneous Improvements remains at \$0.3 million. This is an annual fund devoted to miscellaneous projects. Budget is reviewed annually and based on prior year's history.
 - Monitor Well Improvement Water remains at \$30,000 for the six years total. This is an annual fund of \$5,000 to be used as needed.

- 6543002 - WATER TRANSMISSION MAINS:
 - Belcher Road 48 Inch Water Main Replacement overall costs decreased from \$10.9 million to \$7.5 million for FY10-FY11 due to receiving bids. Approximately \$3.3 million will be spent this FY10 and \$4.2 million in FY11.
 - Starkey Road – 84th to Bryan Dairy remained at \$2.0 million with completion scheduled in FY13.
 - SR 55/US 19 – Whitney to Seville increased from \$2.1 million to \$2.28 million with completion scheduled in FY13.
 - SR 55/US 19 – Seville to SR 60 decreased from \$1.9 million to \$1.63 million, completion remains in FY13.
 - Miscellaneous Improvements decreased from \$1.0 million to \$0.6 million. This is an annual fund devoted to miscellaneous projects as they occur. Budget is reviewed annually and based on prior year's history.
 - Keystone Road – US19 to Eastlake Rd decreased from \$1.4 million to \$1.1 million due to re-evaluation, completion has been moved out to FY12.
 - SR 688/Ulmerton Rd. – 119th St/By-Pass Canal added in the amount of \$1.2 million with completion scheduled in FY12.
 - US 19 – Enterprise At-Grade Project added in the amount of \$1.2 million with completion scheduled in FY11.
 - SR 688/Ulmerton Rd. – Wild Acres/EI Centro Rd remains at \$2.0 million with completion scheduled in FY13.
 - SR 688/Ulmerton Rd. – By-Pass Canal/Wild Acres remains at \$2.0 million with completion scheduled in FY13.
 - US 19 – Main to CR-95 added in the amount of \$0.2 million with preliminary engineering in FY15 and construction in FY17.

- 6543004 - ADMINISTRATIVE BUILDINGS:
 - Miscellaneous Building Improvements remains at \$0.45 million. This is an annual fund devoted to miscellaneous projects as they occur. Budget is reviewed annually and based on prior year's history.

- 6543005 - WATER DISTRIBUTION MAINS:
 - Water Subaqueous Evaluation decreased from \$1.0 million to \$0.5 million with completion scheduled in FY12.

**CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY2010-FY2015 CIP TO FY2011-FY2016 CIP**

- Annual Contract Water Main Improvements remains at \$0.45 million. This is an annual fund devoted to miscellaneous projects as they occur. Budget is reviewed annually and based on prior year's history.
- Municipal Road Projects remains at \$0.15 million. This is an annual fund devoted to miscellaneous projects as they occur. Budget is reviewed annually and based on prior year's history.
- Public Works Relocation projects decreased from \$3.0 million to \$1.2 million. This is an annual fund devoted to miscellaneous projects as Public Works schedules construction.
- Keystone Road – US19 to Eastlake Rd decreased from \$1.4 million to \$0.7 million, completion remains in FY11.
- FDOT Relocation projects remains at \$3.0 million. This is an annual fund devoted to miscellaneous projects as FDOT secures funding and schedules construction.
- SR 688/Ulmerton Rd. –By-Pass Canal/Wild Acres added in the amount of \$1.0 million with completion scheduled in FY13.
- US 19 – Main to CR-95 added in the amount of \$0.1 million with preliminary engineering in FY15 and construction in FY17.
- SR 686 – East 611 to Ulmerton Rd. added in the amount of \$3.2 million with completion scheduled in FY16.
- Galvanized Pipe Replacement increased from \$0.225 million to \$0.3 million. This is an annual fund devoted to miscellaneous projects as they occur. Budget is reviewed annually and based on prior year's history.
- Fire Protection decreased from \$0.25 million to \$0.2 million. This is an annual fund devoted to miscellaneous projects as they occur and scheduled for completion in FY14.
- SR 688/Ulmerton Rd. – 119th St/By-Pass Canal added in the amount of \$0.43 million with completion scheduled in FY12.
- SR 55 /US 19 – Whitney to Seville decreased from \$1.35 million to \$0.73 million due to re-evaluation and completion remains in FY13.
- SR 688/Ulmerton Rd. – Wild Acres/El Centro Rd remains at \$1.0 million and completion remains in FY13.

➤ **6543006 - DISTRIBUTION STATIONS/BUILDINGS:**

- Capri/Gulf Pump Station Upgrades remains at \$0.375 million, completion moved out to FY12 due to Water Aging study.
- Water Storage Tank Modifications decreased from \$0.075 million to \$0.06 million. This is an annual fund devoted to miscellaneous projects as they occur and scheduled for completion in FY14.
- Oakhurst/Gulf Beach/Capri on Site Chlorine remains at \$0.9 million with completion scheduled in FY15.
- Miscellaneous GMD Building Improvements decreased from \$1.09 million to \$0.46 million due to re-evaluation. This is a fund devoted to miscellaneous projects as they occur and scheduled for completion in FY14.
- North GMD Fuel Tanks to be completed in FY10.

Sewer System

The Sewer System budget decreased from \$58.94 million (FY10 – FY15) to \$58.75 million (FY11 – FY16). The slight reductions are a result of the tightened budget and the reassessment and realignment of project priorities such as reduced spending on Annual Contracts.

The sewer system is a complex system that is in a state of perpetual degradation at all times due to the corrosiveness of wastewater and the gases produced by the turbulent flows. Additionally, many chemicals are required to reduce odor and control the chemistry of the incoming wastewater as required by the regulatory permits.

Renewal and replacement is required on an ongoing basis in order to maintain the Water Reclamation Facilities (WRF). These two facilities were constructed and rebuilt with considerable investments by the County. All

**CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY2010-FY2015 CIP TO FY2011-FY2016 CIP**

assets within the system are assessed throughout the budget cycle to determine their integrity and the risks associated with the assets condition.

Increases and decreases in CIP are presented below with brief descriptions if changes are significant.

- **6611400 - BUILDINGS & STRUCTURES:**
 - Miscellaneous Improvements remained at \$0.45 million. This is an annual fund devoted to miscellaneous projects as they occur. Budget is reviewed annually and based on prior year's history.
- **6612900 - SEWER RELOCATIONS:**
 - Misc. Municipal Relocations remains at \$0.6 million. This is an annual fund devoted to miscellaneous projects as they occur. Budget is reviewed annually and based on prior year's history.
 - PCPW Road projects increased from \$2.65 million to \$2.8 million. This is an annual fund devoted to miscellaneous projects as Public Works schedules construction.
 - FDOT Road projects remains at \$0.6 million. This is an annual fund devoted to miscellaneous projects as FDOT secures funding and schedules construction.
 - SR 688/Ulmerton Rd. – By-Pass Canal/Wild Acres added in the amount of \$0.25 million with completion scheduled in FY13.
 - SR 688/Ulmerton Rd. – 119th to By-Pass Canal added in the amount of \$0.51 million with completion scheduled in FY12.
 - SR 699/Gulf Blvd – Park to Walsingham Rd. is completed.
- **6613500 - SCADA SYSTEM:**
 - Remote RCW Pond Monitor & Control to be completed in FY10.
 - Backhaul/Broadband Communications System to be completed in FY10.
 - Replacement of SCADA Equipment has decreased from \$0.5 million to \$0.25 million with completion scheduled in FY11.
 - Rain Gauge Telemetry System Upgrade remains unchanged.
- **6614300 - W.E. DUNN WATER RECLAMATION FACILITY:**
 - W.E. Dunn upgrades increased from \$1.0 million to \$3.75 million in order to bring back electrical, mechanical and structural upgrades to historical levels. This is an annual fund devoted to miscellaneous projects as they occur. Budget is reviewed annually and based on prior year's history.
 - Annual Contract - RCW Improvements remains at \$0.6 million. This is an annual fund devoted to miscellaneous projects as they occur. Budget is reviewed annually and based on prior year's history.
 - Reuse Monitoring Well – Install/Plug decreased from \$18,000 to \$15,000 and is scheduled for completion in FY15.
 - Lake Tarpon ASR Construction increased from \$3.57 million to \$3.83 million, completion remains in FY13.
 - Lake Tarpon Augmentation Study remains unchanged.
 - Lake Tarpon Augmentation Construction decreased from \$0.14 million to \$0.11 million with scheduled completion moved out to FY11.
- **6614500 - SEWER MODIFICATIONS & REHABILITATION:**
 - Sewer/RCW Subaqueous Eval/Replace remains at \$2.0 million, completion remains in FY15.
 - Annual Contract Pump Station Rehab/Improvements increased from \$2.0 million to \$2.16 million. This is an annual fund devoted to pump station rehab and improvements as they occur. Budget is reviewed annually and based on prior year's history.
 - Pump Station Replacements decreased from \$3.0 million to \$2.76 million with completion scheduled in FY15.

**CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY2010-FY2015 CIP TO FY2011-FY2016 CIP**

- Annual Contract – Sewer New/Replace (Project 2030) was added in the amount of \$2.5 million. This is an annual fund devoted to pump station rehab and improvements as they occur. Budget is reviewed annually and based on prior year's history.
 - Annual Contract – Manhole Rehab (Coating) increased from \$0.6 million to \$2.5 million in order to increase funding back to historical levels. This is an annual fund devoted to pump station rehab and improvements as they occur. Budget is reviewed annually and based on prior year's history.
 - Annual Contract – Sewer Relining (New) increased from \$0.6 million to \$3.95 million in order to increase funding back to historical levels. This is an annual fund devoted to pump station rehab and improvements as they occur. Budget is reviewed annually and based on prior year's history.
 - Project 2030 replaces Projects 1877 – Annual Contract Sewer Extensions and Pipeline Replacements.
- 6614900 - SOUTH CROSS BAYOU WATER RECLAMATION FACILITY:
- Final Sludge Thickening Improvements was added in the amount of \$3.0 million and is scheduled for completion in FY12.
 - Prelim – Sludge Thickening Improvements was added in the amount of \$4.5 million, completion has been moved out to FY13. This project was the precursor to the Final Sludge Thickening Improvements project and was initially named Two Phase Digester Conversion. This project's focus is the Acid Phase Digestion portion of the overall project.
 - Electrical Eng @ Various PCU Facilities (AAG) will be complete this FY10.
 - Upgrades and R&R increased from \$2.6 million to \$11.0 million in order to bring back electrical, mechanical and structural improvements to historical levels. This is an annual fund devoted to pump station rehab and improvements as they occur. Budget is reviewed annually and based on prior year's history.
 - Annual Contract - RCW Improvements remains at \$0.78 million. This is an annual fund devoted to miscellaneous projects as they occur. Budget is reviewed annually and based on prior year's history.
 - Install/Plug Reuse Monitoring Wells decreased from \$30,000 to \$25,000 and is scheduled for completion in FY15.
 - South County RCW ASR Test Program increased from \$1.45 million to \$1.73 million with completion scheduled in FY16.
 - South Cross Mitigation has been added in the amount of \$0.23 million with completion scheduled in FY13.
- 6615200 – GREASE DISPOSAL SYSTEM:
- FOG Miscellaneous Improvements has increased from \$0.6 million to \$0.75 million due to re-evaluation. This is an annual fund devoted to miscellaneous projects as they occur. Budget is reviewed annually and based on prior year's history.

SEWER CONSTRUCTION SERIES 2008 – FUND 0555: The Bond will provide funding in FY10 & FY11 for projects in the amount of \$21.7 million.

- 6652200 – TREATMENT PLANTS:
- Two-Phase Digester Conversion has been reallocated under Prelim and Final Sludge Thickening projects.
 - Final - Sludge Thickening Improvements increased from \$1.0 million to \$1.5 million and is scheduled for completion in FY11.
 - Prelim - Sludge Thickening Improvements remained at \$1.0 million and is scheduled for completion in FY11.
 - Co-Generation Prelim Design added in the amount of \$35,000 and is scheduled for completion in FY11.
 - South Cross Upgrades decreased from \$1.8 million to \$0.25 million.
 - W. E. Dunn Upgrades increased from \$0.45 million to \$0.725 million.

**CAPITAL BUDGET AND MULTI-YEAR PLAN
SUMMARY OF CHANGES
FY2010-FY2015 CIP TO FY2011-FY2016 CIP**

➤ 6652300 – MODIFICATIONS & PUMP STATIONS:

- Madeira Beach 20" and 24" Force Main – is scheduled to be completed in FY10. Depending on the results of the initial investigation phase of this project, a determination will be made on whether to completely replace the pipeline along Duhme Road.
- RCW HI/LO Pump Station Replacement remains at \$1.55 million and is scheduled for completion in FY10.
- Relocation of PS #344 remains unchanged.
- PS 54 Upgrade with Connection decreased from \$1.2 million to \$0.2 million with completion scheduled in FY11.
- PS 016 SCB WRF FM Bypass Conceptual Design remains unchanged.
- SR 688/Ulmerton Rd. – 119th St/By-Pass Canal on schedule to be completed in FY10.
- Annual Contract – Sewer Relining (OLD) will be completed in FY10.
- Annual Contract – Sewer Relining (NEW) - \$0.5 million will be paid from bond in FY10.
- Tierra Verde RCW BPS Upgrades added in the amount \$0.44 million and is scheduled for completion in FY11.
- Annual Contract Pump Stations Rehab/Improvements decreased from \$2.0 million to \$0.74 million due to re-evaluation.
- Pump Station Replacements decreased from \$2.5 million to \$0.74 million due to re-evaluation.
- 46th Ave - 80th St to 62nd St will be completed in FY10.
- Madeira Beach Collection System Improvements decreased from \$1.25 million to \$0.7 million due to re-evaluation.
- PCPW Road Projects will be completed in FY10.
- Keystone Road decreased from \$2.0 million to \$1.0 million and is scheduled for completion in FY11.
- PS 114 Force Main & Pump Station is scheduled for completion in FY10.
- Madeira Beach Pump Station 189 Rebuild increased from \$0.3 million to \$0.4 million with completion scheduled in FY11.
- Annual Contract – Sewer Extensions - \$0.21 million will be paid from bond in FY10.



Pinellas Planning Council Budget

Exhibit G



**Pinellas Planning Council Budget
FY 2010-11 Budget**

REVENUES				
INCOME ACCOUNT				
Projected Fund Balance	\$799,789			
Carry Forward/Encumbered		\$ 360,889		
Interest		2,400		
Tax Revenue		693,361		
Total Revenue			\$1,056,650	
RESERVES				
RESERVE ACCOUNT				
Budgeted Cash Reserves		\$ 100,000		
Total Reserves			\$100,000	
Total Revenues Plus Budgeted Reserves				\$1,156,650
EXPENDITURES				
PAYROLL ACCOUNT				
Salaries		\$ 563,650		
Benefits		186,200		
Sub-Total			\$749,850	
OPERATING ACCOUNT				
Contractual Support Services		\$ 30,000		
Legal Services		5,000		
Rent		92,000		
Equipment & Furnishings		15,000		
Telephone		3,500		
Mail		5,800		
Advertising Notice		52,000		
Printing/Reproduction		18,000		
Office Supplies/Material		10,000		
Property Appraiser & Tax Collector		38,000		
Travel		10,000		
Reference & Education		8,500		
Audit		12,500		
Administrative Hearing		4,000		
Council Activities		500		
Contingency		2,000		
Sub-total			\$306,800	
TOTAL EXPENDITURES				\$1,056,650
RESERVES				
RESERVE ACCOUNT				
Budgeted Cash Reserve		\$ 100,000	\$100,000	
Fund Balance Reserve	\$338,900			
Budgeted Cash Reserve Plus Fund Balance		\$ 438,900		
Total Expenditures Plus Budgeted Reserves				\$1,156,650
MILLAGE RATE 0.0125				

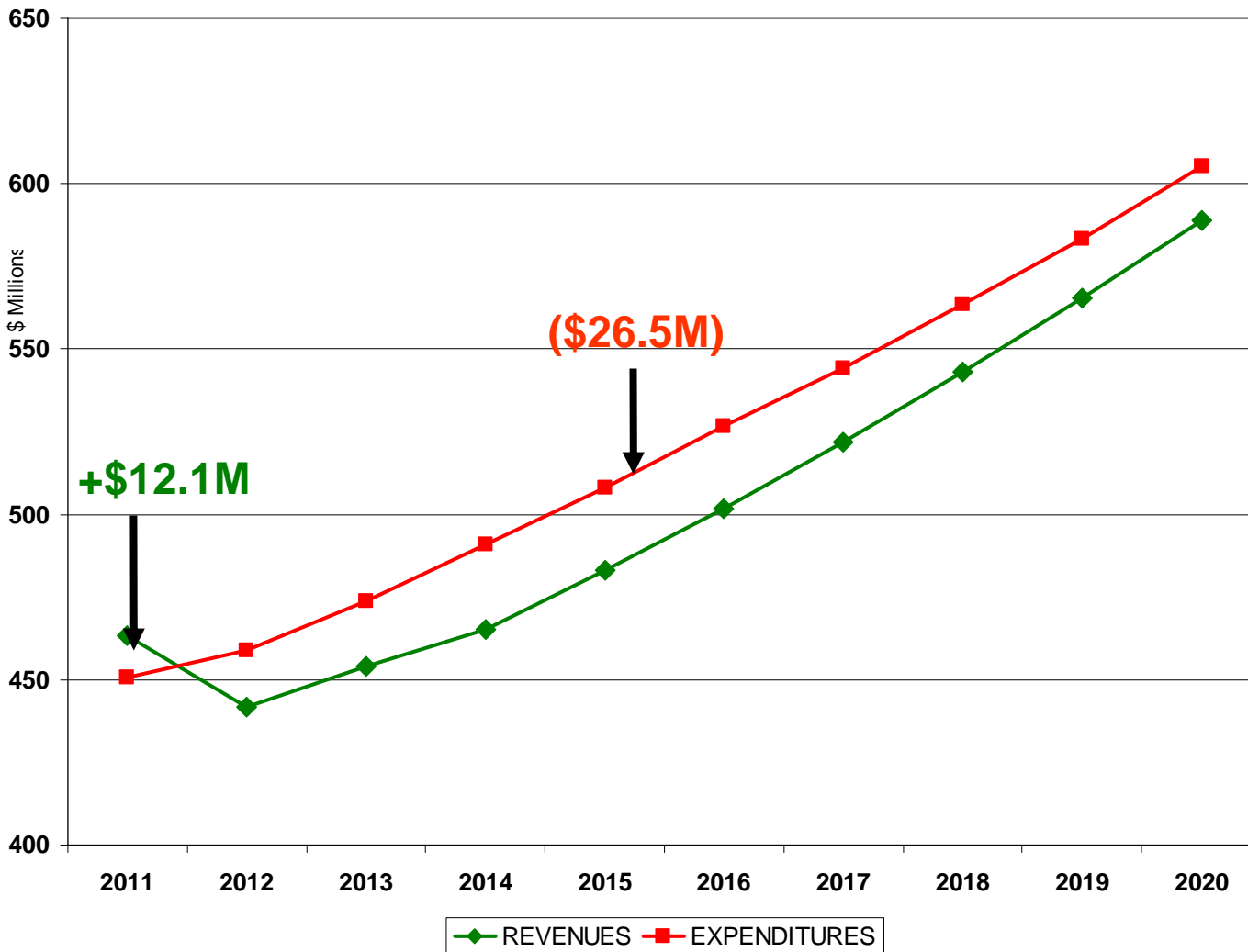


Forecast Assumptions & Pro-Formas

Exhibit H

General Fund Forecast FY2011 – FY2020

Exhibit H-3



GENERAL FUND FORECAST

Fund 0101

Forecast Assumptions	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
REVENUES										
Property Taxes - Countywide	-9.7%	-5.0%	3.0%	3.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Property Taxes - MSTU	-8.5%	-5.5%	2.5%	2.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Half Cent Sales Tax		3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Revenue Sharing		2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Communications Svc Tax		0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Building Permits										
Grants (fed/state/local)		2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Interest		3.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Tax Collector Excess Fees		40.5%	40.0%	40.0%	40.0%	40.0%	40.0%	40.0%	40.0%	40.0%
Excess Fees - Sheriff (% of budget)		1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Excess Fees - Other (% of budget)		1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Cost Recovery		-10.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Charges for Services		2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Transfers from Other Funds		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other revenues		2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EXPENDITURES										
Personal Services		1.7%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
Operating Expenses		2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
BTS /IT Cost Allocation (OpExp)		3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Capital Outlay		2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Grants & Aids		2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
TIF payments to cities (G&A)		0.0%	5.0%	5.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%
Sheriff		1.7%	3.9%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Tax Collector		5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Other Constitutionals		1.7%	3.9%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Transfers to CIP		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other Transfers		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Debt Service		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Economic Conditions / Indicators:										
Consumer Price Index, % change	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
FL Per Capita Personal Income Growth	1.5%	3.0%	3.7%	2.7%	2.5%	2.3%	2.3%	2.2%	2.4%	2.3%
Estimated New Construction % of tax base	0.2%	0.5%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

GENERAL FUND FORECAST

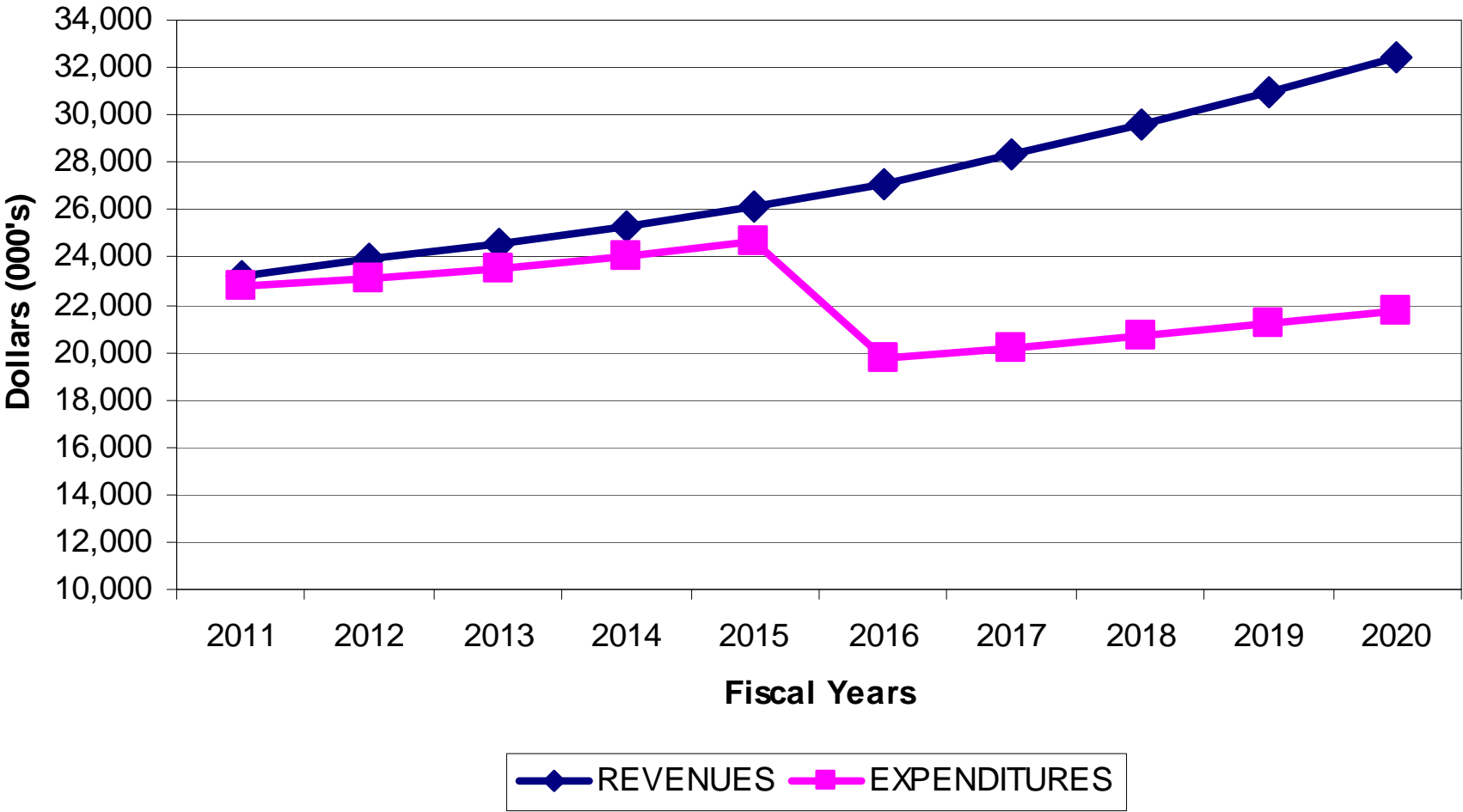
Fund 0101

(in \$ millions)	Actual 2009	Budget 2010	Projected 2010	FORECAST									
				Estimated 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020
BEGINNING FUND BALANCE	165.9	119.1	138.0	122.7	94.1	76.2	55.6	29.5	3.9	(22.1)	(45.3)	(66.2)	(84.6)
REVENUES													
Property Taxes -Countywide	340.4	296.1	299.2	266.8	253.5	261.1	268.9	282.4	296.5	311.3	326.9	343.2	360.4
Property Taxes - MSTU	36.9	32.5	32.9	29.6	28.0	28.7	29.4	30.7	32.1	33.6	35.1	36.7	38.3
Half Cent Sales Tax	34.4	32.4	33.5	33.4	34.4	35.4	36.5	37.6	38.7	39.9	41.1	42.3	43.6
Revenue Sharing	13.4	12.8	12.5	12.1	12.3	12.5	12.8	13.1	13.4	13.7	14.0	14.3	14.6
Communications Svc Tax	11.8	11.5	11.1	11.1	11.2	11.3	11.4	11.5	11.6	11.7	11.8	11.9	12.0
Grants (fed/state/local)	8.7	6.0	18.2	10.5	10.7	10.9	11.1	11.3	11.5	11.7	11.9	12.1	12.3
Interest	5.7	6.3	3.2	7.1	2.8	3.0	2.2	1.2	0.2	-	-	-	-
Tax Collector Excess Fees	12.1	9.0	9.1	8.9	5.7	5.8	6.0	6.3	6.6	6.9	7.2	7.6	8.0
Excess Fees - Sheriff	5.4	2.3	2.3	2.7	2.2	2.3	2.4	2.5	2.6	2.7	2.8	2.9	3.1
Excess Fees - Other	2.5	0.2	0.4	0.1	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Cost Recovery	28.9	28.4	27.6	20.9	18.8	19.4	20.0	20.6	21.2	21.8	22.5	23.2	23.9
Charges for Services	34.9	38.6	38.0	36.7	37.5	38.3	39.0	39.7	40.5	41.3	42.1	42.9	43.8
Transfers from Other Funds	3.7	3.0	3.6	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Other revenues	11.5	13.2	12.8	16.1	16.4	16.8	17.1	17.4	17.8	18.1	18.5	18.9	19.2
Adjust Property Taxes to 96%				3.1	2.7	2.7	2.8	3.0	3.1	3.3	3.4	3.6	3.8
Adjust Major Revenue to 98%				1.1	1.8	1.9	1.9	2.0	2.0	2.1	2.1	2.2	2.2
Adjust Other Revenue to 97%				1.6	2.0	2.1	2.1	2.1	2.1	2.2	2.2	2.3	2.4
TOTAL REVENUES	552.9	492.3	504.4	463.1	441.7	453.8	465.2	483.0	501.5	521.9	543.3	565.7	589.1
% vs prior year	-11%	-11%	-9%	-8%	-5%	3%	3%	4%	4%	4%	4%	4%	4%
TOTAL RESOURCES	718.8	611.4	642.4	585.8	535.8	530.0	520.9	512.5	505.4	499.8	498.1	499.6	504.5
EXPENDITURES													
Personal Services	95.6	80.5	82.8	72.7	73.9	76.8	79.8	82.9	86.1	89.5	93.0	96.6	100.4
Operating Expenses *	98.1	88.4	100.9	79.3	81.1	82.6	84.2	85.8	87.5	89.3	91.0	92.7	94.6
BTS /IT Cost Allocation (OpExp)	20.3	14.2	14.2	14.8	15.2	15.7	16.2	16.7	17.2	17.7	18.2	18.7	19.3
Capital Outlay	1.1	0.9	0.9	0.5	0.5	0.5	0.5	0.5	0.6	0.6	0.6	0.6	0.6
Grants & Aids	21.6	15.8	16.8	13.4	13.7	14.0	14.2	14.5	14.8	15.1	15.4	15.7	16.0
TIF payments to cities (G&A)	8.7	8.0	7.5	6.7	6.7	7.0	7.4	7.9	8.5	9.0	9.7	10.4	11.1
Sheriff	272.2	238.4	247.5	220.5	224.2	232.9	242.3	252.0	262.0	272.5	283.4	294.7	306.5
Tax Collector	19.9	17.5	16.9	16.4	14.1	14.5	14.9	15.7	16.4	17.2	18.1	19.0	19.9
Other Constitutionals	28.5	25.3	25.1	24.4	25.8	25.8	26.5	27.3	29.2	29.0	29.9	30.8	32.7
Transfers to CIP	4.8	-	1.4	-	-	-	-	-	-	-	-	-	-
Other Transfers	1.4	2.8	3.6	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4
Debt Service	0.1	0.3	0.1	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
service level stabilization acct-FY10		7.2		7.2									
service level stabilization acct-FY11				12.1	-	-	-	-	-	-	-	-	-
non-recurring expenses FY11&FY12		16.0		21.2	-	-	-	-	-	-	-	-	-
Expenditure Lapse 1% **				(2.2)	(1.8)	(1.9)	(1.9)	(2.0)	(2.1)	(2.1)	(2.2)	(2.2)	(2.3)
Prior Year Funds Reappropriations													
Potential Issues:													
a) Housing Trust Fund (G&A)	4.2	-	-	-	-	-	-	-	-	-	-	-	-
b) OPEB Liability Funding	4.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
c) BTS non-recurring project costs				-	-	-	-	-	-	-	-	-	-
d) CIP Operating Impacts (cumulative)				1.5	1.7	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6
TOTAL EXPENDITURES	580.5	517.3	519.7	491.7	459.6	474.4	491.4	508.6	527.5	545.1	564.3	584.2	606.0
% vs prior year	-5%	-11%	-10%	-5%	-7%	3%	4%	3%	4%	3%	4%	4%	4%
ENDING FUND BALANCE	138.3	94.1	122.7	94.1	76.2	55.6	29.5	3.9	(22.1)	(45.3)	(66.2)	(84.6)	(101.5)
ASSUMING NO ACTION TAKEN TO RESOLVE SHORTFALLS													
Ending balance as % of Resources	19%	15%	19%	16%	14%	10%	6%	1%	-4%	-9%	-13%	-17%	-20%
TOTAL REQUIREMENTS	718.8	611.4	642.4	585.8	535.8	530.0	520.9	512.5	505.4	499.8	498.1	499.6	504.5
REVENUE minus EXPENDITURES	(27.6)	(25.0)	(15.3)	(28.6)	(17.9)	(20.6)	(26.2)	(25.6)	(26.0)	(23.2)	(20.9)	(18.4)	(16.9)
(NOT cumulative)													
note: non-recurring expenditures		16.0	16.0	40.5	-	-	-	-	-	-	-	-	-
net recurring rev- exp		(9.0)	0.7	11.9	(17.9)	(20.6)	(26.2)	(25.6)	(26.0)	(23.2)	(20.9)	(18.4)	(16.9)

Exhibit H-5



Tourist Development Council Fund Forecast FY2011 - FY2020



TOURIST DEVELOPMENT COUNCIL FUND FORECAST
Fund 0240

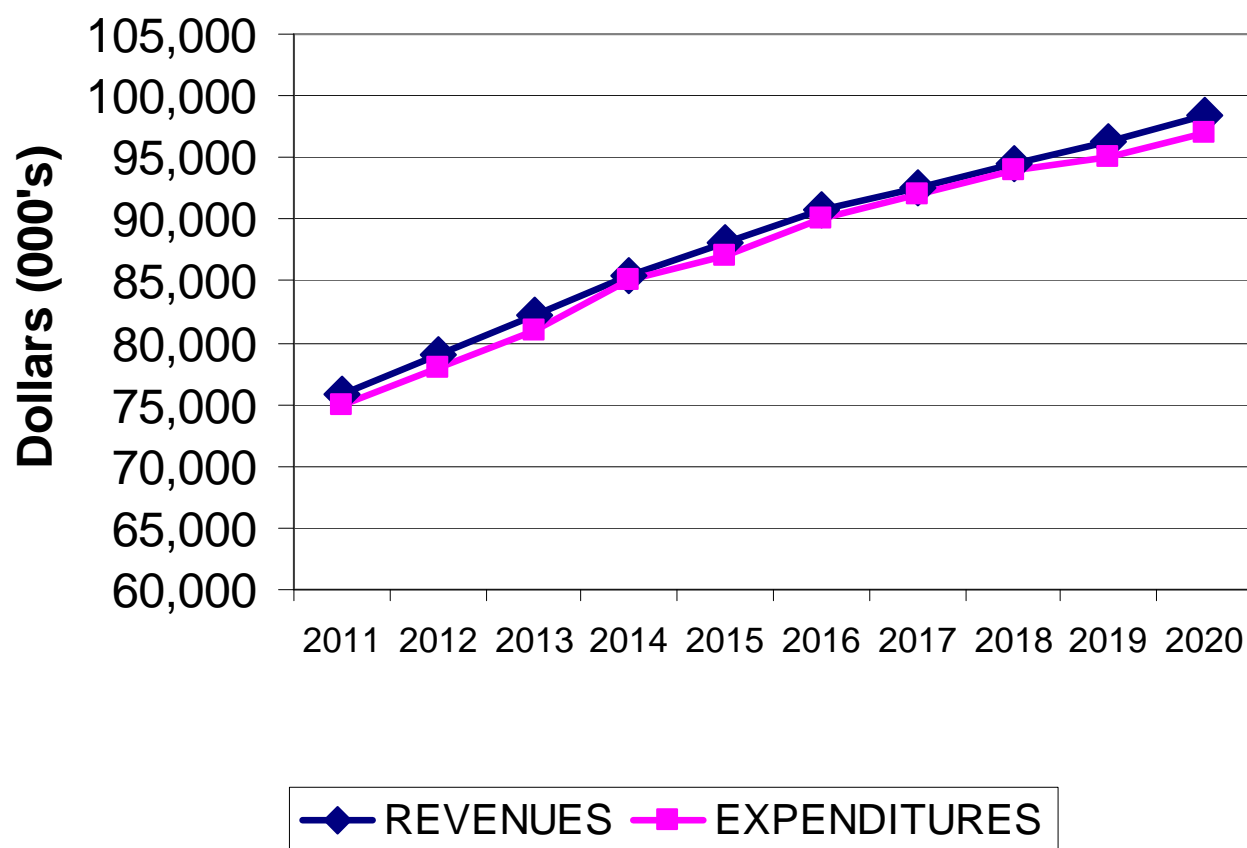
Forecast Assumptions	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
REVENUES										
Tourist Development Taxes	1.5%	2.5%	2.5%	3.0%	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%
Interest	2.0%	3.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Other revenues (Int - TC)	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EXPENDITURES										
Personal Services	1.7%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
Operating Expenses	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Advertising Expense	0.0%	0.0%	0.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Capital Outlay	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Projected Economic Conditions / Indicators:										
Consumer Price Index, % change	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
FL Per Capita Personal Income Growth	1.5%	3.0%	3.7%	2.7%	2.5%	2.3%	2.3%	2.2%	2.4%	2.3%
Estimated New Construction % of tax base	0.2%	0.5%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

TOURIST DEVELOPMENT COUNCIL FUND FORECAST
Fund 0240

(in \$ thousands)	@95%		@100%	FORECAST									
	Actual 2009	Budget 2010	Projected 2010	Estimated 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020
BEGINNING FUND BALANCE	4,533.4	2,220.6	3,086.5	2,179.7	1,530.8	1,282.3	1,262.4	1,347.2	1,544.8	7,620.0	14,348.2	21,779.0	29,958.9
REVENUES													
Tourist Development Taxes	24,548.2	22,907.7	22,907.7	23,251.3	23,832.6	24,428.4	25,161.3	25,916.1	26,823.2	27,762.0	28,733.6	29,739.3	30,780.2
Interest	65.3	17.7	17.7	43.6	45.9	51.3	50.5	53.9	61.8	304.8	573.9	871.2	1,198.4
Other revenues (Int - TC)	2.7	7.2	7.2	7.3	7.5	7.6	7.8	7.9	8.1	8.3	8.4	8.6	8.8
Adjust Revenue to 97%			0.5	1.1	1.1	1.2	1.2	1.3	1.5	6.6	12.3	18.5	25.4
REVENUES	24,616.2	22,932.6	22,933.1	23,303.3	23,887.1	24,488.6	25,220.8	25,979.2	26,894.5	28,081.6	29,328.3	30,637.6	32,012.7
% vs prior year	-5%	-7%	-7%	2%	3%	3%	3%	3%	4%	4%	4%	4%	4%
TOTAL REVENUES	29,149.6	25,153.2	26,019.6	25,483.1	25,418.0	25,770.9	26,483.2	27,326.5	28,439.3	35,701.6	43,676.5	52,416.6	61,971.6
EXPENDITURES													
Personal Services	2,860.8	2,800.2	2,800.2	2,847.8	2,958.9	3,074.3	3,194.2	3,318.7	3,448.2	3,582.6	3,722.4	3,867.5	4,018.4
Operating Expenses	6,233.1	5,120.4	5,120.4	5,202.3	5,322.0	5,423.1	5,526.1	5,631.1	5,743.8	5,858.6	5,969.9	6,083.4	6,205.0
Advertising Expense	7,184.4	7,416.4	7,416.4	7,416.4	7,216.4	7,216.4	7,432.9	7,655.9	7,885.6	8,122.1	8,365.8	8,616.8	8,875.3
Operating - one-time*	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Outlay	4.2	4.3	4.3	4.4	4.5	4.6	4.6	4.7	4.8	4.9	5.0	5.1	5.2
Capital - one-time*	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer - Tax Collector	727.6	687.2	687.2	697.5	715.0	732.9	754.8	777.5	804.7	832.9	862.0	892.2	923.4
Transfer - Beach Renourishment	2,692.3	1,897.8	1,897.8	1,897.8	1,916.8	1,935.9	1,955.3	1,974.9	1,994.6	2,014.6	2,034.7	2,055.0	2,075.6
Transfer - Cultural Affairs	750.0	350.0	350.0	350.0	350.0	350.0	350.0	350.0	350.0	350.0	350.0	350.0	350.0
Debt Service	5,610.7	5,563.6	5,563.6	5,536.0	5,652.2	5,771.4	5,918.0	6,068.9	587.7	587.7	587.7	587.7	587.7
Non-recurring expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-
EXPENDITURES	26,063.1	23,839.9	23,839.9	23,952.2	24,135.7	24,508.5	25,135.9	25,781.7	26,819.3	27,353.4	28,189.7	28,975.5	29,940.6
% vs prior year	4%	-9%	-9%	0%	1%	2%	3%	3%	-19%	3%	3%	3%	3%
ENDING FUND BALANCE	3,086.5	1,313.3	2,179.7	1,530.8	1,282.3	1,262.4	1,347.2	1,544.8	7,620.0	14,348.2	21,779.0	29,958.9	38,931.0
Ending balance as % of Resources	11%	5%	8%	6%	5%	5%	5%	6%	27%	40%	50%	57%	63%
TOTAL REQUIREMENTS	29,149.6	25,153.2	26,019.6	25,483.1	25,418.0	25,770.9	26,483.2	27,326.5	28,439.3	35,701.6	43,676.5	52,416.6	61,971.6
REVENUE minus EXPENDITURES (NOT cumulative)	(1,446.9)	(907.3)	(906.8)	(648.9)	(248.6)	(19.9)	84.9	197.5	6,075.2	6,728.2	7,430.8	8,179.9	8,972.2
note: non-recurring expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-
net recurring rev- exp	(1,446.9)	(907.3)	(906.8)	(648.9)	(248.6)	(19.9)	84.9	197.5	6,075.2	6,728.2	7,430.8	8,179.9	8,972.2



Penny for Pinellas Fund Forecast FY2011-FY2020



PENNY FOR PINELLAS INFRASTRUCTURE TAX FUND FORECAST
Fund 0408

Forecast Assumptions	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
REVENUES										
Infrastructure Sales Tax		4.0%	4.0%	4.0%	3.0%	3.0%	2.0%	2.0%	2.0%	2.0%
Interest		3.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Other revenues		2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EXPENDITURES										
n/a										
Projected Economic Conditions / Indicators:										
Consumer Price Index, % change		2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
FL Per Capita Personal Income Growth		3.0%	3.7%	2.7%	2.5%	2.3%	2.3%	2.2%	2.4%	2.3%
Estimated New Construction % of tax base		0.5%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

PENNY FOR PINELLAS INFRASTRUCTURE TAX FUND FORECAST
Fund 0408

(in \$ thousands)	FORECAST												
	Actual 2009	Budget 2010	Projected 2010	Estimated 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020
BEGINNING FUND BALANCE	12,480.1	17,427.0	5,366.2	2,740.7	3,593.5	4,537.7	5,711.3	6,212.8	7,292.9	8,052.4	8,652.3	9,122.4	10,494.1
REVENUES													
	66,873.7	70,814.2	70,320.0	75,801.0	78,833.0	81,986.4	85,265.8	87,823.8	90,458.5	92,267.7	94,113.0	95,995.3	97,915.2
	73.8	245.9	35.3	51.8	107.8	181.5	228.5	248.5	291.7	322.1	346.1	364.9	419.8
	-	-	-	-	-	-	-	-	-	-	-	-	-
Adjust Other Revenue to 98%					3.4	5.7	7.2	7.8	9.2	10.2	10.9	11.5	13.3
TOTAL REVENUES	66,947.5	71,060.1	70,355.3	75,852.8	78,944.2	82,173.6	85,501.5	88,080.1	90,759.4	92,599.9	94,470.0	96,371.7	98,348.2
	-13%	6%	5%	8%	4%	4%	4%	3%	3%	2%	2%	2%	2%
TOTAL RESOURCES	79,427.6	88,487.1	75,721.5	78,593.5	82,537.7	86,711.3	91,212.8	94,292.9	98,052.4	100,652.3	103,122.4	105,494.1	108,842.3
EXPENDITURES													
	51,000.0	55,000.0	50,000.0	75,000.0	78,000.0	81,000.0	85,000.0	87,000.0	90,000.0	92,000.0	94,000.0	95,000.0	97,000.0
	23,061.4	23,121.8	22,980.8	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-
Expenditure Lapse 1% **				-	-	-	-	-	-	-	-	-	-
FY10 Supplemental Appropriations			-	-	-	-	-	-	-	-	-	-	-
Potential Issues:				-	-	-	-	-	-	-	-	-	-
				-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	74,061.4	78,121.8	72,980.8	75,000.0	78,000.0	81,000.0	85,000.0	87,000.0	90,000.0	92,000.0	94,000.0	95,000.0	97,000.0
	-11%	5%	-1%	3%	4%	4%	5%	2%	3%	2%	2%	1%	2%
ENDING FUND BALANCE	5,366.2	10,365.3	2,740.7	3,593.5	4,537.7	5,711.3	6,212.8	7,292.9	8,052.4	8,652.3	9,122.4	10,494.1	11,842.3
ASSUMING NO ACTION TAKEN TO RESOLVE SHORTFALLS													
Ending balance as % of Resources	7%	12%	4%	5%	5%	7%	7%	8%	8%	9%	9%	10%	11%
TOTAL REQUIREMENTS	79,427.6	88,487.1	75,721.5	78,593.5	82,537.7	86,711.3	91,212.8	94,292.9	98,052.4	100,652.3	103,122.4	105,494.1	108,842.3
REVENUE minus EXPENDITURES	(7,113.9)	(7,061.7)	(2,625.5)	852.8	944.2	1,173.6	501.5	1,080.1	759.4	599.9	470.0	1,371.7	1,348.2
note: non-recurring expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-
net recurring rev- exp	(7,113.9)	(7,061.7)	(2,625.5)	852.8	944.2	1,173.6	501.5	1,080.1	759.4	599.9	470.0	1,371.7	1,348.2

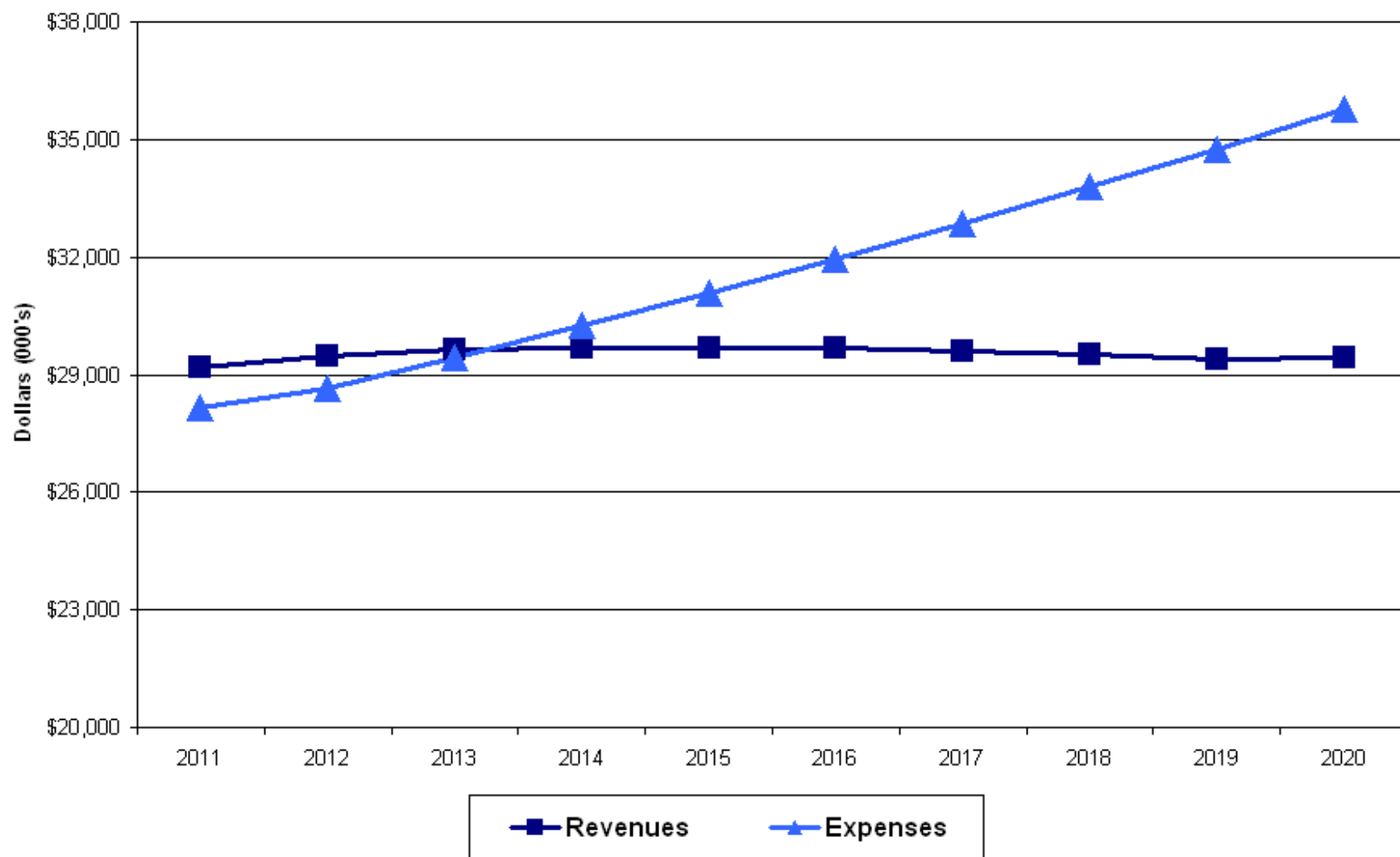
* Operating Expenses net of Full Cost Allocation

** Expenditure lapse is calculated on Personal Services, Operating Expenses, Capital Outlay, and Grants & Aids only.

Note: Assumes extension of Penny for Pinellas through the full fiscal year 2020



Transportation Trust Fund Forecast FY2011 - FY2020



TRANSPORTATION TRUST FUND FORECAST
Fund 0201

Forecast Assumptions	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
REVENUES										
Ninth Cent Gas Tax	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
State Shared Gas Taxes	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Local Option Gas Taxes	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Interest	2.0%	3.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Other revenues	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EXPENDITURES										
Personal Services	1.7%	1.7%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
Operating Expenses	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Capital Outlay	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Grants & Aids	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Transfers	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Economic Conditions / Indicators:										
Consumer Price Index, % change	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
FL Per Capita Personal Income Growth	1.5%	3.0%	3.7%	2.7%	2.5%	2.3%	2.3%	2.2%	2.4%	2.3%
Estimated New Construction % of tax base	0.2%	0.5%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

TRANSPORTATION TRUST FUND FORECAST

Fund 0201

(in \$ thousands)

(in \$ thousands)				FORECAST									
	Actual 2009	Budget 2010	Projected 2010	Estimated 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020
BEGINNING FUND BALANCE	6,851.4	3,322.6	9,495.2	9,495.6	10,556.4	11,369.8	11,575.8	11,014.6	9,627.6	7,341.6	4,090.2	(184.8)	(5,549.0)
REVENUES													
Ninth Cent Gas Tax	3,550.9	3,854.8	3,724.9	3,762.2	3,762.2	3,762.2	3,762.2	3,762.2	3,762.2	3,762.2	3,762.2	3,762.2	3,762.2
State Shared Gas Taxes	9,970.5	10,178.9	10,433.5	10,534.6	10,534.6	10,534.6	10,534.6	10,534.6	10,534.6	10,534.6	10,534.6	10,534.6	10,534.6
Interest	71.7	95.0	50.0	100.0	316.7	454.8	463.0	440.6	385.1	293.7	163.6	-	-
Transfers and LOGT	15,081.9	11,000.0	13,555.0	12,661.3	12,661.3	12,661.3	12,661.3	12,661.3	12,661.3	12,661.3	12,661.3	12,661.3	12,661.3
Other revenues	2,839.4	2,133.8	1,600.4	1,682.3	1,715.9	1,750.3	1,785.3	1,821.0	1,857.4	1,894.5	1,932.4	1,971.1	2,010.5
Adjust Other Revenue to 98%				456.1	464.0	469.5	470.8	471.2	470.6	468.9	466.0	462.1	463.3
TOTAL REVENUES	31,514.4	27,262.5	29,363.8	29,196.5	29,454.8	29,632.6	29,677.2	29,690.9	29,671.2	29,615.2	29,520.2	29,391.3	29,431.9
% vs prior year	9%	-13%	-7%	-1%	1%	1%	0%	0%	0%	0%	0%	0%	0%
TOTAL RESOURCES	38,365.8	30,585.1	38,859.0	38,692.1	40,011.1	41,002.4	41,253.1	40,705.5	39,298.8	36,956.8	33,610.4	29,206.5	23,882.9
EXPENDITURES													
Personal Services	14,352.6	13,730.4	14,346.0	13,568.0	13,798.7	14,336.8	14,895.9	15,476.9	16,080.5	16,707.6	17,359.2	18,036.2	18,739.6
Operating Expenses *	9,005.4	10,613.4	9,530.1	10,516.8	10,758.7	10,963.1	11,171.4	11,383.7	11,611.3	11,843.6	12,068.6	12,297.9	12,543.8
Capital Outlay	240.4	150.6	125.4	142.0	145.3	148.0	150.8	153.7	156.8	159.9	163.0	166.0	169.4
Grants & Aids	-	-	-	-	-	-	-	-	-	-	-	-	-
Full Cost Allocation	2,809.9	2,361.9	2,361.9	1,151.2	1,185.7	1,233.2	1,282.5	1,333.8	1,387.1	1,442.6	1,500.3	1,560.3	1,622.8
Transfers to other Funds	3,000.0	3,000.0	3,000.0	3,000.0	3,000.0	3,000.0	3,000.0	3,000.0	3,000.0	3,000.0	3,000.0	3,000.0	3,000.0
Debt Service	9.5	10.3	-	-	-	-	-	-	-	-	-	-	-
Non-recurring expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-
Expenditure Lapse 1% **				(242.3)	(247.0)	(254.5)	(262.2)	(270.1)	(278.5)	(287.1)	(295.9)	(305.0)	(314.5)
TOTAL EXPENDITURES	28,870.6	29,866.6	29,363.4	28,135.7	28,641.3	29,426.6	30,238.5	31,077.9	31,957.2	32,866.6	33,795.2	34,755.5	35,761.1
% vs prior year	1%	3%	2%	-4%	2%	3%	3%	3%	3%	3%	3%	3%	3%
ENDING FUND BALANCE	9,495.2	718.5	9,495.6	10,556.4	11,369.8	11,575.8	11,014.6	9,627.6	7,341.6	4,090.2	(184.8)	(5,549.0)	(11,878.2)
ASSUMING NO ACTION TAKEN TO RESOLVE SHORTFALLS													
Ending balance as % of Resources	25%	2%	24%	27%	28%	28%	27%	24%	19%	11%	-1%	-19%	-50%
TOTAL REQUIREMENTS	38,365.8	30,585.1	38,859.0	38,692.1	40,011.1	41,002.4	41,253.1	40,705.5	39,298.8	36,956.8	33,610.4	29,206.5	23,882.9
REVENUE minus EXPENDITURES (NOT cumulative)	2,643.8	(2,604.1)	0.4	1,060.8	813.4	206.0	(561.3)	(1,387.0)	(2,286.0)	(3,251.4)	(4,275.0)	(5,364.2)	(6,329.2)
note: non-recurring expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-
net recurring rev- exp	2,643.8	(2,604.1)	0.4	1,060.8	813.4	206.0	(561.3)	(1,387.0)	(2,286.0)	(3,251.4)	(4,275.0)	(5,364.2)	(6,329.2)

* Operating Expenses net of Full Cost Allocation

** Expenditure lapse is calculated on Personal Services, Operating Expenses, Capital Outlay, and Grants & Aids only.



Emergency Medical Services Total Forecast FY2011 - FY2020

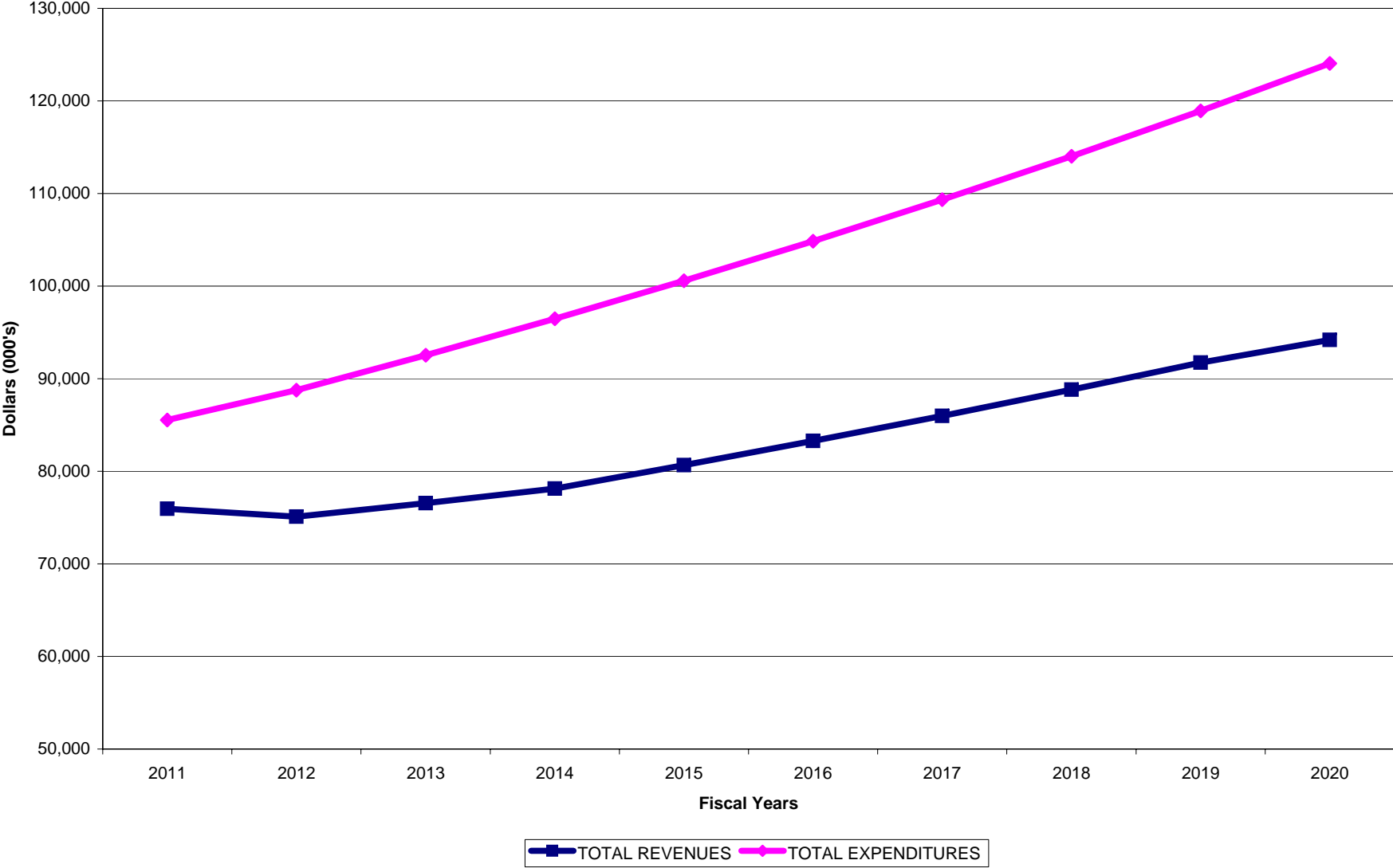


Exhibit H-19

EMERGENCY MEDICAL SERVICES FUND FORECAST
Fund 0206

Forecast Assumptions	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
REVENUES										
Ad Valorem Revenue (@95%)	-5.6%	-5.0%	3.0%	3.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Ambulance Svc Contract Fees	2.2%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Ambulance Annual Members Fees	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grant Revenue (EMS Trust Fund)	0.0%	2.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Cty Off Fees (TC & PA)	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Interest	2.0%	3.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Other revenues (ref of prior yrs exp)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
EXPENDITURES										
Personal Services	1.7%	1.7%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
Operating Expenses	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Capital Outlay	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Ambulance Contract	3.0%	3.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
EMS Trust Fund Grant Expenditures	0.0%	2.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Grants & Aids (First Responder Agmts)	4.1%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Trfrs to PA & TC	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Projected Economic Conditions / Indicators:										
Consumer Price Index, % change	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
FL Per Capita Personal Income Growth	1.5%	3.0%	3.7%	2.7%	2.5%	2.3%	2.3%	2.2%	2.4%	2.3%
Estimated New Construction % of tax base	0.2%	0.5%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

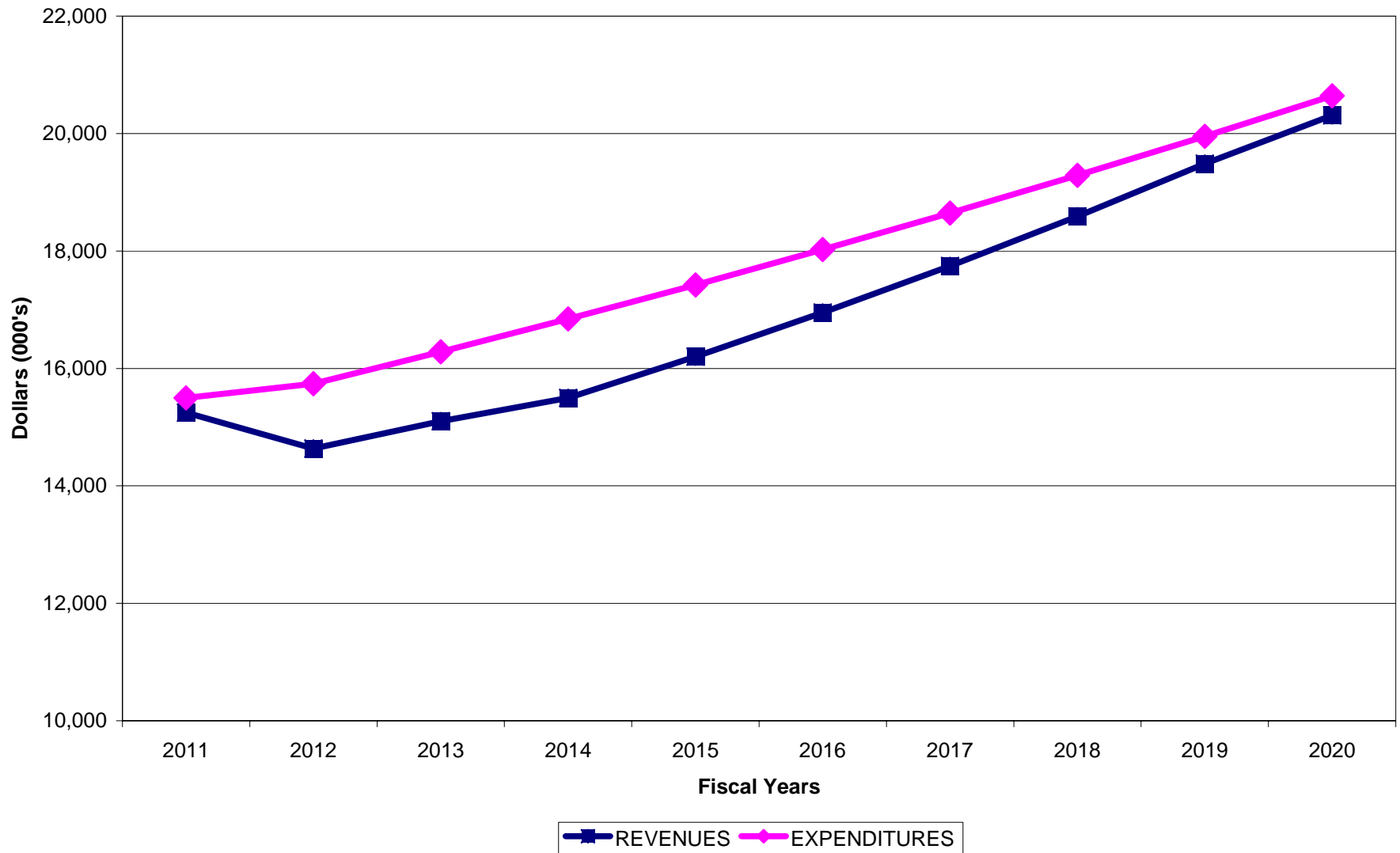
EMERGENCY MEDICAL SERVICES FUND FORECAST
Fund 0206

(in \$ thousands)	@ 95%		@ 100%	FORECAST (@100% Revenue)									
	Actual 2009	Budget 2010	Projected 2010	Estimated 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020
BEGINNING FUND BALANCE	38,148.7	34,826.9	36,209.9	29,289.0	19,710.2	6,050.3	(9,934.2)	(28,258.6)	(48,172.6)	(69,768.7)	(93,136.0)	(118,359.6)	(145,536.7)
REVENUES													
Ad Valorem Revenue	38,924.8	33,613.9	33,482.7	31,608.1	30,027.7	30,928.5	31,856.4	33,449.2	35,121.7	36,877.7	38,721.6	40,657.7	42,690.6
Ambulance Svc Contract Fees	41,981.7	38,678.0	41,106.0	42,898.1	43,756.1	44,631.2	45,523.8	46,434.3	47,363.0	48,310.2	49,276.4	50,262.0	51,267.2
Ambulance Annual Members Fees	274.4	269.2	215.0	215.0	215.0	215.0	215.0	215.0	215.0	215.0	215.0	215.0	215.0
Grant Revenue (EMS Trust Fund)	310.7	918.5	929.5	231.4	236.0	243.1	250.4	257.9	265.7	273.6	281.8	290.3	290.3
Cty Off Fees (TC & PA)	328.7	235.6	235.6	248.0	253.0	258.0	263.2	268.4	273.8	279.3	284.9	290.6	290.6
Interest	1,313.9	628.7	698.1	735.0	591.3	242.0	-	-	-	-	-	-	-
Other revenues (ref of prior yrs exp)	3.6	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0	27.0
TOTAL REVENUES	83,137.8	74,370.9	76,693.9	75,962.6	75,106.1	76,544.8	78,135.8	80,651.8	83,266.1	85,982.9	88,806.8	91,742.5	94,199.8
	5%	-11%	-8%	-1%	-1%	2%	2%	3%	3%	3%	3%	3%	3%
TOTAL RESOURCES	121,286.5	109,197.8	112,903.8	105,251.6	94,816.3	82,595.2	68,201.5	52,393.2	35,093.5	16,214.2	(4,329.2)	(26,617.0)	(51,336.9)
EXPENDITURES													
Personal Services	2,860.4	2,861.4	2,849.0	2,919.2	2,968.8	3,084.6	3,204.9	3,329.9	3,459.8	3,594.7	3,734.9	3,880.6	4,031.9
Operating Expenses	5,387.3	6,497.8	6,577.3	6,637.4	6,790.1	6,919.1	7,050.5	7,184.5	7,328.2	7,474.7	7,616.8	7,761.5	7,916.7
Capital Outlay	242.8	0	0	600.0	613.8	625.5	637.3	649.5	662.4	675.7	688.5	701.6	715.6
Ambulance Contract	34,451.5	33,850.0	33,850.0	35,700.0	36,771.0	38,241.8	39,771.5	41,362.4	43,016.9	44,737.5	46,527.0	48,388.1	50,323.7
EMS Trust Fund Grant Expenditures	310.6	918.5	929.5	231.5	236.1	243.2	250.5	258.0	265.8	273.7	282.0	290.4	299.1
Grants & Aids (First Responder Agmts)	40,706.2	38,093.9	38,385.1	38,457.4	40,380.3	42,399.3	44,519.2	46,745.2	49,082.5	51,536.6	54,113.4	56,819.1	59,660.0
Tfrs to PA & TC	1,117.8	1,210.2	1,023.9	995.9	1,005.9	1,015.9	1,026.1	1,036.3	1,046.7	1,057.2	1,067.7	1,078.4	1,089.2
* Amt Includes Bayliffe & Eckerd Contracts													
TOTAL EXPENDITURES	85,076.6	83,431.8	83,614.8	85,541.4	88,765.9	92,529.4	96,460.1	100,565.8	104,862.2	109,350.2	114,030.4	118,919.7	124,036.3
	4%	-2%	-2%	2%	4%	4%	4%	4%	4%	4%	4%	4%	4%
ENDING FUND BALANCE	36,209.9	25,766.0	29,289.0	19,710.2	6,050.3	(9,934.2)	(28,258.6)	(48,172.6)	(69,768.7)	(93,136.0)	(118,359.6)	(145,536.7)	(175,373.2)
ASSUMING NO ACTION TAKEN TO RESOLVE SHORTFALLS													
Ending balance as % of Resources	29.9%	30.9%	35.0%	23.0%	6.8%	-10.7%	-29.3%	-47.9%	-66.5%	-85.2%	-103.8%	-122.4%	-141.4%
TOTAL REQUIREMENTS	121,286.5	109,197.8	112,903.8	105,251.6	94,816.3	82,595.2	68,201.5	52,393.2	35,093.5	16,214.2	(4,329.2)	(26,617.0)	(51,336.9)
REVENUE minus EXPENDITURES	(1,938.8)	(9,060.9)	(6,920.9)	(9,578.8)	(13,659.9)	(15,984.5)	(18,324.4)	(19,914.0)	(21,596.1)	(23,367.3)	(25,223.6)	(27,177.2)	(29,836.5)
note: non-recurring expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-
net recurring rev- exp	(1,938.8)	(9,060.9)	(6,920.9)	(9,578.8)	(13,659.9)	(15,984.5)	(18,324.4)	(19,914.0)	(21,596.1)	(23,367.3)	(25,223.6)	(27,177.2)	(29,836.5)
Ambulance Revenues	42,914.9	39,275.1	41,683.6	43,494.1	44,280.2	44,980.7	45,752.3	46,662.8	47,591.5	48,538.7	49,504.9	50,490.5	51,495.7
Ambulance Expenditures	38,731.1	38,406.1	38,424.8	40,651.1	41,822.3	43,435.4	45,111.9	46,854.3	48,668.0	50,552.9	52,509.0	54,542.0	56,658.2
Current Rev Less Exp	4,183.8	869.0	3,258.7	2,843.0	2,457.9	1,545.2	640.4	(191.5)	(1,076.5)	(2,014.2)	(3,004.1)	(4,051.6)	(5,162.5)
First Responder Revenues	39,912.3	34,177.4	34,080.9	32,237.1	30,589.8	31,321.1	32,133.1	33,731.1	35,409.0	37,170.5	39,020.0	40,961.8	42,704.1
First Responder Expenditures	46,034.9	44,107.2	44,260.5	44,658.8	46,707.5	48,850.7	51,097.7	53,453.5	55,928.5	58,523.5	61,239.4	64,087.2	67,079.0
Current Rev Less Exp	(6,122.7)	(9,929.9)	(10,179.6)	(12,421.7)	(16,117.7)	(17,529.7)	(18,964.6)	(19,722.4)	(20,519.5)	(21,353.0)	(22,219.4)	(23,125.5)	(24,374.9)



Fire District Fund Forecast FY2011 - FY2020

Exhibit H-23



FIRE DISTRICTS FUND FORECAST
Fund 0250

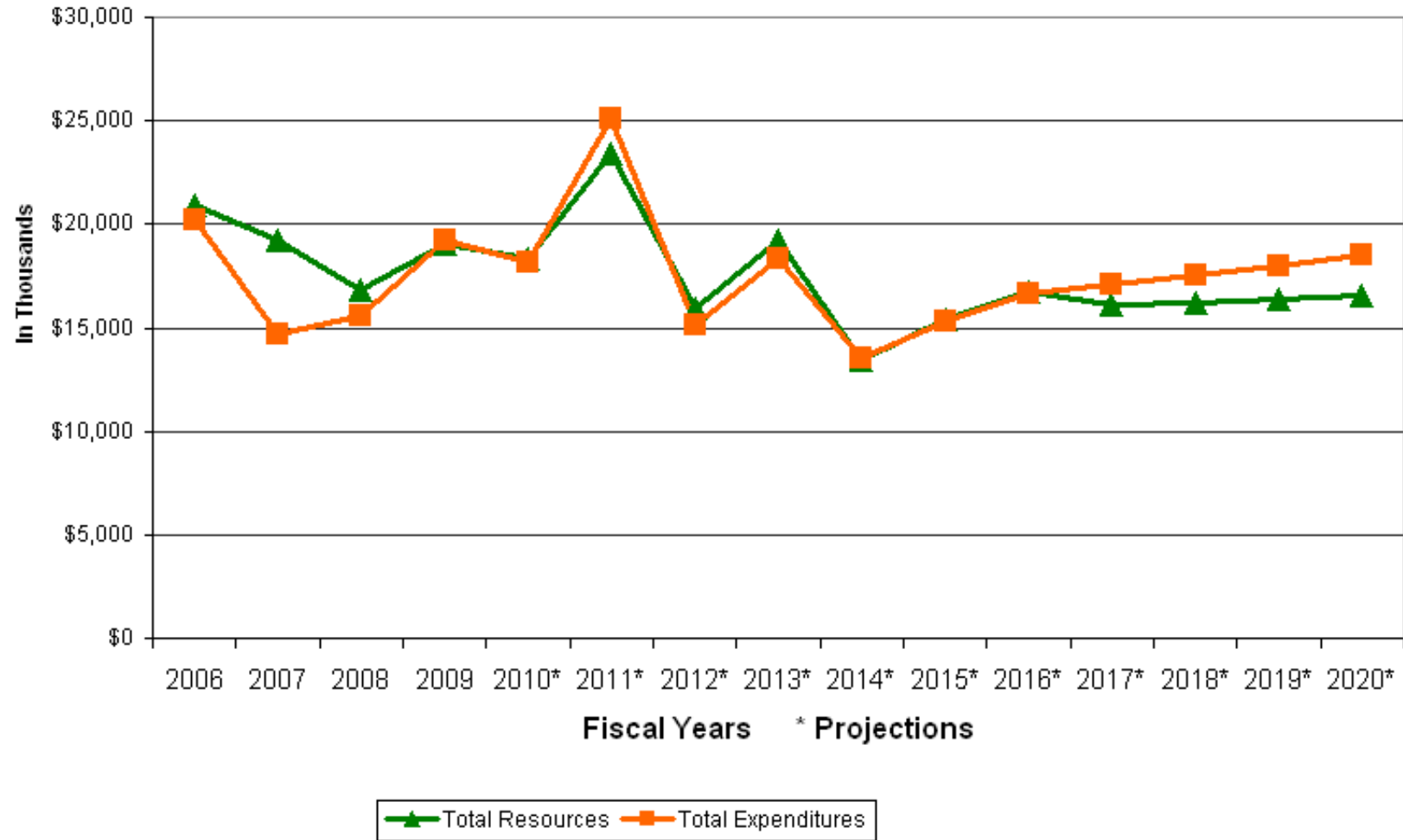
Forecast Assumptions	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
REVENUES										
Ad Valorem Tax Revenue (@95%)	-10.5%	-5.0%	3.0%	3.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Cty Off Fees (TC & PA)	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Interest	2.0%	3.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Interest - Tax Collector	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EXPENDITURES										
Personal Services	1.7%	1.7%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
Operating Expenses	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Capital Outlay	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Debt Service	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants & Aids (Cty Pymts)	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Trfrs to PA & TC	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Projected Economic Conditions / Indicators:										
Consumer Price Index, % change	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
FL Per Capita Personal Income Growth	1.5%	3.0%	3.7%	2.7%	2.5%	2.3%	2.3%	2.2%	2.4%	2.3%
Estimated New Construction % of tax base	0.2%	0.5%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

FIRE DISTRICTS FUND FORECAST
Fund 0250

(in \$ thousands)	@95%		@100%	FORECAST (@100% Revenue)									
	Actual 2009	Budget 2010	Projected 2010	Estimated 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020
BEGINNING FUND BALANCE	9,072.0	8,540.5	9,115.9	8,242.3	7,996.0	6,891.1	5,710.4	4,364.9	3,145.0	2,073.3	1,174.5	476.2	7.8
REVENUES													
Ad Valorem Revenue	15,367.8	14,343.1	14,284.4	15,036.5	14,284.7	14,713.2	15,154.6	15,912.3	16,708.0	17,543.4	18,420.5	19,341.6	20,308.6
Cty Off Fees (TC & PA)	134.0	96.1	105.6	105.1	107.2	109.3	111.5	113.7	116.0	118.3	120.7	123.1	
Other Rev (Interest, Gain/Loss Inv)	290.8	102.7	102.7	106.6	239.9	275.6	228.4	174.6	125.8	82.9	47.0	19.0	0.3
Interest - Tax Collector	3.9	4.3	1.4	1.5	1.5	1.6	1.6	1.6	1.7	1.7	1.7	1.8	1.8
Miscellaneous Revenues - One-time (Audit Adjustments)			368.8										
TOTAL REVENUES	15,796.5	14,546.2	14,862.9	15,249.7	14,633.2	15,099.7	15,496.1	16,202.3	16,951.4	17,746.3	18,589.9	19,485.4	20,310.7
	-12%	-8%	-6%	3%	-4%	3%	3%	5%	5%	5%	5%	5%	4%
TOTAL RESOURCES	24,868.5	23,086.7	23,978.8	23,492.0	22,629.2	21,990.8	21,206.5	20,567.2	20,096.4	19,819.5	19,764.4	19,961.7	20,318.6
EXPENDITURES													
Personal Services	169.7	127.2	129.9	128.7	130.9	136.0	141.3	146.8	152.5	158.5	164.7	171.1	177.8
Operating Expenditures	174.6	231.5	207.1	178.2	182.3	185.8	189.3	192.9	196.7	200.7	204.5	208.4	212.5
Curr Chgs & Oblig (Cty Fire Admin Chgs)	346.1	358.7	358.6	306.8	313.9	319.8	325.9	332.1	338.7	345.5	352.1	358.8	365.9
Capital Outlay - One-time (Tierra Verde Budget Amend.)	-	420.0	420.0	-	-	-	-	-	-	-	-	-	-
Debt Service	-	0.2	0.2	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9
Grants & Aids (Cty Payments)	14,952.1	15,284.0	14,531.6	14,510.0	15,017.9	15,543.5	16,087.5	16,650.6	17,233.3	17,836.5	18,460.8	19,106.9	19,775.6
Trfrs to PA & TC	455.2	426.1	426.1	398.2	406.2	414.3	422.6	431.0	439.6	448.4	457.4	466.6	475.9
Transfer to CIP - One-time (Tierra Verde)				280.0	-	-	-	-	-	-	-	-	-
Pro-Rate Clearing (Cty Fire Admin Chgs)	(345.1)	(358.7)	(337.0)	(306.8)	(313.9)	(319.8)	(325.9)	(332.1)	(338.7)	(345.5)	(352.1)	(358.8)	(365.9)
TOTAL EXPENDITURES	15,752.6	16,489.0	15,736.5	15,496.0	15,738.1	16,280.4	16,841.6	17,422.2	18,023.2	18,645.0	19,288.2	19,953.8	20,642.7
	-6%	5%	0%	-2%	2%	3%	3%	3%	3%	3%	3%	3%	3%
ENDING FUND BALANCE	9,115.9	6,597.7	8,242.3	7,996.0	6,891.1	5,710.4	4,364.9	3,145.0	2,073.3	1,174.5	476.2	7.8	(324.2)
ASSUMING NO ACTION TAKEN TO RESOLVE SHORTFALLS													
Ending balance as % of Resources	36.7%	28.6%	34.4%	34.0%	30.5%	26.0%	20.6%	15.3%	10.3%	5.9%	2.4%	0.0%	-1.6%
TOTAL REQUIREMENTS	24,868.5	23,086.7	23,978.8	23,492.0	22,629.2	21,990.8	21,206.5	20,567.2	20,096.4	19,819.5	19,764.4	19,961.7	20,318.6
REVENUE minus EXPENDITURES	43.9	(1,942.8)	(873.6)	(246.4)	(1,104.9)	(1,180.7)	(1,345.5)	(1,219.9)	(1,071.8)	(898.7)	(698.3)	(468.4)	(332.0)
note: non-recurring expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-
net recurring rev- exp	43.9	(1,942.8)	(873.6)	(246.4)	(1,104.9)	(1,180.7)	(1,345.5)	(1,219.9)	(1,071.8)	(898.7)	(698.3)	(468.4)	(332.0)



Airport Fund Forecast FY2011-FY2020



AIRPORT FUND FORECAST
Fund 0501

Forecast Assumptions	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
REVENUES										
Airfield/Flight Lines	-4.3%	5.5%	-8.2%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Golf Course	-3.1%	29.9%	-4.5%	1.6%	4.9%	-0.6%	-3.6%	0.6%	1.9%	0.2%
Rent/Surplus/Refunds	-2.1%	2.0%	1.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Capital Contributions	63.5%	-58.5%	58.1%	-65.5%	53.4%	23.8%	-12.7%	0.0%	0.0%	0.0%
Interest	2.0%	3.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Other revenues	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EXPENDITURES										
Personal Services	1.7%	1.7%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
Operating Expenses	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Capital Outlay	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Grants & Aids	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Projected Economic Conditions / Indicators:										
Consumer Price Index, % change	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
FL Per Capita Personal Income Growth	1.5%	3.0%	3.7%	2.7%	2.5%	2.3%	2.3%	2.2%	2.4%	2.3%
Estimated New Construction % of tax base	0.2%	0.5%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

AIRPORT FUND FORECAST
Fund 0501

(in \$ thousands)

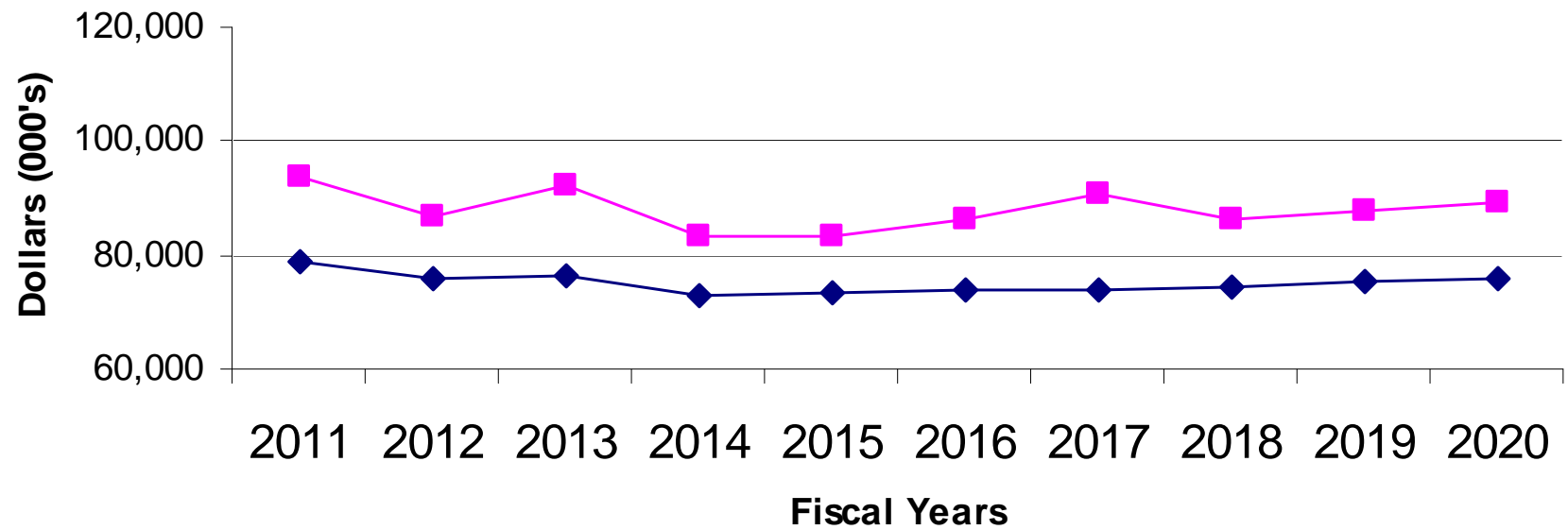
(in \$ thousands)	FORECAST												
	Actual 2009	Budget 2010	Projected 2010	Estimated 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020
BEGINNING FUND BALANCE	10,936.5	11,733.9	11,646.3	11,863.0	10,131.4	10,896.7	11,717.2	11,693.2	11,794.0	11,878.5	10,895.4	9,609.3	8,013.6
REVENUES													
Airfield/Flight Lines	2,523.2	2,516.4	2,612.0	2,500.2	2,637.0	2,420.5	2,468.9	2,518.2	2,568.6	2,620.0	2,672.4	2,725.8	2,780.3
Golf Course	1,037.3	1,178.1	961.5	932.0	1,211.0	1,156.0	1,174.0	1,232.0	1,225.0	1,181.0	1,188.0	1,211.0	1,213.0
Rent/Surplus/Refunds	5,680.2	5,239.2	5,752.0	5,629.1	5,744.0	5,803.8	5,919.9	6,038.3	6,159.0	6,282.2	6,407.9	6,536.0	6,666.7
Grants	132.4	241.5	276.0	222.5	227.0	231.5	236.1	240.8	245.7	250.6	255.6	260.7	265.9
Capital Contributions	9,279.5	13,343.9	8,466.0	13,839.5	5,745.0	9,085.0	3,136.0	4,812.0	5,955.0	5,198.0	5,198.0	5,198.0	5,198.0
Interest	273.2	289.8	305.0	289.8	303.9	435.9	468.7	467.7	471.8	475.1	435.8	384.4	320.5
Transfers from other funds	-	-	-	-	-	-	-	-	-	-	-	-	-
Other revenues	82.9	1.9	3.0	2.8	54.0	55.1	56.2	57.3	58.5	59.6	60.8	62.0	63.3
Adjust Revenue to 97%					11.3	15.5	16.6	16.6	16.7	16.9	15.7	14.1	12.1
TOTAL REVENUES	19,008.7	22,810.8	18,375.5	23,415.9	15,933.2	19,203.2	13,476.3	15,383.0	16,700.3	16,083.4	16,234.1	16,392.0	16,519.9
	-1%	20%	-3%	27%	-32%	21%	-30%	14%	9%	-4%	1%	1%	1%
TOTAL RESOURCES	29,945.2	34,544.7	30,021.8	35,278.9	26,064.6	30,099.9	25,193.5	27,076.2	28,494.3	27,961.9	27,129.5	26,001.3	24,533.6
EXPENDITURES													
Personal Svcs.	4,385.4	4,681.4	4,532.8	4,685.3	4,765.0	4,950.8	5,143.9	5,344.5	5,552.9	5,769.5	5,994.5	6,228.3	6,471.2
Operating Exp. Less Full Cost Alloc.	4,344.7	4,652.7	4,494.8	4,713.0	4,821.4	4,913.0	5,006.4	5,101.5	5,203.5	5,307.6	5,408.4	5,511.2	5,621.4
Capital Outlay	111.7	30.6	23.6	65.1	66.6	67.9	69.2	70.5	71.9	73.3	74.7	76.1	77.6
Grants & Aids	-	-	-	-	-	-	-	-	-	-	-	-	-
Full Cost Allocation	939.3	857.6	857.6	579.1	596.5	620.3	645.1	671.0	697.8	725.7	754.7	784.9	816.3
Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-recurring expenditures	9,464.2	13,187.5	8,250.0	15,105.0	5,015.0	7,930.0	2,738.0	4,200.0	5,198.0	5,302.0	5,402.7	5,505.3	5,615.5
Expenditure Lapse 1% **					(96.5)	(99.3)	(102.2)	(105.2)	(108.3)	(111.5)	(114.8)	(118.2)	(121.7)
TOTAL EXPENDITURES	19,245.3	23,409.8	18,158.8	25,147.5	15,167.9	18,382.7	13,500.3	15,282.2	16,615.8	17,066.5	17,520.3	17,987.7	18,480.3
	31%	22%	-6%	38%	-40%	21%	-27%	13%	9%	3%	3%	3%	3%
ENDING FUND BALANCE ASSUMING NO ACTION TAKEN TO RESOLVE SHORTFALLS	10,699.9	11,134.9	11,863.0	10,131.4	10,896.7	11,717.2	11,693.2	11,794.0	11,878.5	10,895.4	9,609.3	8,013.6	6,053.3
Ending balance as % of Resources	36%	32%	40%	29%	42%	39%	46%	44%	42%	39%	35%	31%	25%
TOTAL REQUIREMENTS	29,945.2	34,544.7	30,021.8	35,278.9	26,064.6	30,099.9	25,193.5	27,076.2	28,494.3	27,961.9	27,129.5	26,001.3	24,533.6
REVENUE minus EXPENDITURES	(236.6)	(599.0)	216.7	(1,731.6)	765.3	820.5	(24.0)	100.8	84.5	(983.1)	(1,286.1)	(1,595.6)	(1,960.4)
note: non-recurring expenditures	9,464.2	13,187.5	8,250.0	15,105.0	5,015.0	7,930.0	2,738.0	4,200.0	5,198.0	5,302.0	5,402.7	5,505.3	5,615.5
net recurring rev- exp	9,227.6	12,588.5	8,466.7	13,373.4	5,780.3	8,750.5	2,714.0	4,300.8	5,282.5	4,318.9	4,116.6	3,909.7	3,655.1

* Operating Expenses net of Full Cost Allocation

** Expenditure lapse is calculated on Personal Services, Operating Expenses, Capital Outlay, and Grants & Aids only.



Water System Funds Forecast FY2011 - FY2020 with No rate increases



—◆— Revenues —■— Expenditures

WATER WITHOUT RATE INCREASE
Fund 0531, 0534, 0536 & 0560

Forecast Assumptions	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
REVENUES										
Water Sales-Retail	0.3%	0.5%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%
Water Sales-Wholesale	-5.7%	-31.3%	0.7%	-40.7%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%
Interest	2.0%	3.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Other revenues	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EXPENDITURES										
Personal Services	1.7%	1.7%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
Operating Expenses	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Purchase of Water	8.9%	-7.8%	7.2%	-8.9%	-0.2%	3.3%	3.3%	3.3%	3.3%	3.3%
Power	6.9%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Chemicals	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%
Projected Economic Conditions / Indicators:										
Consumer Price Index, % change	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
FL Per Capita Personal Income Growth	1.5%	3.0%	3.7%	2.7%	2.5%	2.3%	2.3%	2.2%	2.4%	2.3%
Estimated New Construction % of tax base	0.2%	0.5%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

WATER WITHOUT RATE INCREASE
Fund 0531, 0534, 0536 & 0560

(in \$ thousands)	FORECAST												
	Actual 2009	Budget 2010	Projected 2010	Budget 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020
BEGINNING FUND BALANCE	56,688.0	47,828.0	47,828.0	37,907.6	22,681.9	12,012.3	(3,651.9)	(14,239.1)	(24,216.5)	(36,782.3)	(53,370.1)	(64,976.5)	(77,406.4)
REVENUES													
Water Sales - Retail	57,080.0	60,317.0	61,699.0	59,054.0	62,713.0	63,183.3	63,657.2	64,134.7	64,615.7	65,100.3	65,588.5	66,080.4	66,576.0
Water Sales - Wholesale	19,605.0	18,614.0	18,115.0	16,457.0	10,542.0	10,612.0	6,602.0	6,637.0	6,687.0	6,737.0	6,788.0	6,839.0	6,890.0
Interest	3,857.0	297.0	1,066.0	507.0	520.0	164.0	-	-	-	-	-	-	-
Other Revenues	1,806.0	2,156.0	3,541.0	2,660.0	2,100.0	2,518.0	2,664.0	2,639.0	2,481.0	2,142.0	2,184.8	2,228.5	2,273.1
TOTAL REVENUES	82,348.0	81,384.0	84,421.0	78,678.0	75,875.0	76,477.3	72,923.2	73,410.7	73,783.7	73,979.3	74,561.4	75,148.0	75,739.2
% vs prior year	-5%	-1%	4%	-7%	-4%	1%	-5%	1%	1%	0%	1%	1%	1%
TOTAL RESOURCES	139,036.0	129,212.0	132,249.0	116,585.6	98,556.9	88,489.6	69,271.3	59,171.5	49,567.1	37,197.0	21,191.3	10,171.4	(1,667.2)
EXPENDITURES													
Personal Services	16,454.0	15,807.0	15,336.0	13,867.0	14,102.7	14,652.7	15,224.2	15,817.9	16,434.8	17,075.8	17,741.8	18,433.7	19,152.6
OPEB	1,297.0	1,752.0	1,300.0	1,300.0	1,322.1	1,373.7	1,427.2	1,482.9	1,540.7	1,600.8	1,663.3	1,728.1	1,795.5
Operating Expenses	8,298.0	7,309.0	9,421.0	7,726.0	7,903.7	8,053.9	8,206.9	8,362.8	8,530.1	8,700.7	8,866.0	9,034.4	9,215.1
Purchase of Water	46,259.0	48,981.0	49,825.0	50,180.0	46,748.0	47,246.0	45,156.0	44,043.0	44,084.0	44,181.0	44,273.0	44,366.0	44,463.0
Power	1,730.0	1,868.0	1,783.0	1,875.0	1,968.8	2,067.2	2,170.5	2,279.1	2,393.0	2,512.7	2,638.3	2,770.2	2,908.7
Chemicals	951.0	883.0	887.0	949.0	1,015.4	1,086.5	1,162.6	1,243.9	1,331.0	1,424.2	1,523.9	1,630.6	1,744.7
Grants & Aids	35.0	260.0	45.0	-	-	-	-	-	-	-	-	-	-
Cost Allocation	5,340.0	5,891.0	5,891.0	4,563.0	4,667.9	4,756.6	4,847.0	4,939.1	5,037.9	5,138.6	5,236.3	5,335.8	5,442.5
Expenditure Lapse 1%**	-	-	(844.9)	(804.6)	(777.3)	(792.4)	(781.9)	(781.7)	(793.5)	(806.3)	(819.4)	(833.0)	(847.2)
Capital Outlay	10,844.0	22,404.0	11,144.0	14,842.0	9,993.0	14,268.0	6,352.0	6,251.0	8,116.0	11,187.0	5,255.0	5,325.0	5,400.0
Expenditure Lapse 4% ***	-	-	(445.8)	(593.7)	(399.7)	(570.7)	(254.1)	(250.0)	(324.6)	(447.5)	(210.2)	(213.0)	(216.0)
TOTAL EXPENDITURES	91,208.0	105,155.0	94,341.4	93,903.7	86,544.7	92,141.5	83,510.4	83,388.1	86,349.4	90,567.0	86,167.9	87,577.8	89,059.0
% vs prior year	(0.07)	15%	-10%	0%	-8%	6%	-9%	0%	4%	5%	-5%	2%	2%
TOTAL ENDING FUND BALANCE	47,828.0	24,057.0	37,907.6	22,681.9	12,012.3	(3,651.9)	(14,239.1)	(24,216.5)	(36,782.3)	(53,370.1)	(64,976.5)	(77,406.4)	(90,726.2)
Ending balance as % of Resources	34%	19%	29%	19%	12%	-4%	-21%	-41%	-74%	-143%	-307%	-761%	5442%
TOTAL REQUIREMENTS	139,036.0	129,212.0	132,249.0	116,585.6	98,556.9	88,489.6	69,271.3	59,171.5	49,567.1	37,197.0	21,191.3	10,171.4	(1,667.2)
REVENUE minus EXPENDITURES (NOT cumulative)	(8,860.0)	(23,771.0)	(9,920.4)	(15,225.7)	(10,669.7)	(15,664.2)	(10,587.2)	(9,977.4)	(12,565.8)	(16,587.7)	(11,606.5)	(12,429.8)	(13,319.8)

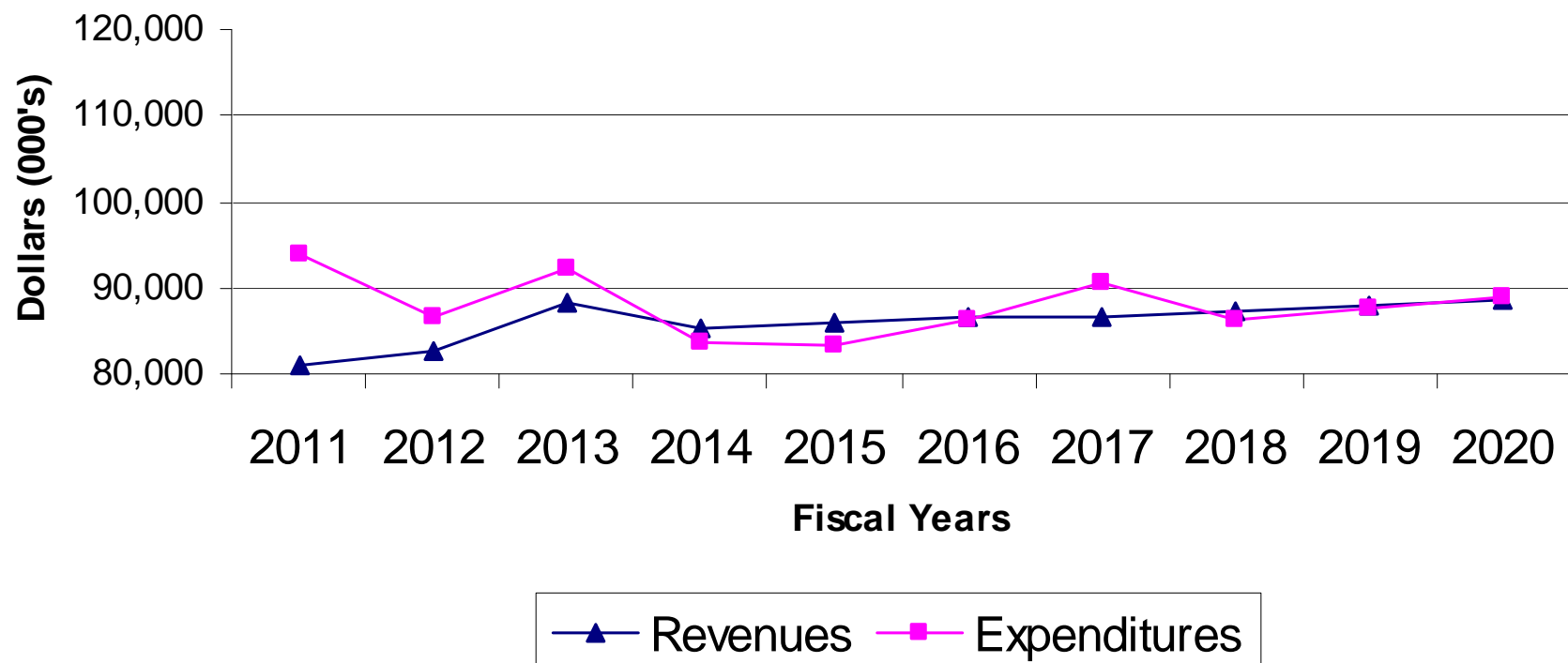
* Operating Expenses net of Full Cost Allocation

** Expenditure lapse is calculated on Personal Services, Operating Expenses, and Grants & Aids only.

*** Expenditure lapse is calculated on Capital Outlay only



Water System Funds Forecast FY2011 - FY2020 with Rate Increases



WATER WITH RATE INCREASE
Fund 0531, 0534, 0536 & 0560

Forecast Assumptions	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
REVENUES										
Water Sales-Retail	-0.6%	11.7%	6.3%	2.0%	3.00%	3.00%	3.00%	3.00%	3.00%	0.75%
Water Sales-Wholesale	-9.2%	-30.1%	6.2%	-37.2%	3.00%	3.00%	3.00%	3.00%	3.00%	0.75%
Interest	2.0%	3.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Other revenues	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EXPENDITURES										
Personal Services	1.7%	1.7%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
Operating Expenses	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Purchase of Water	8.9%	-7.8%	7.2%	-8.9%	-0.2%	3.3%	3.3%	3.3%	3.3%	3.3%
Power	6.9%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Chemicals	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%
Projected Economic Conditions / Indicators:										
Consumer Price Index, % change	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
FL Per Capita Personal Income Growth	1.5%	3.0%	3.7%	2.7%	2.5%	2.3%	2.3%	2.2%	2.4%	2.3%
Estimated New Construction % of tax base	0.2%	0.5%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

WATER WITH RATE INCREASE
Fund 0531, 0534, 0536 & 0560

(in \$ thousands)	FORECAST												
	Actual 2009	Budget 2010	Projected 2010	Budget 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020
BEGINNING FUND BALANCE	56,688.0	47,828.0	47,828.0	37,907.6	24,937.8	21,174.1	17,306.4	19,084.9	21,661.9	21,792.4	17,914.8	19,052.4	19,488.5
REVENUES													
Water Sales - Retail	57,080.0	60,317.0	61,699.0	61,310.0	68,478.0	72,761.0	74,216.0	74,772.6	75,333.4	75,898.4	76,467.7	77,041.2	77,619.0
Water Sales - Wholesale	19,605.0	18,614.0	18,115.0	16,457.0	11,511.0	12,225.0	7,681.0	7,738.6	7,796.6	7,855.1	7,914.0	7,973.4	8,033.2
Interest	3,857.0	297.0	1,066.0	507.0	692.0	770.0	728.0	815.0	869.0	794.0	739.0	771.0	772.0
Other Revenues	1,806.0	2,156.0	3,541.0	2,660.0	2,100.0	2,518.0	2,664.0	2,639.0	2,481.0	2,142.0	2,184.8	2,228.5	2,273.1
TOTAL REVENUES	82,348.0	81,384.0	84,421.0	80,934.0	82,781.0	88,274.0	85,289.0	85,965.2	86,480.1	86,689.5	87,305.5	88,014.1	88,697.3
% vs prior year	-5%	-1%	4%	-4%	2%	7%	-3%	1%	1%	0%	1%	1%	1%
TOTAL RESOURCES	139,036.0	129,212.0	132,249.0	118,841.6	107,718.8	109,448.1	102,595.4	105,050.1	108,142.0	108,482.0	105,220.4	107,066.4	108,185.7
EXPENDITURES													
Personal Services	16,454.0	15,807.0	15,336.0	13,867.0	14,102.7	14,652.7	15,224.2	15,817.9	16,434.8	17,075.8	17,741.8	18,433.7	19,152.6
OPEB	1,297.0	1,752.0	1,300.0	1,300.0	1,322.1	1,373.7	1,427.2	1,482.9	1,540.7	1,600.8	1,663.3	1,728.1	1,795.5
Operating Expenses	8,298.0	7,309.0	9,421.0	7,726.0	7,903.7	8,053.9	8,206.9	8,362.8	8,530.1	8,700.7	8,866.0	9,034.4	9,215.1
Purchase of Water	46,259.0	48,981.0	49,825.0	50,180.0	46,748.0	47,246.0	45,156.0	44,043.0	44,084.0	44,181.0	44,273.0	44,366.0	44,463.0
Power	1,730.0	1,868.0	1,783.0	1,875.0	1,968.8	2,067.2	2,170.5	2,279.1	2,393.0	2,512.7	2,638.3	2,770.2	2,908.7
Chemicals	951.0	883.0	887.0	949.1	1,015.5	1,086.6	1,162.7	1,244.1	1,331.1	1,424.3	1,524.0	1,630.7	1,744.9
Grants & Aids	35.0	260.0	45.0	-	-	-	-	-	-	-	-	-	-
Cost Allocation	5,340.0	5,891.0	5,891.0	4,563.0	4,667.9	4,756.6	4,847.0	4,939.1	5,037.9	5,138.6	5,236.3	5,335.8	5,442.5
Expenditure Lapse 1%**			(844.9)	(804.6)	(777.3)	(792.4)	(781.9)	(781.7)	(793.5)	(806.3)	(819.4)	(833.0)	(847.2)
Capital Outlay	10,844.0	22,404.0	11,144.0	14,842.0	9,993.0	14,268.0	6,352.0	6,251.0	8,116.0	11,187.0	5,255.0	5,325.0	5,400.0
Expenditure Lapse 4% ***			(445.8)	(593.7)	(399.7)	(570.7)	(254.1)	(250.0)	(324.6)	(447.5)	(210.2)	(213.0)	(216.0)
TOTAL EXPENDITURES	91,208.0	105,155.0	94,341.4	93,903.8	86,544.8	92,141.6	83,510.5	83,388.2	86,349.6	90,567.1	86,168.0	87,578.0	89,059.1
% vs prior year	(0.07)	15%	-10%	0%	-8%	6%	-9%	0%	4%	5%	-5%	2%	2%
TOTAL ENDING FUND BALANCE	47,828.0	24,057.0	37,907.6	24,937.8	21,174.1	17,306.4	19,084.9	21,661.9	21,792.4	17,914.8	19,052.4	19,488.5	19,126.6
Ending balance as % of Resources	34%	19%	29%	21%	20%	16%	19%	21%	20%	17%	18%	18%	18%
TOTAL REQUIREMENTS	139,036.0	129,212.0	132,249.0	118,841.6	107,718.8	109,448.1	102,595.4	105,050.1	108,142.0	108,482.0	105,220.4	107,066.4	108,185.7
REVENUE minus EXPENDITURES (NOT cumulative)	(8,860.0)	(23,771.0)	(9,920.4)	(12,969.8)	(3,763.8)	(3,867.6)	1,778.5	2,577.0	130.5	(3,877.6)	1,137.5	436.1	(361.9)

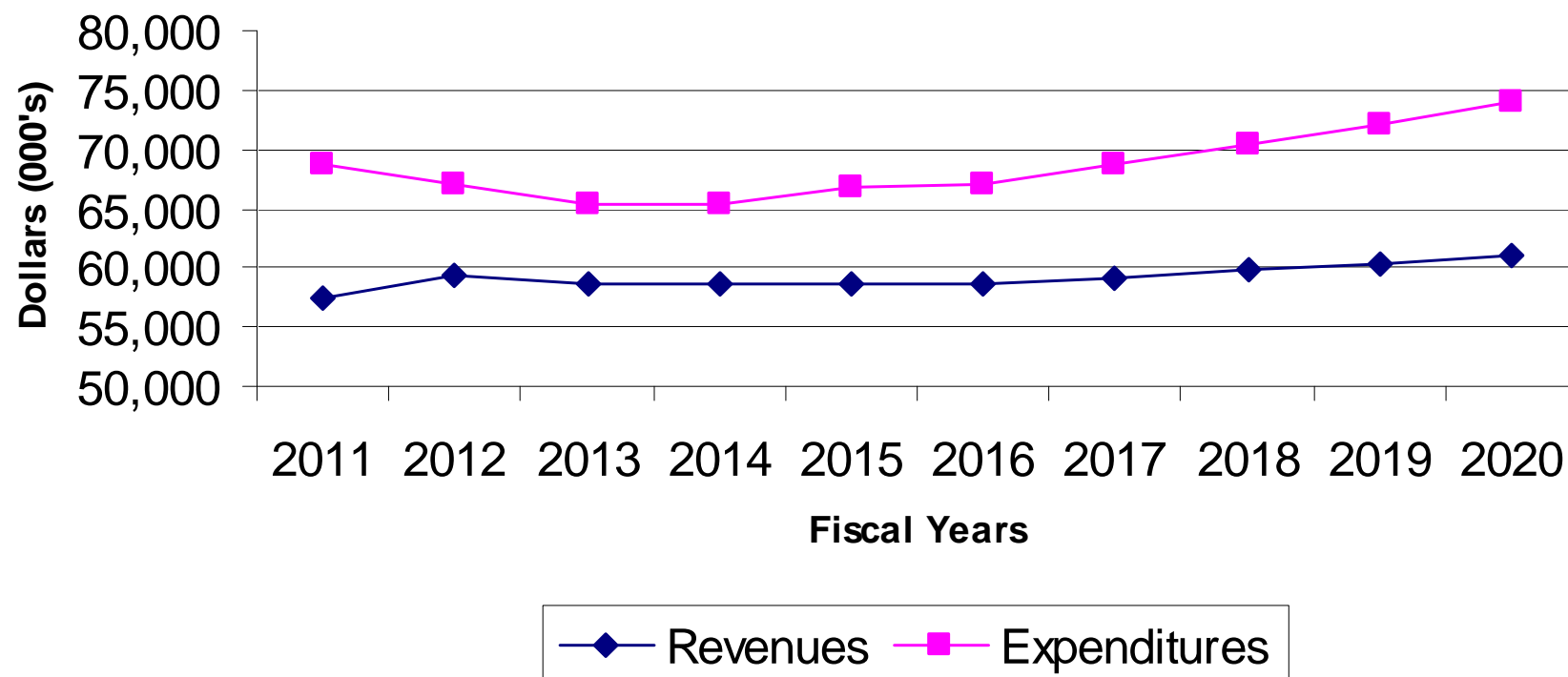
* Operating Expenses net of Cost Allocation

** Expenditure lapse is calculated on Personal Services, Operating Expenses, and Grants & Aids only.

*** Expenditure lapse is calculated on Capital Outlay only



Sewer System Funds Forecast FY2011 - FY2020 with No rate increases



SEWER WITHOUT RATE INCREASE
Fund 0551, 0552, 0553 & 0560

Forecast Assumptions	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
REVENUES										
Sewer Charges - Retail	0.0%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%
Sewer Charges - Wholesale	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%
Reclaimed - Retail	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%
Reclaimed - Wholesale	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Interest	2.0%	3.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Other revenues	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EXPENDITURES										
Personal Services	1.7%	1.7%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
Operating Expenses	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Power	7.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Chemicals	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%
Capital Outlay	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Grants & Aids	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Projected Economic Conditions / Indicators:										
Consumer Price Index, % change	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
FL Per Capita Personal Income Growth	1.5%	3.0%	3.7%	2.7%	2.5%	2.3%	2.3%	2.2%	2.4%	2.3%
Estimated New Construction % of tax base	0.2%	0.5%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

SEWER WITHOUT RATE INCREASE

Fund 0551, 0552, 0553 & 0560

(in \$ thousands)

(in \$ thousands)	FORECAST												
	Actual 2009	Budget 2010	Projected 2010	Budget 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020
BEGINNING FUND BALANCE	39,374.0	40,862.0	40,862.0	43,729.4	32,643.9	25,144.4	18,454.0	11,740.7	3,493.2	(4,934.1)	(14,392.1)	(24,960.2)	(36,670.7)
REVENUES													
Sewer Charges - Retail	43,410.0	43,054.0	45,039.0	43,306.0	45,264.0	44,398.0	44,509.0	44,620.0	44,732.0	44,843.0	44,955.0	45,068.0	45,181.0
Sewer Charges - Wholesale	6,898.0	6,605.0	6,890.0	6,651.0	7,184.0	7,202.0	7,220.0	7,238.0	7,256.0	7,274.0	7,293.0	7,311.0	7,329.0
Reclaimed - Retail	2,332.0	2,227.0	2,703.0	2,574.0	2,717.0	2,723.8	2,730.6	2,737.4	2,744.3	2,751.1	2,758.0	2,764.9	2,771.8
Reclaimed - Wholesale	355.0	359.0	291.0	307.0	333.0	339.0	345.8	352.7	359.7	366.9	374.3	381.8	389.4
Interest	3,259.0	294.0	1,085.0	868.0	867.0	872.0	604.0	305.0	-	-	-	-	-
Other Revenues	5,525.0	7,498.0	4,897.0	3,819.0	3,065.0	3,049.0	3,192.0	3,308.0	3,582.0	3,975.0	4,404.0	4,877.0	5,409.0
TOTAL REVENUES	61,779.0	60,037.0	60,905.0	57,525.0	59,430.0	58,583.8	58,601.4	58,561.1	58,674.0	59,210.1	59,784.3	60,402.7	61,080.2
% vs prior year	0%	-3%	-1%	-6%	3%	-1%	0%	0%	0%	1%	1%	1%	1%
TOTAL RESOURCES	101,153.0	100,899.0	101,767.0	101,254.4	92,073.9	83,728.2	77,055.4	70,301.8	62,167.2	54,276.0	45,392.2	35,442.5	24,409.5
EXPENDITURES													
Personal Services	13,817.0	15,264.0	14,656.0	13,661.0	13,893.2	14,435.1	14,998.0	15,583.0	16,190.7	16,822.1	17,478.2	18,159.9	18,868.1
OPEB	1,242.0	1,447.0	1,250.0	1,250.0	1,271.3	1,320.8	1,372.3	1,425.9	1,481.5	1,539.2	1,599.3	1,661.7	1,726.5
Operating Expenses	9,327.0	10,045.0	10,553.0	10,750.0	10,997.3	11,206.2	11,419.1	11,636.1	11,868.8	12,106.2	12,336.2	12,570.6	12,822.0
Power	4,662.0	5,661.0	4,543.0	4,772.0	5,010.6	5,261.1	5,524.2	5,800.4	6,090.4	6,394.9	6,714.7	7,050.4	7,402.9
Chemicals	2,804.0	2,858.0	2,770.0	2,953.0	3,159.7	3,380.9	3,617.6	3,870.8	4,141.7	4,431.7	4,741.9	5,073.8	5,429.0
Cost Allocation	3,794.0	4,021.0	4,021.0	3,457.0	3,536.5	3,603.7	3,672.2	3,741.9	3,816.8	3,893.1	3,967.1	4,042.5	4,123.3
Expenditure Lapse 1%**			(377.9)	(368.4)	(378.7)	(392.1)	(406.0)	(420.6)	(435.9)	(451.9)	(468.4)	(485.6)	(503.7)
Debt Service	15,709.0	15,236.0	15,236.0	15,237.0	15,246.0	15,238.0	15,237.0	15,239.0	15,243.0	15,238.0	15,233.0	15,233.0	15,239.0
Capital Outlay	8,936.0	9,298.0	5,611.0	17,603.0	14,785.0	11,688.0	10,292.0	10,346.0	9,067.0	9,057.0	9,115.0	9,174.0	9,237.0
Expenditure Lapse 4% ***			(224.4)	(704.1)	(591.4)	(467.5)	(411.7)	(413.8)	(362.7)	(362.3)	(364.6)	(367.0)	(369.5)
TOTAL EXPENDITURES	60,291.0	63,830.0	58,037.6	68,610.5	66,929.5	65,274.2	65,314.7	66,808.6	67,101.3	68,668.1	70,352.3	72,113.2	73,974.6
% vs prior year	(0.22)	6%	-9%	18%	-2%	-2%	0%	2%	0%	2%	2%	3%	3%
TOTAL ENDING FUND BALANCE	40,862.0	37,069.0	43,729.4	32,643.9	25,144.4	18,454.0	11,740.7	3,493.2	(4,934.1)	(14,392.1)	(24,960.2)	(36,670.7)	(49,565.1)
Ending balance as % of Resources	40%	37%	43%	32%	27%	22%	15%	5%	-8%	-27%	-55%	-103%	-203%
TOTAL REQUIREMENTS	101,153.0	100,899.0	101,767.0	101,254.4	92,073.9	83,728.2	77,055.4	70,301.8	62,167.2	54,276.0	45,392.2	35,442.5	24,409.5
Debt Service Coverage			1.5	1.4	1.4	1.3	1.2	1.1	1.0	0.9	0.9	0.8	0.7
REVENUE minus EXPENDITURES (NOT cumulative)	1,488.0	(3,793.0)	2,867.4	(11,085.5)	(7,499.5)	(6,690.4)	(6,713.3)	(8,247.5)	(8,427.3)	(9,458.0)	(10,568.1)	(11,710.5)	(12,894.3)

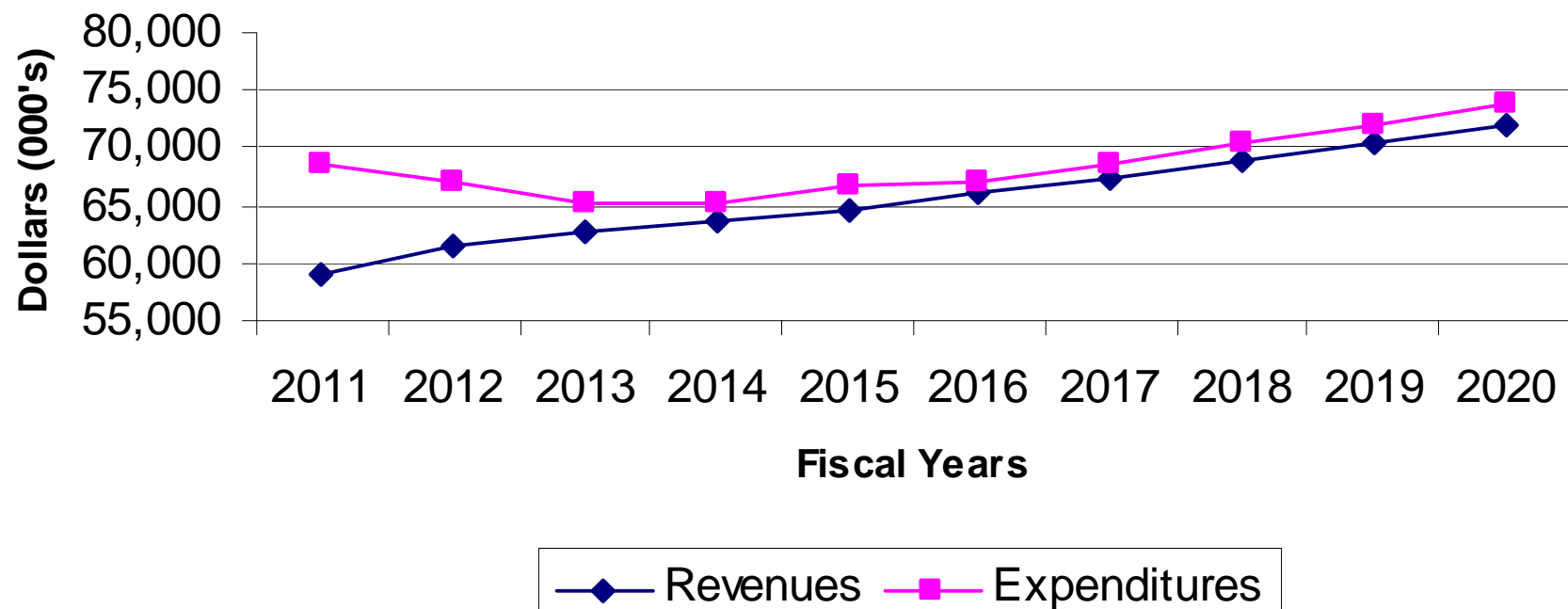
* Operating Expenses net of Cost Allocation

** Expenditure lapse is calculated on Personal Services, Operating Expenses, and Grants & Aids only.

*** Expenditure lapse is calculated on Capital Outlay only



Sewer System Forecast FY11-FY20 with rate increase



SEWER WITH RATE INCREASE
Fund 0551, 0552, 0553 & 0560

Forecast Assumptions	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
REVENUES										
Sewer Charges - Retail	0.0%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Sewer Charges - Wholesale	0.25%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Reclaimed - Retail	40.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Reclaimed - Wholesale	5.5%	8.5%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Interest	2.0%	3.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Other revenues	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EXPENDITURES										
Personal Services	1.7%	1.7%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
Operating Expenses	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Power & Chemicals	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Chemicals	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%
Capital Outlay	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Grants & Aids	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Projected Economic Conditions / Indicators:										
Consumer Price Index, % change	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
FL Per Capita Personal Income Growth	1.5%	3.0%	3.7%	2.7%	2.5%	2.3%	2.3%	2.2%	2.4%	2.3%
Estimated New Construction % of tax base	0.2%	0.5%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

SEWER WITH RATE INCREASE
Fund 0551, 0552, 0553 & 0560

(in \$ thousands)

(in \$ thousands)				FORECAST									
	Actual 2009	Budget 2010	Projected 2010	Budget 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020
BEGINNING FUND BALANCE	39,374.0	40,862.0	40,862.0	43,729.4	34,055.9	28,549.5	25,853.4	24,187.3	22,099.1	20,976.0	19,698.3	18,195.1	16,442.4
REVENUES													
Sewer Charges - Retail	43,410.0	43,054.0	45,039.0	43,537.0	45,697.0	46,499.0	47,314.0	48,142.0	48,984.0	49,841.0	50,713.0	51,600.0	52,503.0
Sewer Charges - Wholesale	6,898.0	6,605.0	6,890.0	6,651.0	7,377.0	7,531.0	7,663.0	7,797.0	7,933.0	8,072.0	8,213.0	8,357.0	8,503.0
Reclaimed - Retail	2,332.0	2,227.0	2,703.0	3,755.0	4,012.0	4,072.0	4,133.0	4,195.0	4,258.0	4,322.0	4,387.0	4,452.0	4,519.0
Reclaimed - Wholesale	355.0	359.0	291.0	307.0	333.0	339.0	345.8	352.7	359.7	366.9	374.3	381.8	389.4
Interest	3,259.0	294.0	1,085.0	868.0	939.1	1,088.1	1,000.8	925.7	861.5	813.5	757.9	692.8	617.0
Other Revenues	5,525.0	7,498.0	4,897.0	3,819.0	3,065.0	3,049.0	3,192.0	3,308.0	3,582.0	3,975.0	4,404.0	4,877.0	5,409.0
TOTAL REVENUES	61,779.0	60,037.0	60,905.0	58,937.0	61,423.1	62,578.1	63,648.6	64,720.4	65,978.3	67,390.4	68,849.2	70,360.5	71,940.4
% vs prior year	0%	-3%	-1%	-3%	4%	2%	2%	2%	2%	2%	2%	2%	2%
TOTAL RESOURCES	101,153.0	100,899.0	101,767.0	102,666.4	95,479.0	91,127.6	89,502.0	88,907.7	88,077.3	88,366.4	88,547.5	88,555.6	88,382.8
EXPENDITURES													
Personal Services	13,817.0	15,264.0	14,656.0	13,661.0	13,893.2	14,435.1	14,998.0	15,583.0	16,190.7	16,822.1	17,478.2	18,159.9	18,868.1
OPEB	1,242.0	1,447.0	1,250.0	1,250.0	1,271.3	1,320.8	1,372.3	1,425.9	1,481.5	1,539.2	1,599.3	1,661.7	1,726.5
Operating Expenses	9,327.0	10,045.0	10,553.0	10,750.0	10,997.3	11,206.2	11,419.1	11,636.1	11,868.8	12,106.2	12,336.2	12,570.6	12,822.0
Power	4,662.0	5,661.0	4,543.0	4,772.0	5,010.6	5,261.1	5,524.2	5,800.4	6,090.4	6,394.9	6,714.7	7,050.4	7,402.9
Chemicals	2,804.0	2,858.0	2,770.0	2,953.0	3,159.7	3,380.9	3,617.6	3,870.8	4,141.7	4,431.7	4,741.9	5,073.8	5,429.0
Cost Allocation	3,794.0	4,021.0	4,021.0	3,457.0	3,536.5	3,603.7	3,672.2	3,741.9	3,816.8	3,893.1	3,967.1	4,042.5	4,123.3
Expenditure Lapse 1%**			(377.9)	(368.4)	(378.7)	(392.1)	(406.0)	(420.6)	(435.9)	(451.9)	(468.4)	(485.6)	(503.7)
Debt Service	15,709.0	15,236.0	15,236.0	15,237.0	15,246.0	15,238.0	15,237.0	15,239.0	15,243.0	15,238.0	15,233.0	15,233.0	15,239.0
Capital Outlay	8,936.0	9,298.0	5,611.0	17,603.0	14,785.0	11,688.0	10,292.0	10,346.0	9,067.0	9,057.0	9,115.0	9,174.0	9,237.0
Expenditure Lapse 4% ***			(224.4)	(704.1)	(591.4)	(467.5)	(411.7)	(413.8)	(362.7)	(362.3)	(364.6)	(367.0)	(369.5)
TOTAL EXPENDITURES	60,291.0	63,830.0	58,037.6	68,610.5	66,929.5	65,274.2	65,314.7	66,808.6	67,101.3	68,668.1	70,352.3	72,113.2	73,974.6
% vs prior year	(0.22)	6%	-9%	18%	-2%	-2%	0%	2%	0%	2%	2%	3%	3%
TOTAL ENDING FUND BALANCE	40,862.0	37,069.0	43,729.4	34,055.9	28,549.5	25,853.4	24,187.3	22,099.1	20,976.0	19,698.3	18,195.1	16,442.4	14,408.3
Ending balance as % of Resources	40%	37%	43%	33%	30%	28%	27%	25%	24%	22%	21%	19%	16%
TOTAL REQUIREMENTS	101,153.0	100,899.0	101,767.0	102,666.4	95,479.0	91,127.6	89,502.0	88,907.7	88,077.3	88,366.4	88,547.5	88,555.6	88,382.8
Debt Service Coverage			1.5	1.5	1.6	1.6	1.5	1.5	1.5	1.5	1.5	1.5	1.4
REVENUE minus EXPENDITURES (NOT cumulative)	1,488.0	(3,793.0)	2,867.4	(9,673.5)	(5,506.4)	(2,696.2)	(1,666.1)	(2,088.2)	(1,123.1)	(1,277.7)	(1,503.2)	(1,752.7)	(2,034.1)

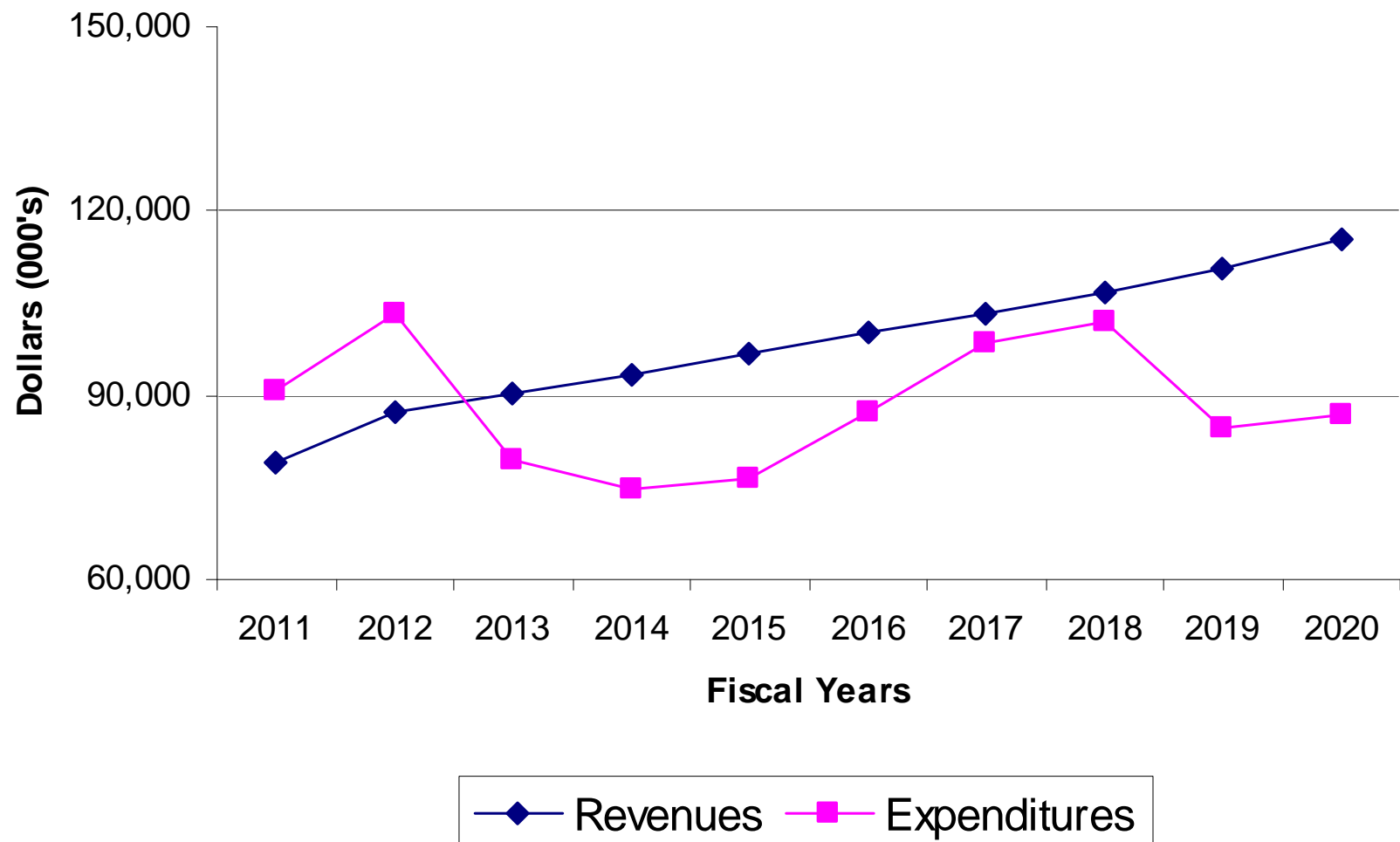
* Operating Expenses net of Cost Allocation

** Expenditure lapse is calculated on Personal Services, Operating Expenses, and Grants & Aids only.

*** Expenditure lapse is calculated on Capital Outlay only



Solid Waste Funds Forecast FY2011 - FY2020



SOLID WASTE FUND FORECAST
0521, 0523 and 0560

Forecast Assumptions	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
REVENUES										
Tipping Fees	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Electricity Sales	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Electrical Capacity	6.3%	6.3%	6.4%	6.4%	6.4%	6.4%	6.4%	6.4%	6.4%	6.4%
Recycling Revenue	33.3%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Interest	2.0%	3.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Insurance Proceeds	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other revenues	63.2%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EXPENDITURES										
Personal Services	1.7%	1.7%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
OPEB	1.7%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%	3.9%
Operating Expenses	9.9%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
WTE Service Fee	-2.5%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Landfill Service Fee	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Curbside Recycling	-57.0%	8.7%	4.9%	13.9%	4.1%	2.0%	2.0%	1.9%	1.9%	2.0%
Litter Program	-6.2%	-7.6%	1.4%	1.4%	1.3%	2.0%	2.0%	1.9%	1.9%	2.0%
Beach Recycling	-60.2%	-8.0%	-3.5%	0.9%	1.4%	2.0%	2.0%	1.9%	1.9%	2.0%
Grants & Aids	27.7%	-1.2%	0.0%	0.0%	0.0%	2.0%	2.0%	1.9%	1.9%	2.0%
Cost Allocation	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
Projected Economic Conditions / Indicators:										
Consumer Price Index, % change	1.6%	2.3%	1.9%	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%
FL Per Capita Personal Income Growth	1.5%	3.0%	3.7%	2.7%	2.5%	2.3%	2.3%	2.2%	2.4%	2.3%
Estimated New Construction % of tax base	0.2%	0.5%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

SOLID WASTE FUND FORECAST
0521, 0523 and 0560

(in \$ thousands)

(in \$ thousands)	FORECAST												
	Actual 2009	Budget 2010	Projected 2010	Budget 2011	Estimated 2012	Estimated 2013	Estimated 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020
BEGINNING FUND BALANCE	122,884	127,169	127,169	121,128	109,244	93,046	103,845	122,329	142,723	155,570	160,546	165,253	191,352
REVENUES													
Tipping Fees	34,575	34,013	34,977	33,395	35,328	35,505	35,682	35,861	36,040	36,220	36,401	36,583	36,766
Electricity Sales	8,379	10,105	10,116	9,658	10,217	10,268	10,319	10,371	10,423	10,475	10,527	10,580	10,633
Electrical Capacity	24,547	30,994	30,476	32,961	36,897	39,244	41,738	44,390	47,212	50,219	53,413	56,814	60,433
Recycling Revenue		712	0	0	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172
Interest	3,805	1,142	2,464	2,201	2,975	3,516	3,760	4,192	4,506	4,502	4,327	4,576	5,303
Insurance Proceeds	4,585	0	2,869	0	0	0	0	0	0	0	0	0	0
Other revenues	867	409	441	737	791	807	823	839	856	873	891	909	927
TOTAL REVENUES	76,758	77,375	81,343	78,952	87,208	90,360	93,363	96,715	100,120	103,393	106,685	110,611	115,234
% vs prior year	-3%	1%	6%	-3%	10%	4%	3%	4%	4%	3%	3%	4%	4%
TOTAL RESOURCES	199,642	204,544	208,512	200,080	196,452	183,406	197,208	219,044	242,843	258,963	267,231	275,863	306,586
EXPENDITURES													
Personal Services	5,188	5,996	5,905	5,830	5,929	6,160	6,401	6,650	6,910	7,179	7,459	7,750	8,052
OPEB	410	351	410	450	458	476	494	514	534	555	576	599	622
Operating Expenses *	9,082	8,438	8,421	7,860	7,329	7,468	7,610	7,755	7,910	8,068	8,221	8,378	8,545
WTE Service Fee	17,964	28,451	24,826	25,075	25,652	26,139	26,636	27,142	27,685	28,238	28,775	29,322	29,908
Landfill Service Fee	9,724	10,834	9,525	10,995	11,248	11,462	11,679	11,901	12,139	12,382	12,617	12,857	13,114
Curbside Recycling		22,181	30	7,175	12,375	12,375	12,375	12,375	12,375	12,375	12,375	12,375	12,375
Litter Program		845	250	244	220	725	572	572	572	572	572	572	572
Beach Recycling		625	49	9	37	82	40	40	40	40	40	40	40
N. Cty, HEC ₃ Costs					825	1,162	1,204	1,310	1,445	1,593	1,751	1,937	2,126
Grants & Aids	497	3,250	500	2,975	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800	3,800
Cost Allocations	2,383	2,524	2,524	2,245	2,297	2,341	2,385	2,430	2,479	2,528	2,577	2,625	2,678
Capital Outlay	27,225	62,729	35,827	28,895	34,281	8,175	2,439	2,602	12,267	22,081	24,245	5,110	5,725
Expenditure Lapse 1% **			-883	-918	-1,045	-804	-756	-771	-882	-994	-1,030	-854	-876
TOTAL EXPENDITURES	72,473	146,224	87,384	90,835	103,406	79,561	74,879	76,320	87,273	98,417	101,978	84,511	86,682
% vs prior year	-11%	102%	-40%	4%	14%	-23%	-6%	2%	14%	13%	4%	-17%	3%
ENDING FUND BALANCE	127,169	58,320	121,128	109,244	93,046	103,845	122,329	142,723	155,570	160,546	165,253	191,352	219,904
ASSUMING NO ACTION TAKEN TO RESOLVE SHORTFALLS													
Ending balance as % of Resources	64%	29%	58%	55%	47%	57%	62%	65%	64%	62%	62%	69%	72%
TOTAL REQUIREMENTS	199,642	204,544	208,512	200,080	196,452	183,406	197,208	219,044	242,843	258,963	267,231	275,863	306,586
REVENUE minus EXPENDITURES (NOT cumulative)	4,285	(68,849)	(6,041)	(11,883)	(16,198)	10,799	18,484	20,395	12,846	4,976	4,707	26,100	28,552
note: non-recurring expenditures net recurring rev- exp	4,285	(68,849)	(6,041)	(11,883)	(16,198)	10,799	18,484	20,395	12,846	4,976	4,707	26,100	28,552

* Operating Expenses net of Full Cost Allocation

** Expenditure lapse is calculated on Personal Services, Operating Expenses, Capital Outlay, and Grants & Aids only.

Actual figures based on Utilities Financial Statements. For proprietary funds, the recording of Other Post Employment Benefits (OPEB) as expenditures at the full-accrual level is required by GASB.

