
ENTERPRISE FUNDS

The four self-supporting enterprise activities under the Board of County Commissioner's appropriation are within the administrative purview of the County Administrator. These four activities are: The St. Petersburg-Clearwater International Airport, the Water System, the Sewer System, and Solid Waste Management. During the 1990s, consolidation of the Sewer System, the Water System, and Solid Waste Management was initiated to streamline operations and flatten the organization. These three departments have been merged into an organizational unit termed Pinellas County Utilities.

AIRPORT

Description

The St. Petersburg-Clearwater International Airport is responsible for operating and maintaining the runways, buildings, equipment, and vehicles belonging to the Airport, and providing fire protection services. The airport provides a full range of aviation services and high quality facilities which support Pinellas County's transportation and commerce infrastructure and maintains facilities used by the Federal Aviation Administration and the U.S. Customs Service. The airport is expected to serve approximately 740,000 total passengers in FY11. The airport is entirely self-supporting by its own user fees, and Federal and State Grant revenue. In addition to the aviation operations, the Airport also operates the Airco Golf Course, which provides ancillary revenue for the Airport. No Pinellas County property tax revenue is used for the operations of the St. Petersburg-Clearwater International Airport.

Goals & Objectives

- * Provide daily scheduled airline service to major U.S. and Canadian cities with an average of 8 daily flights.
- * Air cargo shipments are expected to exceed 16,000 tons annually.
- * Visitors traveling through the Airport spend over \$128 million annually in Pinellas County.
- * The total annual financial benefit of the Airport to Pinellas County is over \$784 million annually.
- * The major project for FY 2011 is to continued phased development construction for the Airport terminal on a "pay-as-you-go" basis.
- * Meet and exceed customer satisfaction relating to "Golf Experience" as Pinellas County's only public golf course.

Vital Areas of Concentration include:

- * Expanding existing scheduled and charter airline passenger service, and developing new passenger service within the United States, Canada, and other foreign markets.
- * Expansion and development of Corporate and General Aviation.
- * Continuing development of Airport's existing vacant land to generate new real estate revenue opportunities.
- * Construction of the final phases of the terminal renovation project design based on "pay-as-you-go" financing.
- * Enacted new aircraft noise procedures which will reduce noise exposure to surrounding communities and continue to maintain open communication with the public.
- * Update the Airport's website and provide enhanced airport newsletters for the local communities, airport tenants, and general public.
- * Continuation of timely communication to the local community, Airport tenants, and general public through newsletters, emails, press releases, and the Airport's website.

Balanced Scorecard Performance Measures:

Strategic Focus Area	Strategic Direction	Performance Measure	FY09 Actual	FY10 Budget	FY11 Budget
<i>Strategic Plan Linkage</i>					
Effective Government	Enhance Community Engagement	Community Relations: Publish Newsletters for Public and Airport Tenants	3	3	3
Effective Government	Develop Workforce of the Future	Facilities: Percentage of Facility employees attending job enhancement training	60%	60%	60%
Effective Government	Competitive Programs & Services	Airport Real Estate: Percentage increase in ground lease rental income	1.8%	3.9%	6.8%
Effective Government	Competitive Programs & Services	Services: Cleaning cost per enplaned passenger	\$1.04	\$1.29	\$1.24
Effective Government	Competitive Programs & Services	Net Annual Operating Profit (Excluding Airco)	\$140,435	(\$151,760)	\$740
Public Safety	Enhance EMS & Fire Services	Fire / Rescue: Number of ARFF drills accomplished	20	20	20
Environment, Open Space, Recr. & Culture	Competitive Programs & Services	Airco Golf Course: Net Golf annual operating profit. Revenues to equal or exceed expenditures. Airport reserves cover shortfalls.	(\$134,585)	(\$118,230)	\$500
Transportation, Utilities & Stormwater	Increase Airport Utilization	Airport Operations: Annual FAA certification inspection discrepancies (no more than)	0	1	1
Transportation, Utilities & Stormwater	Increase Airport Utilization	Total number of enplaned passengers	370,066	360,000	367,000

Explanatory Notes

AIRPORT

Operating Budget Comparison

	FY09 Actual	Revised FY10	Projected FY10	Adopted FY11
PERSONAL SERVICES	\$4,385,383	\$4,681,360	\$4,532,810	\$4,685,340
OPERATING EXPENSES	\$5,284,031	\$5,510,290	\$5,352,390	\$5,292,080
CAPITAL OUTLAY	\$53,373	\$30,600	\$23,600	\$65,100
RESERVES	\$0	\$11,134,830	\$0	\$10,131,280
Total Operating Budget	\$9,722,787	\$21,357,080	\$9,908,800	\$20,173,800

Permanent Full Time Positions

68

65

Analysis

The St. Petersburg-Clearwater International Airport is an Enterprise Fund that does not receive property taxes. All revenues to operate the airport come from user fees and rents.

Excluding reserves, the FY11 Budget reflects a decrease of \$179,730 or 1.7% from the FY10 Revised Budget. Personal Services reflect an increase of \$3,980 or 0.1% over the FY10 Revised Budget. Operating Expenses reflect a decrease of \$218,210 or 4.0% as a result of operating efficiencies.

Capital Outlay, \$65,100, includes the purchase of a new tow vehicle for Aircraft Rescue & Fire Fighting (ARFF) which will be reimbursed 95% by the FAA (\$50,000); a new pressure washer and sewer jetter for Facilities both of which are several years beyond their useful lives and are in need of replacement (\$7,500); a new security badge printer that will be reimbursed by FDOT (\$4,000); and two new Flight Information Data Systems (FIDS) monitors (\$3,600).

AIRPORT - CAPITAL PROJECTS

Description

This section provides a listing of the capital projects associated with the St. Petersburg-Clearwater International Airport. Many of these projects receive funding in the form of grants from the Federal Aviation Administration (FAA) and the Florida Department of Transportation (FDOT). These projects will only commence when the appropriate Grant is issued.

Goals & Objectives

The major projects for FY 2011 are:

- * Terminal Construction - Continued enhancements to the Airport Terminal on "Pay-As-You-Go" consisting of sewer line, HVAC, electrical, and public address system improvements. In addition construction of a small operational support facility for Allegiant Airlines
 - * Parking Lot Improvements - Construction of terminal parking lot and access road improvements
 - * Resurface Runway 4/22 - Commence design and commencement of construction for the rehabilitation of this runway
 - * Airfield Drainage Rehabilitation - Commence study review for the rehabilitation of the airfield drainage system
-

Explanatory Notes

Operating Budget Comparison

	FY09 Actual	Revised FY10	Projected FY10	Adopted FY11
CAPITAL OUTLAY	\$9,657,891	\$13,187,450	\$8,250,000	\$15,105,000
Total Operating Budget	\$9,657,891	\$13,187,450	\$8,250,000	\$15,105,000

Permanent Full Time Positions

0

0

Analysis

The FY11 Budget for Capital Improvements at the Airport totals \$15,105,000. This includes: Terminal Enhancements (\$6,185,000), Parking Lot/Entrance Road Modifications (\$1,450,000), Resurface Runway 4/22 (\$6,280,000), Airfield Drainage Improvements (\$690,000), Security Fencing (\$450,000), and Resurfacing and Restriping Misc. Runways/Taxiways/Road (\$50,000).

Most of these projects receive funding in the form of grants from the Federal Aviation Administration (FAA) and the Florida Department of Transportation (FDOT). These projects will only commence when the appropriate grant is issued.

UTILITIES (SEWER, SOLID WASTE, & WATER)

Balanced Scorecard Performance Measures:

Strategic Focus Area	Strategic Direction	Performance Measure	FY09 Actual	FY10 Budget	FY11 Budget
<i>Strategic Plan Linkage</i>					
Effective Government	Develop Workforce of the Future	Average # training hours per employee	16	16	16
Effective Government	High Quality Customer Service	# of water & sewer customer service disruptions per 1,000 customer accounts	.77	.77	.75
Effective Government	Improve Productivity	Increase in reclaimed water distribution, in Millions of Gallons per Day (MGD) (per calendar year)	26.5	25	26
Effective Government	Improve Productivity	% of work for planned maintenance versus unplanned	70.9	70.9	70.9
Effective Government	Competitive Programs & Services	% Return on Assets - Sewer	.4	2.2	2.2
Effective Government	Competitive Programs & Services	% Return on assets - Solid Waste	2.4	6	6
Effective Government	Competitive Programs & Services	% debt ratio, combined Water & Sewer	19.5	<16	<16
Effective Government	Competitive Programs & Services	% Return on assets - Water	-3.4	2.2	2.2
Effective Government	Competitive Programs & Services	# Risk Mgt claims submitted Utilities-wide	122	110	110
Effective Government	Enhance Solid Waste Management	Net megawatts sold	276,404	420,000	420,000
Effective Government	Provide High Quality Drinking Water	% of potable water unaccounted for	6.7	<10	<10
Transportation, Utilities & Stormwater	Enhance Solid Waste Management	% Plant availability/total hours	64	80	80
Transportation, Utilities & Stormwater	Enhance Solid Waste Management	% of eligible customers participating in conservation and recycling programs (Solid Waste) (calendar year)	56	60	70
Transportation, Utilities & Stormwater	Expand Sanitary Sewer Systems	# of sanitary sewer overflows (non hurricane related)	27	<25	<25
Transportation, Utilities & Stormwater	Provide High Quality Drinking Water	# of gallons of water consumption/capita/day	90	88	70
Transportation, Utilities & Stormwater	Provide High Quality Drinking Water	# of gallons per day of potable water saved by water conservation projects (in Millions of Gallons per Day) (MGD) (1)	3.07	3.5	3.6
Transportation, Utilities & Stormwater	Provide High Quality Drinking Water	% of eligible customers participating in conservation and recycling programs (Alternate Water) (calendar year) (1)	93	93	94

SEWER SYSTEM

Description

The Sewer System is responsible for the provision of quality, cost effective sewer service to the citizens residing in County sewer service areas by planning, developing, constructing, financing, operating and maintaining sewage collection, transmission, treatment and disposal facilities in accordance with State and Federal laws, rules and regulations. It provides an environmentally safe and sanitary means of collecting and transmitting discharged domestic wastes from residential, commercial and industrial users. The Sewer System provides for the treatment and disposal of objectionable materials and organisms from these wastes in order to protect public health, property and environment. Prior to FY11, the consolidated departmental services costs of Pinellas County Utilities were accounted for in the Utilities Service Fund. In FY11, the Utilities Service Fund was closed and all operating costs are directly recorded in the funds for which they are incurred.

Goals & Objectives

- * Continue ongoing rehabilitation and replacement of existing sanitary sewer collection, transmission and pumping facilities throughout the system.
- * Complete construction of the Broadband/Backhaul communication system for information transmission.
- * Complete the WE Dunn reclaimed water Hi/Low pump station replacement.
- * Continue the renewal, replacement and improvement program at the two Water Reclamation Facilities.
- * Continue the sludge thickening improvements at the South Cross Bayou facility.
- * Complete pump station 054 replacement.
- * Complete pump station 114 and force main replacement.
- * Complete forensic investigation of pond liners at WE Dunn plant for future CIP planning.
- * Continue construction of the aquifer storage recovery wells for reclaimed water.
- * Complete phase I of Madeira Beach force main replacement.
- * Complete prolimination design of Co-Generation Facility at South Cross Bayou.
- * Continue the Renewal, Replacement & Improvement program for pump stations.
- * Complete Tierra Verde Booster pump station upgrades.

Explanatory Notes

- * All positions budgeted in the Utilities Service Fund prior to FY11.

Operating Budget Comparison

	FY09 Actual	Revised FY10	Projected FY10	Adopted FY11
PERSONAL SERVICES	\$0	\$0	\$0	\$15,808,540
OPERATING EXPENSES	\$36,383,343	\$37,539,290	\$36,544,610	\$22,694,210
CAPITAL OUTLAY	\$21,834,193	\$26,972,510	\$19,575,500	\$22,153,000
DEBT SERVICE	\$15,959,830	\$15,545,840	\$15,493,840	\$15,296,990
Total Operating Budget	\$74,177,366	\$80,057,640	\$71,613,950	\$75,952,740

Permanent Full Time Positions

234

205

Analysis

Excluding Transfers and Reserves, the FY11 Budget decreased by \$4,104,900 or 5.1%. Program reductions totaled \$4.1 million, including the elimination of 28 full-time positions. Prior to FY11, the consolidated departmental services costs of Pinellas County Utilities were accounted for in the Utilities Service Fund. In FY11, the Utilities Service Fund was closed and all operating costs are directly recorded in the funds for which they are incurred.

Personal Services increased \$15,808,540 or 100%, since all of the positions were budgeted in the Utilities Service Fund in FY10. Operating Expenses decreased by \$14,845,080 or 39.5%, mainly due to the elimination of allocations from the Utilities Service Fund. Capital outlay totals \$22,153,000, which reflects a decrease of \$4,819,510 or 17.9%. Debt service decreased by \$248,850 or 1.6%.

SEWER SYSTEM-RESERVE/TRANSFERS

Description

This section provides a listing of reserves and transfers funded by the Sewer System in support of consolidated departmental services, debt service requirements and capital projects.

Goals & Objectives

See the Sewer System page for Goals and Objectives.

Explanatory Notes

Operating Budget Comparison

	FY09 Actual	Revised FY10	Projected FY10	Adopted FY11
OPERATING EXPENSES	\$0	\$7,820,690	\$0	\$0
TRANSFERS	\$15,084,060	\$26,120,670	\$26,120,670	\$38,396,870
RESERVES	\$0	\$24,022,300	\$0	\$34,399,640
Total Operating Budget	\$15,084,060	\$57,963,660	\$26,120,670	\$72,796,510

Permanent Full Time Positions

0

0

Analysis

The Operating Expenses reflected the Sewer System's portion of funding Pinellas County Utilities' reserves within the Utilities Service Fund. In FY11, the Utilities Service Fund was closed and all operating costs are recorded in the funds for which they are incurred. Reserves are included in budgeted total appropriations for funds; however, they are not expenditures and therefore do not appear in the Actual or Projected columns.

Transfers increased \$12,276,200 or 46.9%. Reserves increased \$10,377,340 or 43.2%.

SOLID WASTE MANAGEMENT

Description

Solid Waste Management is part of Pinellas County Utilities. The Solid Waste Management system is responsible for the provision of cost effective and environmentally sound disposal of solid wastes for all citizens of Pinellas County through waste-to-energy, recycling and landfill operations. It oversees the operation of the Refuse to Energy Facility that generates electricity which is then sold to Progress Energy. Prior to FY11, the consolidated departmental services costs of Pinellas County Utilities were accounted for in the Utilities Service Fund. In FY11, the Utilities Service Fund was closed and all operating costs are directly recorded in the funds for which they are incurred.

Goals & Objectives

- * Continue construction of various landfill modifications as required to expand capacity and comply with FDEP permits.
- * Upgrade and improve the gradient control system at the landfill.
- * Continue dredging of Pond A and stabilization of the shoreline.
- * Construct new water treatment facility for use of site water in WTE facility cooling towers.
- * Continue to construct a new Citizens Hand-unload facility.
- * Continue construction of SCADA Wide Area Network (WAN) including Mainlands Canal Monitoring.
- * Finalize scope and construct the fiber optic/telephone network that will interconnect all new and currently planned facilities/buildings.
- * Upgrade and improve Bridgeway Acres landfill gradient control system.
- * Initiate and improve sedimentation control in canals at the Solid Waste Facility.
- * Initiate design & construction of North County HEC Facility.
- * Continue Toytown improvements.
- * Continue Turbine Generator Rotor replacement.
- * Initiate design Landfill Gas Collection and Flaring System.
- * Continue with Pavement Replacement program.
- * Continue with Side Slope Closures.
- * Continue with Redevelopment Implantation including WTE administration & Shower/Locker room facilities.

Explanatory Notes

- * All positions budgeted in the Utilities Service Fund prior to FY11.

Operating Budget Comparison

	FY09 Actual	Revised FY10	Projected FY10	Adopted FY11
PERSONAL SERVICES	\$0	\$0	\$0	\$5,829,510
OPERATING EXPENSES	\$45,637,750	\$83,144,060	\$52,029,680	\$54,259,250
CAPITAL OUTLAY	\$27,224,853	\$62,728,970	\$35,826,930	\$28,240,000
GRANTS & AIDS	0	0	0	\$2,975,000
Total Operating Budget	\$72,862,603	\$145,873,030	\$87,856,610	\$91,303,760

Permanent Full Time Positions

84

79

Analysis

Excluding Transfers and Reserves, the FY11 Budget decreased by \$54,569,270 or 37.4%. Program reductions totaled \$54.8 million, including the elimination of 5 full-time positions. Prior to FY11, the consolidated departmental services costs of Pinellas County Utilities were accounted for in the Utilities Service Fund. In FY11, the Utilities Service Fund was closed and all operating costs are directly recorded in the funds for which they are incurred.

Personal Services increased \$5,829,510 or 100% since all of the positions were budgeted in the Utilities Service Fund in FY10. Operating Expenses decreased by \$28,884,810 or 34.7% mainly due to the elimination of allocations from the Utilities Service Fund. Capital Outlay totals \$28,240,000, which reflects a decrease of \$34,488,970 or 54.9%. Grants and Aids increased \$2,975,000 or 100%.

SOLID WASTE-RESERVES/TRANSFERS

Description

This section provides a listing of reserves and transfers funded by Solid Waste Management in support of centralized departmental services, reserve requirements, and capital projects.

Goals & Objectives

See the Solid Waste Management page for Goals and Objectives.

Explanatory Notes

Operating Budget Comparison

	FY09 Actual	Revised FY10	Projected FY10	Adopted FY11
OPERATING EXPENSES	\$0	\$18,821,680	\$0	\$0
TRANSFERS	\$31,190,740	\$279,480	\$279,480	\$70,675,390
RESERVES	\$0	\$26,416,860	\$0	\$108,303,530
Total Operating Budget	\$31,190,740	\$45,518,020	\$279,480	\$178,978,920

Permanent Full Time Positions

0

0

Analysis

The Operating Expenses reflected the Solid Waste portion of funding Pinellas County Utilities' reserves within the Utilities Service Fund. In FY11, the Utilities Service Fund was closed and all operating costs are recorded in the funds for which they are incurred. Reserves are included in budgeted total appropriation for funds; however, they are not expenditures and do not appear in the Actual or Projected columns.

Transfers increased \$70,395,910 or 25,188%. Reserves increased \$81,886,670 or 310%.

WATER SYSTEM

Description

The Water System is responsible for the provision of quality, cost effective potable water service to County retail and wholesale customers by planning, developing, constructing, financing, operating and maintaining water treatment and distribution facilities in accordance with State and Federal laws, rules and regulations. The system is continually being upgraded to provide customers with a safe and sufficient water supply for domestic needs as well as an ample supply for fire protection. The system also continues to educate its customers on important water conservation issues. Prior to FY11, the consolidated departmental services costs of Pinellas County Utilities were accounted for in the Utilities Service Fund. In FY11, the Utilities Service Fund was closed and all operating costs are directly recorded in the funds for which they are incurred.

Goals & Objectives

- * Continue renewal, replacement and improvement program of water distribution and transmission mains pursuant to FDOT, PCPW and other municipal governments CIP.
- * Implement rehabilitation / replacement of deteriorated portion of Belcher Road water transmission main.
- * Complete Keystone Road project.
- * Perform Water Age study and implement plan per accepted recommendations.
- * Continue with Subaqueous evaluation of water system.
- * Complete North Booster pump station HVAC upgrades.
- * Complete Keller connector PLC upgrades.

Explanatory Notes

- * All positions budgeted in the Utilities Service Fund prior to FY11.

Operating Budget Comparison

	FY09 Actual	Revised FY10	Projected FY10	Adopted FY11
PERSONAL SERVICES	\$0	\$0	\$0	\$16,042,940
OPERATING EXPENSES	\$77,218,050	\$80,973,280	\$83,187,370	\$66,309,710
CAPITAL OUTLAY	\$8,580,090	\$17,667,900	\$11,128,410	\$11,635,000
DEBT SERVICE	\$12,759	\$26,200	\$15,300	\$12,000
GRANTS & AIDS	\$4,215,200	\$4,736,000	\$0	\$0
TRANSFERS	\$0	\$0	\$0	\$13,296,060
RESERVES	\$0	\$6,290,000	\$0	\$0
Total Operating Budget	\$90,026,099	\$109,693,380	\$94,331,080	\$107,295,710

Permanent Full Time Positions

242

214

Analysis

Excluding Transfers and Reserves, the FY11 budget decreased by \$9,403,730 or 9.1%. Program reductions totaled \$5.9 Million, including the elimination of 31 full-time positions. Prior to FY11, the consolidated departmental services costs of Pinellas County Utilities were accounted for in the Utilities Service Fund. In FY11, the Utilities Service Fund was closed and all operating costs are directly recorded in the funds for which they are incurred.

Personal Services increased \$16,042,940 or 100% since all of the positions were budgeted in the Utilities Service Fund in FY10. Operating Expenses decreased by \$14,663,570 or 18.1% mainly due to the elimination of allocations from the Utilities Service Fund. Capital Outlay totals \$11,635,000, which reflects a decrease of \$6,032,900. Debt Service decreased \$14,200 or 54.2%. Grants and Aids decreased \$4,736,000 or 100%. Transfers increased \$13,296,060 or 100%.

WATER SYSTEM-RESERVE/TRANSFERS

Description

This section provides a listing of reserves and transfers funded by the Water System in support of centralized departmental services, debt service and reserve requirements, capital projects and payments to Tampa Bay Water.

Goals & Objectives

See the Water System page for Goals and Objectives.

Explanatory Notes

Operating Budget Comparison

	FY09 Actual	Revised FY10	Projected FY10	Adopted FY11
OPERATING EXPENSES	\$0	\$12,859,020	\$0	\$0
TRANSFERS	\$7,006,060	\$5,983,290	\$1,196,660	\$19,277,820
RESERVES	\$0	\$5,342,580	\$0	\$24,946,690
Total Operating Budget	\$7,006,060	\$24,184,890	\$1,196,660	\$44,224,510

Permanent Full Time Positions

0

0

Analysis

The Operating Expenses reflected the Water System's portion of funding Pinellas County Utilities' operating reserves within the Utilities Service Fund. In FY11, the Utilities Service Fund was closed and all operating costs are recorded in the funds for which they are incurred. Reserves are included in budgeted total appropriations for funds; however, they are not expenditures and therefore do not appear in the Actual or Projected columns.

Transfers increased \$13,294,530 or 222%. Reserves increased \$19,604,110 or 367%.

UTILITIES FUNDS
Revenue History
(\$ millions)

	FY04	FY05	FY06	FY07	FY08	FY09
Sewer						
Sewer Service Charges	43.64	44.66	44.34	45.30	43.83	43.41
Wholesale Charges	8.15	8.19	7.79	7.29	7.00	6.90
Reclaimed - Retail	1.04	1.35	1.72	1.79	1.98	2.33
Reclaimed - Wholesale	0.25	0.38	0.40	0.41	0.37	0.35
Tap Fees and Permits	0.06	0.05	0.05	0.05	0.02	0.01
Assessment Collections	-	-	-	-	-	-
Connection (Impact) Fees	1.54	1.47	1.34	0.53	0.46	0.39
Interest Income	1.40	1.59	2.29	2.48	2.37	2.23
Other	0.64	0.80	0.79	0.85	3.83	1.21
Total - Sewer	56.72	58.49	58.72	58.70	59.86	56.83
Solid Waste						
User Fees	40.80	41.49	41.34	39.97	38.81	34.58
Electrical Energy Sales	9.26	10.09	11.65	9.64	6.89	8.38
Electrical Capacity	22.55	23.99	25.51	27.12	17.97	24.55
Recovered Metals	1.03	0.80	0.81	0.83	0.84	0.58
Interest Earnings	1.19	1.24	3.40	6.46	4.61	3.81
Other	0.11	0.14	0.14	0.02	0.13	(0.02)
Total - Solid Waste	74.94	77.75	82.85	84.04	69.25	71.88
Water						
Retail Rate Revenues	46.39	51.45	56.41	59.69	59.41	57.08
Wholesale Rate Revenues	15.06	15.44	18.42	20.45	20.42	19.60
Capital Improvement Charge	-	-	-	-	-	-
Interest & Other Income	6.23	5.45	3.29	7.51	5.95	4.58
Other Revenues	0.44	0.49	0.61	1.38	0.91	1.06
Total - Water	68.12	72.83	78.73	89.03	86.69	82.32

Source: Pinellas County Utilities Department

Note: This data includes only recurring revenues from core utilities operations. Other revenues are excluded.

