FY2013 Proposed Budget
July 10, 2012
Outline

- Budget background
- Budget challenges and strategy
- Multi-year budget forecast
- Original General Fund forecast in February
- Budget targets
- Revised General Fund forecast
Outline

- General Fund reserve
- Unincorporated area (MSTU) budget
- Other fund forecasts
- Capital Improvement Program (CIP)
- Additional Funding Requests
- Future Fiscal Issues
- Next steps
Budget Background
Factors Impacting Property Tax Revenue

- **FY2007**: BCC reduces countywide millage rate by 7/10 of a mill

- **FY2008**: Mandatory 7% roll-back of the millage rate by Legislature

- **FY2009**: Amendment One “doubles” the Homestead Exemption and initial decline in real estate market

- **FY2010-13**: Dramatic drop in just values due to foreclosures and the recession
FY2007 Background

- Board of County Commissioners proactively reduced the countywide millage rate by 7/10th of a mill (10.3%)
  - Reduced property tax revenue by $35.7M for amount projected without rate reduction
  - Expenditures were reduced by $16.3M
  - 16 positions eliminated
  - Reserves reduced by $19.4M
FY2008 Background

- In FY2008 property tax revenues decreased 4.6% or $20M due to:
  - Legislature required Pinellas County to set property tax rate at 7% below rolled-back rate
    - EMS and Fire Districts cut to 3% below rolled-back rates
  - Implemented property tax cap of new construction and average percentage growth in Florida personal income
    - Effect is that property tax revenue will be constrained even if taxable values increase beyond the average increase in personal income
FY2009 Background

- In FY2009 property tax revenues decreased 8.7% or $35M due to:
  - Amendment One
    - “Doubling” the homestead exemption (school taxes exempt)
    - Save Our Homes portability (up to $500K)
    - 10% cap on assessments for non-homestead property (schools exempt)
    - Tangible personal property exemptions of $25K
  - Decline of the real estate market
  - 8% decrease in total General Fund revenue
FY2010 Background

- In FY2010 property tax revenues decreased 11.4% or $43M due to:
  - Decline in taxable values
    - Foreclosures and distressed sales depress prices
    - Excess inventory compared to demand
    - Low volume of new construction
  - 7.1% decrease in total General Fund revenue
FY2011 Background

- In FY2011 property tax revenues decreased 9.6% or $32M due to:
  - Decline in taxable values
    - Foreclosures and distressed sales depress prices
    - Excess inventory compared to demand
    - Low volume of new construction
  - 8.8% decrease in total General Fund revenue
FY2012 Background

- In FY2012 property tax revenues decreased 4.6% or $14M due to:
  - Decline in taxable values
    - Foreclosures and distressed sales depress prices
    - Excess inventory compared to demand
    - Low volume of new construction
  - 7.2% decrease in total General Fund revenue

- Between FY2007 and FY2012
  - Property taxes have decreased 35%
  - Total General Fund revenues have decreased 30%
Position Reductions
(FY2007 to FY2012)

- Constitutional Officers and Independent Agencies decreased 730 positions or 19%
  - Lowest position count since FY1991

- BCC Departments decreased 975 positions or 35%
  - Lowest position count since FY1985
Expenditure Reductions
(FY2007 to FY2012)

- General Fund expenditure reductions from FY2007 to FY2012

<table>
<thead>
<tr>
<th>Agency</th>
<th>$</th>
<th>%</th>
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<tr>
<td>BCC Departments</td>
<td>($100.2M)</td>
<td>38.9%</td>
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<tr>
<td>Sheriff</td>
<td>($72.5M)</td>
<td>26.8%</td>
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<tr>
<td>Other Constitutional Officers</td>
<td>($14.4M)</td>
<td>26.1%</td>
</tr>
<tr>
<td>Independent Agencies</td>
<td>($6.6M)</td>
<td>27.0%</td>
</tr>
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</table>

Note:
- Comparisons are between FY2007 and FY2012 budget except the Sheriff (FY2008 and FY2012)
Tipping Point ...

- Stability required to execute Board’s strategic direction
- Need additional time for “Great Recession” adaptations to take hold and mature
- Additional reductions will further diminish capacity to respond
  - Disaster response and recovery
  - Board initiatives
Tipping Point ...

- Workforce morale already low due to stagnant salaries, ongoing uncertainty, and increased workloads

- Service delivery will be crippled by additional reductions due to cumulative impacts since 2007
FY2013 Budget Strategy
FY2013 Budget Strategy

- Over the past five years, the Board has pursued a multi-year strategy to achieve a sustainable market basket of services
- Budget reductions were made by BCC departments, Constitutional Officers, Court Support, and Independent Agencies
  - $193.7M in General Fund reductions from FY2007-12
  - 1,705 positions eliminated from FY2007-12
- A Service Level Stabilization Account (SLSA) was established to cover potential future shortfalls in the General Fund
The Service Level Stabilization Account (SLSA) is a prudent financial strategy to mitigate forecasted multi-year shortfalls in the General Fund.

The SLSA represents non-recurring funds generated by taking reductions in FY2010, 2011, and 2012 over and above what was necessary to balance the budget.

The FY2012 budgeted balance in the SLSA is $28.6M.
Service Level Stabilization Account

- Building up this “savings” account provides increased flexibility to successfully adjust to the new fiscal reality.

- The SLSA can be used on a one-time basis to cover potential shortfalls in the General Fund:
  - Provides flexibility in the budget to avoid making reductions to the point where revenues bottom out.
  - Allows us to bridge to a time when the budget has stabilized and begins to improve.
  - Because it is a non-recurring funding source, the SLSA will not structurally balance the General Fund on a recurring basis.
FY2013 Budget Strategy

- Stay the Course
  - Limit growth in the budget to revenue growth
  - Continue streamlining and efficiency reductions
  - Address unfunded Medicaid mandate by increasing revenue
  - Spend down the Service Level Stabilization Account to balance the General Fund
FY2013 Budget Strategy

- Plan the budget based upon ten-year forecasts for the County’s major funds
  - Forecasts are updated throughout the year
  - Budget targets are developed based on the unique forecasts for each fund

- Develop the budget consistent with the Board’s adopted budget policies
  - Budget Policies appear as Exhibit A of the Budget Message
FY2013 Budget Process

- Focus on ability to sustain programs given revenue decreases, new unfunded mandates and ongoing property tax caps
- Community outreach prior to budget development
- “Deep dives” with departments as part of strategic planning process
- Continued focus on program-based budgeting and levels of service
- Constitutionals and Independents have individual budget work sessions with the Board
BCC Operating Principles

- Last year, the Board developed operating principles to provide direction and help make decisions

- Developed as part of strategic planning meetings in advance of FY2012 budget development cycle
BCC Operating Principles

- **Governance**
  - Govern proactively through the strategic planning process while also responding to important emerging issues
  - **Govern at the level closest to the citizen** (e.g. in, by, or through, strategic partners) where large infrastructure or public investment isn’t necessary or already in place
  - **Govern at the County level** where consistency and/or county wide governance are important
  - **Consider both the current and future impact** of our decisions
BCC Operating Principles

- **Decision Making**
  - Provide consistency and efficiency by using an enterprise approach with systems and processes while meeting specific business requirements
  - Make decisions as a commission with appropriate levels of public input, based upon the complexity, public interest, and fiscal impact of the issue.
BCC Operating Principles

**Financial**

- **Align the beneficiary(ies)** of a service with the funding source for that service, where appropriate.
- Maximize our returns by **undertaking a level of risk commensurate with our public/fiduciary responsibilities**.
- **Utilize “pay as you go” funding strategy** unless there is a financial advantage or long-term public benefit from debt financing.
- **Deliver service in the most cost effective way** while meeting established service standards.
BCC Operating Principles

- **Other**
  - **Collaborate to break down barriers** that exist which impact service delivery and quality
  - **Provide the highest level of accountability** considering the community impact, dollar value, and cost of administering the accountability system
  - **Leverage technology and information systems** over manual processes, especially in high volume transaction areas considering cost / sustainability / reduction in redundancy
Management Initiatives

- The Board has established several strategic initiatives to chart a positive course for the future
  - Strategic Planning
  - High Performing Workforce
  - Volunteerism
  - Program-Based Budgeting
  - Multi-Year Forecasting
Strategic Planning

- The Board continues development of Strategic Plan
  - Began development in 2011
  - Established General Plan to integrate major planning and policy-making efforts
  - “Deep Dive” workshops ongoing for Core Service Areas

- Healthy Communities component addresses urban regeneration and redevelopment
High Performing Workforce

- Workforce development via two major complementary training initiatives
  - High Performance Organization (HPO) focuses on conceptual understanding of how to positively influence change to optimize our capabilities
  - Achieve Global focuses on day-to-day aspects of working with others to build cohesive and productive teams
Volunteerism

- Leverage volunteers to enhance delivery of services and engage citizens
  - Approximately 4,000 volunteers and adding 100 new each month
  - Volunteer Hours increased by over 50% year to date
  - Total value estimated at $4M annually (based on second quarter 2012 results)
Program-Based Budgeting

- FY2013 Proposed Budget represents a transition from line-item, management-driven perspective to program-based perspective

- Citizen-friendly perspective
  - Programs represent services that citizens can relate to and understand
  - Performance measures relate cost of service to the level of service being delivered
Benefits of Program Budgeting

- Program budgeting initiative began in FY2008
  - Built on performance measurement initiative from FY2002
  - Increases transparency and understanding of the budget
  - Stratifies the budget into programs and allocates expenditures, revenues, positions, performance measures, and cost recovery for each program
  - New OPUS systems support program budgeting

- Supports BCC Strategic Plan
- Focuses on outcomes and impacts
Updated Budget Document

- Proposed budget document represents transitional document

- Adopted budget document will include additional program-based information (performance measures)

- Shift from “numbers” budget format to more user-friendly, program-oriented format

- Focus on alignment with the Strategic Plan, resources obligated, and outcomes
Past Budget Format

- Example of “numbers” budget format for TDC
  - Not user-friendly, confusing
  - No clear tie to programs and services provided to the public

<table>
<thead>
<tr>
<th>Expenditure Summary</th>
<th>FY10 Actual</th>
<th>FY11 Budget</th>
<th>FY12 Request</th>
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<td>0240  5410000 COMMUNICATION SERVICES</td>
<td>129,434</td>
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New Budget Format

- Example of additional program detail for TDC
  - More robust, meaningful information
  - Help answer question of what programs are we providing and how well we are performing

### TOURIST DEVELOPMENT COUNCIL

**Program Budget Detail**

**Program:** Direct Sales

**Description:** Direct sales is one component of marketing Pinellas County and reaches meeting and event planners, sports organizers, film industry decision makers, tour operators, travel agencies, and consumers to influence their business and travel decision of selecting Pinellas County.

<table>
<thead>
<tr>
<th>Program Budget Summary</th>
<th>FY11 Actual</th>
<th>Revised FY12</th>
<th>Adopted FY13</th>
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<tr>
<td>Program Expenditures</td>
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<td>2,331,648</td>
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<td>Permanent Full-Time Positions</td>
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<th>Program Performance Measures</th>
<th>FY11 Actual</th>
<th>Revised FY12</th>
<th>Adopted FY13</th>
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<tr>
<td>Sales Activity: Number of Room Nights</td>
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<tr>
<td>Sales Activity: Number of Customer Contacts</td>
<td></td>
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<td>1,000,000</td>
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<tr>
<td>Percentage of Local and Outside Industry Partners</td>
<td></td>
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<tr>
<td>Satisfied with CVB Programs and Staff Knowledge</td>
<td></td>
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<td>95%</td>
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Multi-Year Budget Forecast
Multi-Year Budget Forecasts

- FY2013 Proposed Budget document updates the ten-year fund forecasts provided on February 7th in the Budget Forecast document
- Third year of using long-range forecasting as integral part of the budget process
- Includes ten key funds:
  - General Fund
  - Tourist Development Fund
  - Transportation Trust Fund
  - Capital Projects Fund
  - Emerg. Medical Svcs. Fund
  - Fire Districts Fund
  - Airport Fund
  - Water Funds
  - Sewer Funds
  - Solid Waste Funds
Forecast Information

- Forecasts are based on the best information we have at this time
- Model is designed to facilitate sensitivity analysis to demonstrate impact of changing key assumptions
- All assumptions and detail analysis (pro-formas) are provided
- Potential risks affecting the forecasts are identified and discussed
- Forecast information is updated throughout the year
Power of the Forecast

- Valuable tool that reflects the impact that decisions made in the present can have on future fiscal capabilities
  - Ex) adding a new program
  - Ex) approving a new revenue source
- Helps to identify future challenges, weigh potential options, and craft policy well in advance
- Provides transparency to the budget planning process
National Economic Outlook

- The recession officially ended in June 2009, lasting 18 months.
  - Unemployment rate continued to climb through December 2009 and remains historically high.
- Worst recession since the Great Depression.

<table>
<thead>
<tr>
<th>Length of Recession (Contraction Peak to Trough)</th>
<th>No. of Months</th>
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<tbody>
<tr>
<td>August 1929 – March 1933</td>
<td>43 months</td>
</tr>
<tr>
<td>November 1973 – March 1975</td>
<td>16 months</td>
</tr>
<tr>
<td>July 1981 – November 1982</td>
<td>16 months</td>
</tr>
<tr>
<td>December 2007 – June 2009</td>
<td>18 months</td>
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</table>

- The fragile recovery is at risk due to potential national and international turbulence.
- The national economy is anticipated to grow by 3% annually over the next three years.
State Economic Outlook

- Florida Economic Estimating Conference met in December 2011
- “Sluggish” growth for the remainder of 2012
- “Moderate” increase in economic growth in 2013
  - Longer term, “solid” growth is expected
Local Economic Outlook

- Generally tracks with timing of recovery of Florida’s economy
- After peaking at 12.3% in January 2010, unemployment has steadily declined to 8.2% in May 2012.
- The tourism industry has shown signs of recovery, with record ‘bed tax’ collections in both March and April 2012.
  - Through April 2012, ‘bed tax’ collections are 12% higher than the same period in FY2011.
- However, until property values stabilize, property tax revenues will not begin to recover
  - Expect property values to bottom out in FY2013 and begin to recover in FY2014.
FY2013 Citizen & Employee Outreach
Community Outreach

- Received valuable public input at three community meetings

- Community Forum & eTownHall
  - April 10 – St. Petersburg College, Seminole Campus
    - Over 100 on-site attendees
    - Over 1,000 online contacts
    - Over 8,000 telephone contacts
Community Outreach

- **Remote Budget Information Sessions**
  - May 10 – Safety Harbor City Hall
  - May 15 – St. Petersburg City Hall
  - Featured FY2013-22 Financial Forecast, Citizen Preference Survey Results, FY2013 Sheriff Budget Proposal (St. Petersburg only) and Public Input
Community Input

- **Telephone Citizens Preference Survey**
  - Independently conducted by HCP & Associates from March 23 to April 4
  - Statistically valid telephone survey
  - Respondents met age, gender, and incorporation quotas set to avoid weighting of data to an unrepresentative base
  - Margin for error 4% at the 95 percent confidence level
  - Results can be found on Pinellas County website
Community Input

- **On-line Citizens Preference Survey**
  - Survey link was promoted by media
  - Survey was posted on the County’s website, Facebook page, and Twitter account
  - Survey was open from April 23 to 27
  - Survey was completed by 1,505 participants
  - Results can be found on Citizens’ Guide to the Budget website
Citizen Suggestions

- Citizen input through County’s website
  - Submit suggestions
    - 28 to date in 2012
  - Sign up for budget news
    - 1,725 signed up since January, 2009

- Link to Citizens’ Guide to the Budget website
  - Over 39,000 aggregate hits since January

www.pinellascounty.org/budget
Employee Suggestions

- Re-activated “A Better Way” website to receive employee suggestions for cost-saving and revenue ideas
  - Over 1,000 ideas submitted since 2009
- Continued development of cost-savings and revenue generation initiatives
Revenue Ideas

- **New parking fees** at Fort De Soto Park and Howard Park Beach & Causeway
  - Enacted in early January, 2012
  - $975K revenues through mid-June
  - Forecast annual revenue of $2.2M

- **Fee Analysis for BDRS**
  - Cost Recovery Study by KPMG in October, 2011
  - Cost recovery of 99% for Building and 41% for DRS (normalized rates) exceeds peer averages of 86% and 16%
  - DRS to develop plan to increase cost recovery
Cost Saving Ideas

- **Centralized Chiller Facility**
  - The County will purchase chilled water at a set rate based on the amount of investment towards the cost of the new facility
  - Budget through FY2014
  - Estimated savings of $507K, cost avoidance of $3.8M, and potential revenue opportunities of $300-$400K
Cost Saving Ideas

- **911 Consolidation**
  - Currently separate call centers for 911 and Sheriff
  - Committee formed to begin process of consolidating call-taking functions
  - Target consolidation date coincident with opening of new Public Safety Complex in 2014
  - Plan to engage representatives from external agencies such as municipal law enforcement agencies
Original General Fund Forecast in February
General Fund Revenues

- Property taxes comprise 2/3 of total revenues in the General Fund

Source: FY2012 Adopted Budget

February 7, 2012
Foreclosure Filings

- Foreclosure filings appear to be trending upward in 2011

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<thead>
<tr>
<th></th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
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<td>506</td>
<td>963</td>
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<td>1,365</td>
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<td>Dec</td>
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<td>1,198</td>
<td>1,487</td>
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<td>TOTAL</td>
<td>3,698</td>
<td>7,538</td>
<td>13,315</td>
<td>15,453</td>
<td>10,946</td>
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Source: Pinellas County Clerk of the Circuit Court

February 7, 2012
Average annual increase FY87 – FY03: 5%

Estimate additional decrease of -4% in FY13

February 7, 2012
From FY07 to FY12, a $151M or 35% revenue decrease is anticipated. FY13 revenue is expected to be less than revenue in FY02.

Average annual increase of 5% trend line.

BCC reduced millage rate by 7/10 of a mill in FY07.

February 7, 2012
General Fund Forecast in February

- Fund is **not** balanced beginning in FY2013
  - Assumes no increase in millage rate
  - Projected $11.9M shortfall for FY2013
  - Additional $10.7M shortfall projected for FY2014
  - Long-term structural shortfall of $22-37M

February 7, 2012
Revenue
Expenditures

Long-term structural shortfall of $22-37M

Current level of service is not sustainable without significant increase in revenues or additional reductions

February 7, 2012
Budget Targets
FY2012 Expenditures

- There is no formal expenditure target for the current fiscal year
- The forecast assumes 99% expenditure rate
- Where possible, departments should continue to try and come in lower than 99%
  - Generates non-recurring funds for the Service Level Stabilization Account and/or non-recurring projects
FY2013 Target Methodology

- Target budgets were calculated to reflect the FY2013 “cost of opening the doors”

- The forecast included inflationary adjustments for:
  - Health insurance
  - Florida Retirement System contributions
  - CPI-based inflation for operating expenses and capital outlay
  - Changes to cost allocation charges were netted out

- Ad valorem funds were asked to submit budgets assuming a 4% decrease in taxable values
Revised General Fund Forecast After Medicaid
Medicaid Update

- Pinellas County is billed by the State for Medicaid expenses

- The County pays the State for in-patient hospital care for days 11 through 45
Medicaid Update

- House Bill 5301 shifted significant additional Medicaid costs to Florida counties
  - Unfunded mandate

- Mandated contribution will increase due to:
  - Outstanding billings from 2001 to 2012
    - Front loaded in the first five years
    - Counties’ share of cost deducted from Revenue-Sharing revenue
  - New methodology
    - Burden of proof of residency lies with the counties
    - Counties’ share of cost deducted from Half-Cent Sales Tax revenue

May 8, 2012
Revised General Fund Forecast

- Cumulative impact of Medicaid unfunded mandate over forecast period is $68.9M

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<td>(22.6M)</td>
<td>(23.6M)</td>
<td>(22.6M)</td>
<td>(25.3M)</td>
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<td>(29.5M)</td>
<td>(31.1M)</td>
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<td>(24.1M)</td>
<td>(33.1M)</td>
<td>(33.8M)</td>
<td>(32.5M)</td>
<td>(35.0M)</td>
<td>(30.8M)</td>
<td>(33.2M)</td>
<td>(34.4M)</td>
<td>(37.3M)</td>
<td>(40.1M)</td>
</tr>
<tr>
<td>Shortfall</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Difference</td>
<td>(12.2M)</td>
<td>(10.5M)</td>
<td>(10.2M)</td>
<td>(9.9M)</td>
<td>(9.7M)</td>
<td>(4.1M)</td>
<td>(3.7M)</td>
<td>(3.3M)</td>
<td>(2.9M)</td>
<td>(2.4M)</td>
</tr>
</tbody>
</table>

- FY2012 impact is $4.8M
  - Deductions from the Half-Cent Sales Tax revenue will begin as of May, 2012

May 10, 2012
Revised General Fund Forecast After Medicaid

- Fund is **not** balanced beginning in FY2013
  - Assumes no increase in millage rate
  - Projected **$24.1M** shortfall for FY2013
  - Long-term structural shortfall of **$30-40M**

May 10, 2012
Revised General Fund Forecast After Medicaid

Long-term annual structural shortfall of $30-40M

$24.1M shortfall in FY13

Net recurring rev - exp

May 10, 2012

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>8.4M</td>
<td>-24.1M</td>
</tr>
<tr>
<td>2013</td>
<td>33.1M</td>
<td>-33.1M</td>
</tr>
<tr>
<td>2014</td>
<td>33.8M</td>
<td>-32.5M</td>
</tr>
<tr>
<td>2015</td>
<td>35.0M</td>
<td>-30.8M</td>
</tr>
<tr>
<td>2016</td>
<td>33.2M</td>
<td>-34.5M</td>
</tr>
<tr>
<td>2017</td>
<td>37.3M</td>
<td>-40.1M</td>
</tr>
</tbody>
</table>

Dollars (millions)
Revised General Fund Forecast After Medicaid

- Structural shortfall in the General Fund is **worse** than originally projected
  - Due to impact of Medicaid pass-through from state to County

- Current level of service is **not** sustainable
  - Will likely need to make additional reductions or increase revenues
Revised General Fund Forecast
Target Compliance

- The BCC departments, Constitutional Officers, Court Support, and Independent Agencies met the FY2013 budget targets
Ad Valorem Update

- Budget forecast assumed 4% decrease of taxable values for FY2013

- Certified taxable values from the Property Appraiser as of July 1st are:
  - Countywide: 1.8% decrease
  - MSTU: 3.3% decrease

- Positive impact to the General Fund is $5M in FY2013
- Also impacts future forecast years
Ad Valorem Update

- County-wide Millage Rate
  - Proposed Budget: 5.0608 mills
  - Includes 0.25 mill rate increase to address unfunded Medicaid mandate

- MSTU Millage Rate
  - Proposed Budget: 2.0857 mills
  - No change in rate from FY2012
Revised General Fund Forecast

Use SLSA to balance FY13 and FY14

$17.3M shortfall in FY15

Net recurring rev - exp:

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>0</td>
<td>(1.6M)</td>
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<tr>
<td>2013</td>
<td>(1.6M)</td>
<td>(17.3M)</td>
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<tr>
<td>2014</td>
<td>(17.3M)</td>
<td>(16.1M)</td>
</tr>
<tr>
<td>2015</td>
<td>(16.1M)</td>
<td>(17.7M)</td>
</tr>
<tr>
<td>2016</td>
<td>(17.7M)</td>
<td>(13.2M)</td>
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<tr>
<td>2017</td>
<td>(13.2M)</td>
<td>(14.5M)</td>
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<tr>
<td>2018</td>
<td>(14.5M)</td>
<td>(16.0M)</td>
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<tr>
<td>2019</td>
<td>(16.0M)</td>
<td>(18.9M)</td>
</tr>
<tr>
<td>2020</td>
<td>(18.9M)</td>
<td>(21.5M)</td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Multi-Year Budget Strategy

- Forecasted long-term structural shortfall of $15-20M
  - Balancing options
    - Make recurring reductions needed to structurally balance the General Fund over the long-term
    - Increase revenues to offset all or a portion of projected shortfalls
    - Blend of expenditure reductions and revenue increases
Multi-Year Budget Strategy

- Potential Risks to the Forecast
  - Florida Retirement System costs
  - Fragile Economic Recovery
  - Proposed Constitutional Amendments
  - State response to Affordable Care Act
  - Other State Mandates
Multi-Year Budget Strategy

- Due to prudent fiscal planning over the last several years, the organization will be able to minimize further significant reductions for the foreseeable future
  - Barring any unforeseen circumstances such as a double-dip recession, etc.

- The community should realize the benefits of achieving organizational stability and sustainability
General Fund Non-Recurring Allocations
Non-Recurring Revenue

- Non-Recurring Funds = 
  \[(\text{Revenues} - \text{Expenditures}) - \text{Reserve Target}\]
  - Additional fund balance resulting from recurring revenue in excess of recurring expenditures
  - Over and above the General Fund’s reserve target
  - Over and above the Service Level Stabilization Account target
  - Available amount varies from year to year
  - Non-recurring and should be used for non-recurring purposes consistent with adopted budget policy
  - As budgets get tighter, ability to generate non-recurring funds is constrained
  - If non-recurring funds are not allocated, funds increase reserves
Project Allocation Criteria

- Return on investment
- Cost avoidance
- Recurring savings to operating budget
- Organizational impact
Non-Recurring Project Allocations

- FY2013 non-recurring funding totals $5.4M
  - Justice CCMS project: $3.9M
    - Funds the anticipated expenditures through the third year of the project. To date, $7.7M will have been budgeted for this project. Additional funding in future years will be needed to complete this project ($3.9M)
  - Centralized Chiller Project: $1.5M
    - Funds one-fifth of the interfund loan from Solid Waste fund. Remaining loan balance due to be paid in future years ($6.0M).
General Fund Reserve
General Fund Reserve Policy

- **Budget reserve of at least 15% of General Fund Resources**
  - Consistent with recent County practice
  - Aligned with Government Finance Officers Association Recommended Best Practice
  - Board indicated desire to bolster reserves when possible

- **Propose $81.8M in FY2013 budget (15%)**
  - Accommodates funding of non-recurring allocations
Proposed FY2013 General Fund Reserve

- FY2013 Reserve of $81.8M is consistent with adopted reserve policy of at least 15% of General Fund Resources.
Components of Reserve

- **Contingency Reserve: $27.2M**
  - Unanticipated revenue shortfalls or expenditures
    - Revenue examples
      - Sales tax proceeds
      - Local government sharing from the State
      - Development driven revenues such as building permits and zoning fees
    - Expenditure examples
      - Volatile fuel costs
      - Electric rate increases
      - Water/Sewer rate increases
      - Leave payouts for laid off positions
Components of Reserve

- **Encumbered Contracts Reserve: $7.6M**
  - Resources committed to be expended in the following fiscal years due to timing issues
    - Accrued leave earned but not used
    - Encumbrances
    - Grants revenue received but not spent

- **Cash Flow Reserve: $35.7M**
  - Necessary to meet cash flow needs (working capital)
    - Property tax revenue represents two-thirds of total revenues and most is not received for at least two months
Components of Reserve

- **Disaster Reserve: $11.3M**
  - Pinellas is a high hazard coastal county
  - Need cash on hand to pay for disaster response
    - Emergency operations center and emergency shelters
    - Sheriff overtime
    - Public Works emergency response personnel
    - Debris removal
  - FEMA or State reimbursement only covers a portion of the costs and may not be received for months or years
  - Depending on timing, other available reserves could also be used for disaster response
Costs for Recent Hurricanes

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Location</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>Hurricane Dennis</td>
<td>Escambia County</td>
<td>$29M</td>
</tr>
<tr>
<td>2004</td>
<td>Hurricane Charley</td>
<td>Charlotte County</td>
<td>$124M</td>
</tr>
<tr>
<td>2004</td>
<td>Hurricane Ivan</td>
<td>Escambia County</td>
<td>$196M</td>
</tr>
<tr>
<td>2005</td>
<td>Hurricane Wilma</td>
<td>Palm Beach County</td>
<td>$325M</td>
</tr>
</tbody>
</table>
Unincorporated Area (MSTU) Budget
Another term for the unincorporated area is the Municipal Services Taxing Unit or MSTU.

The population of the MSTU is larger than any of the cities in the County (270,000).

MSTU services are paid for by unincorporated area residents only.

MSTU residents do not pay utility taxes or franchise fees like most city residents.
Countywide vs. Unincorporated (MSTU)

- Countywide services
  - Courts and Jail
  - Animal services
  - Economic develop.
  - 9-1-1 & EMS System
  - Mosquito control
  - Social services
  - Arterial roads

- MSTU services
  - Building permits
  - Plan reviews
  - Zoning
  - Drainage
  - Code enforcement
  - Road patrol (Sheriff)
  - Local road maintenance
MSTU Budget

- Overall revenues decreased $1.0M or 2.0%
- Property taxes represent 58% of total revenues
  - Ad valorem millage rate remains the same at 2.0857 mills
  - Values decreased 3.3%
  - Revenue decrease of $1.0M
MSTU Budget

- Overall expenditures increased $1.1M or 2.5%
  - Sheriff is 75% of expenditures
    - Increased $1.5M (4.6%)
  - Other expenditures decreased $0.4M
    - East Lake Library operating support
      - Same as FY2012 support ($242,990)
Palm Harbor Recreation & Library District

- Proposed millage increase to 0.5000 mills in FY2013
- Increase 14.2% from current rate of 0.4378 mills
- Requested by Palm Harbor Community Services Agency at May 8 BIS
- Generates additional $189K in ad valorem revenues and offsets 2.6% decrease in tax base ($36K decrease in revenue)
- Restores maximum millage rate that was rolled back per state legislative action in FY2008
Other Funds
Fund Review: Tourist Development Fund

- Fund is balanced through the forecast period
  - Tourist development tax collections expected to grow 3% annually
  - Based on assumption that promotional activities budget is adjusted to maintain reserves at 15%
  - FY2013-15 reflects expenditures exceeding revenues due to spending down fund balance that resulted from higher than anticipated revenues
    - Includes $500K commitment to Dali museum from FY2015 to FY2019
    - Additional capacity beginning in FY2016 as debt service is paid off

- Balancing strategy
  - Continue to adjust the promotional activities budget to match revenues
Tourist Development Fund Forecast

- Fund balanced based on assumption that promotional activities budget is adjusted to maintain reserves at 15%
- Additional capacity beginning in FY2016 as debt service is paid off

Dollars (millions)

- 2013
- 2014
- 2015
- 2016
- 2017
- 2018
- 2019
- 2020
- 2021
- 2022

REVENUES
EXPENDITURES
Fund Review: Transportation Trust Fund

- Fund is not in balance beginning in FY2013 resulting in depletion of fund balance in FY2019
  - Results from inflationary pressures on expenditures exceeding the relatively flat growth in gas tax collections
  - Will need to take action by FY2017 or FY2018

- Balancing strategies
  - Revenue subsidy from General Fund
  - Offset $10.5M of storm water expenditures with an independent revenue source
  - Imposition of additional local option gas taxes
  - Reductions in program service levels
Transportation Trust Fund Forecast

Dollars (millions)

REVENUES  EXPENDITURES

Fund Review: Capital Projects Fund

- Fund is balanced through the forecast period
  - Additional cash flow necessary in the first half of the ten-year Penny Program is being addressed through an interfund loan from Solid Waste R&R Fund
    - BCC authorized up to $85M from Solid Waste R&R Fund
    - Penny Program orig. anticipated $150M bond issue for cash flow purposes
    - Forecast includes repayment of loan from FY2015 to FY2020

- Balancing strategies
  - Address cash flow through short-term borrowing previously approved by BCC
  - Monitor revenues such as Penny for Pinellas and make any changes necessary to the 2010 to 2020 Penny Program allocations
  - Monitor potential expenditure impacts from construction and material price increases
Capital Projects Fund Forecast

Dollars (millions)

Revenues  Expenditures

Interfund loan advances funding to enable projects in short term

Fund balanced through FY2020 to include repayment of interfund loan from FY2015-20
Fund Review: EMS Fund

- Fund is not balanced through the forecast period
  - FY2013 is balanced based on increasing EMS millage rate from 0.8506 to 1.0355 (21.7% increase)
  - Proposed millage increase requires unanimous vote
  - Maintains reserve rate of 25% ($22.6M)
  - Additional millage increases will be necessary to sustain same level of service with current delivery model
  - Millage cap is 1.5000
Fund Review: EMS Fund (Millage Increase Drivers)

- Increased Requests from First Responders ($2.1M or 5.5% increase)
- Decrease in Taxable Values (1.8% decrease)
- Matching Recurring Revenues to Recurring Expenditures
- Maintaining a 25% Reserve Level
Fund Review: EMS Fund
(without millage increase)

- **FY2013**
  - Millage rate maintained at 0.8506
  - Reserve level = 15.2% ($13.8M)

- **FY2014 (based on forecast)**
  - Reserve level = 2.3% ($2.2M)
  - Fund balance/reserves depleted in FY2015
  - Millage rate increase of 53.8% to 1.3079 necessary to raise reserve level to 25%

- **FY2015 (based on forecast)**
  - Millage rate increase of 90.9% to 1.6241 necessary to raise reserve level to 25%
  - Exceeds 1.5 mill cap
EMS Fund Forecast

- Current level of EMS funding is not sustainable
  - Assumes 0.1849 mill increase in FY2013 to 1.0355
  - Annual increases to first responder agreements and ambulance contract
EMS Fund Forecast

Current level of EMS funding is not sustainable
- Assumes no millage increase
- Annual increases to first responder agreements and ambulance contract

Recurring expenditure exceed recurring revenues beginning in FY2013; shortfall of $7.5M

Fund balance/reserves depleted
EMS Millage Implications

Time

EMS Authority

Increasing Costs of Doing Business

Revenue Constraints (available $)
Fund Review: Fire Districts Fund

- **Fund is not in balance due to reductions in property tax revenue collections**
  - Fund information presented in a consolidated manner to provide a high level perspective
    - Budgetarily, each fire district is balanced separately
  - Taxable values decreased in 9 of 12 fire districts (3.1% increase to 6.4% decrease)
  - 6 out of 12 fire districts have proposed millage increases in FY2013
Fire Districts Fund Forecast

<table>
<thead>
<tr>
<th>Year</th>
<th>Dollars (millions)</th>
</tr>
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<tbody>
<tr>
<td>2013</td>
<td>10.0</td>
</tr>
<tr>
<td>2014</td>
<td>12.0</td>
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<td>2015</td>
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<td>2016</td>
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<td>2017</td>
<td>18.0</td>
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<td>2018</td>
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<tr>
<td>2019</td>
<td>22.0</td>
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<tr>
<td>2020</td>
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<td>2021</td>
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<tr>
<td>2022</td>
<td></td>
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</tbody>
</table>

Dollars (millions)

- **REVENUES**
- **EXPENDITURES**
# Fire District Millage Rates

<table>
<thead>
<tr>
<th>Fire Districts</th>
<th>FY2012 Adopted Millage</th>
<th>FY2013 Proposed Millage</th>
<th>Variance</th>
<th>Millage Caps</th>
<th>Millage Increase Drivers</th>
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<tbody>
<tr>
<td>Belleair Bluffs</td>
<td>1.7320</td>
<td>1.7320</td>
<td>-</td>
<td>5.0</td>
<td>Taxable Value decrease (6.4%), Operating request increase ($150K), Reserve request increase ($254K)</td>
</tr>
<tr>
<td>Clearwater</td>
<td>2.6591</td>
<td>3.2092</td>
<td>0.5501</td>
<td>5.0</td>
<td>Taxable Value decrease (0.5%), Decrease in BFB ($178K), Operating request increase ($153K), Reserve request increase ($8K)</td>
</tr>
<tr>
<td>Dunedin</td>
<td>2.2576</td>
<td>3.5525</td>
<td>1.2949</td>
<td>5.0</td>
<td>Taxable Value decrease (0.5%), Decrease in BFB ($178K), Operating request increase ($153K), Reserve request increase ($8K)</td>
</tr>
<tr>
<td>Gandy</td>
<td>2.2602</td>
<td>2.2602</td>
<td>-</td>
<td>5.0</td>
<td>Taxable Value decrease (4.0%)</td>
</tr>
<tr>
<td>Largo</td>
<td>3.5133</td>
<td>3.5609</td>
<td>0.0476</td>
<td>5.0</td>
<td>Taxable Value decrease (4.0%)</td>
</tr>
<tr>
<td>Pinellas Park</td>
<td>2.3675</td>
<td>2.3675</td>
<td>-</td>
<td>5.0</td>
<td>Taxable Value decrease (4.0%)</td>
</tr>
<tr>
<td>Safety Harbor</td>
<td>2.6800</td>
<td>2.7631</td>
<td>0.0831</td>
<td>5.0</td>
<td>Reserve request increase ($29K)</td>
</tr>
<tr>
<td>Tarpon Springs</td>
<td>2.3745</td>
<td>2.3745</td>
<td>-</td>
<td>5.0</td>
<td>Taxable Value decrease (4.0%)</td>
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<tr>
<td>Seminole</td>
<td>1.9581</td>
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<td>-</td>
<td>10.0</td>
<td>Taxable Value decrease (4.0%)</td>
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<tr>
<td>High Point</td>
<td>4.1916</td>
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<td>10.0</td>
<td>Taxable Value decrease (4.0%)</td>
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<td>Tierra Verde</td>
<td>1.9087</td>
<td>1.9118</td>
<td>0.0031</td>
<td>3.0</td>
<td>Operating request increase ($7K), Reserve request increase ($63K)</td>
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<tr>
<td>South Pasadena</td>
<td>3.1257</td>
<td>4.4882</td>
<td>1.3625</td>
<td>5.0</td>
<td>Decrease in BFB ($82K), Operating request increase ($33K), Reserve request increase ($18K)</td>
</tr>
</tbody>
</table>
Fund Review: Airport Fund

- Fund is balanced through the forecast period
  - Balanced based on the following assumptions:
    - Capital projects budget will be adjusted to reflect the timing and amounts of any grants revenue
    - Airport’s operating budget would be adjusted to match revenues
    - Additional revenue from development of Airco Golf Course assumed to begin in FY2017
  - Fluctuations in revenues and expenditures are caused by the timing of capital projects

- Balancing strategies
  - Continue to adjust operating and capital expenditures to match revenues
Airport Fund Forecast

Reflects expenditure peaks from planned Capital Improvement projects.
Fund Review: Water Funds

- Fund is balanced through forecast period
  - Rate increases presented in FY2012 for FY2013-FY2015 are required to provide sufficient revenues to maintain reserves and fund capital replacement needs
  - Rate increases from FY2016-FY2022 will be required at 2% to 3% based on blend of growth and consumption, inflationary cost increases, and capital needs

- Balancing strategies
  - Implement recommended rate increases
  - Continue to adjust operating and capital expenditures to match revenues
Water Funds Forecast

Reflects expenditure peak from planned Capital Improvement projects.
Fund Review: Sewer Funds

- Fund is balanced through forecast period
  - Rate increases presented in FY2012 for FY2013-FY2015 are required to provide sufficient revenues to maintain reserves, sustain debt service coverage ratios, and fund capital replacement needs
  - Rate increases from FY2016-FY2022 will be required at 2.0% to 2.75% based on blend of growth and consumption, inflationary cost increases, capital needs, and minimum amount of reserves for debt service coverage

- Balancing strategies
  - Implement recommended rate increases
  - Continue to adjust operating and capital expenditures to match revenues
Sewer Funds Forecast

Reflects expenditure peak from planned Capital Improvement projects

Dollars (millions)
Fund Review: Solid Waste Funds

- Fund is balanced through forecast period
  - Solid Waste tipping fees and electricity sales have declined with the recession, but remain sufficient to fund operations and reserves through FY2022
  - Reserves are being accumulated for future capital replacement needs consistent with the 25 year capital plan

- Balancing strategies
  - Continue to adjust operating and capital expenditures to match revenues
Solid Waste Funds Forecast

Note: Does not include Capital Projects Fund loan activity
Capital Improvement Program (CIP)
FY2013-2022 CIP Development

- Overall CIP Goal – To provide physical facilities that are:
  - Responsive to the needs and demands of the public and County government
  - Supportive of the long and short range economic, social, and environmental development policies of the County
  - Necessary to achieve levels of service identified in the County’s adopted Comprehensive Plan
FY2013-2022 CIP Development

- The County’s multi-year CIP is updated annually as part of the annual budget process.
- First year of adopted CIP must be balanced and funds legally appropriated.
- Out years reflect a financial and production plan for future capital project needs.
- CIP provides financial and management planning data for future operations and maintenance impacts.
- CIP reflects 10-year plan consistent with forecast:
  - Governmental plan through FY2020 based on approved Penny.
FY2013-2022 CIP Development

- **Major Revenue Sources**
  - Penny for Pinellas
  - Transportation Impact Fees
  - “9th Cent” Gas Tax for Intelligent Transportation System
  - Grants and Reimbursements
  - Tourist Development Tax half-cent for beach nourishment
  - Enterprise Funds (Airport & Utilities)
One Year CIP - Governmental

- FY2013 Expenditure Total: $201.4M

Note: Expenditure Total is net of Non-Project Items
One Year CIP – Governmental Project Highlights

- **Public Safety ($65.8M)**
  - Public Safety Facilities & Central Communications Center ($48.1M)
  - Public Safety Radio System ($4.5M)
  - Detention/Correction Program Projects ($6.5M)
One Year CIP – Governmental Project Highlights

- **Transportation ($43.2M)**
  - Keystone Road-US19 to East Lake Road ($4.7M)
  - ITS/ATMS Projects ($7.5M)
  - Gulf Boulevard Improvements ($3.5M)
  - Road Resurfacing & Rehab Program ($6.7M)
  - Pinellas/Progress Trail Extension ($2.4M)
  - LaPlaza Bridge ($1.7M)
  - Bridge Rehab Program ($1.3M)
One Year CIP – Governmental Project Highlights

- **Physical Environment ($49.4M)**
  - Honeymoon Island Improvements ($6.2M)
  - Lake Seminole Sediment Removal ($6.1M)
  - Stormwater Conveyance System ($3.6M)
  - Bee Branch Drainage Improvements ($1.9M)
  - Bear Creek Channel Improvements ($2.7M)
  - Curlew Creek Channel A Improvements ($6.2M)
  - Mobbly Bay Habitat Restoration ($2.0M)
One Year CIP – Governmental Project Highlights

- **General Government / Economic Environment ($33.0M)**
  - Centralized Chiller Facility ($6.3M)
  - Space Plan Implementation ($1.0M)
  - Centralized Traffic Court ($1.4M)
  - CJC Parking Garage ($12.4M)
One Year CIP – Governmental Project Highlights

- **Culture & Recreation ($10.0M)**
  - Countywide Park Roads & Parking Areas ($1.4M)
  - Fort De Soto Water Circulation ($824K)
  - Park Utility Infrastructure ($900K)
  - Joe’s Creek Greenway (Lealman) ($460K)
  - Fort De Soto Bay Pier Replacement ($1.1M)
One Year CIP - Enterprise

- **Expenditure Total: $91.3M**

  - Physical Env-Water 19%
  - Transportation-Airport 14%
  - Physical Env-Sewer 24%
  - Physical Env-Solid Waste 43%

Note: Expenditure Total is net of Non-Project Items
One Year CIP – Enterprise Project Highlights

- **Physical Environment ($78.9M) - Utilities**
  - Solid Waste Side Slope Closures ($10.5M)
  - Bridgeway Acres Gradient Control System ($4.5M)
  - Keller Transfer Pumping Station ($5.4M)
  - Logan Station Booster Pump ($1.8M)
  - Sewer System UV/Ozone Project ($13.5M)
  - South Cross Upgrades ($2.3M)
One Year CIP – Enterprise Project Highlights

- Transportation ($12.4M) – Airport
  - Terminal Improvements – Phase II ($3.8M)
  - Taxiway Rehab ($6.3M)
Ten Year CIP - Governmental

- FY2013-2020 Expenditure Total: $884.8M

Note: Expenditure Total is net of Non-Project Items
Ten Year CIP – Governmental Project Highlights

- **Transportation ($336.9M)**
  - 118th Avenue Expressway (FY2014)
  - Gulf Boulevard Improvements (FY2013)

- **Public Safety ($241.5M)**
  - Jail Expansion & Court Improvements (FY2013)
Ten Year CIP – Governmental Project Highlights

- **Physical Environment ($151.2M)**
  - Pass-A-Grille Beach Nourishment (FY2013)
  - Treasure Island Nourishment (FY2013)
  - Upham Beach Stabilization (FY2013)
  - Sand Key Nourishment (FY2013)
  - Regional Stormwater Quality (FY2013)
Ten Year CIP – Governmental Project Highlights

- **Culture & Recreation ($34.6M)**
  - Wall Springs/McMullen (FY2016)
  - Pinellas Trail Improvements (FY2013)

- **General Gov’t/Econ. Environment/Human Services ($120.6M)**
  - Affordable Housing Land Assembly Program (FY2017)
  - CJC Security System Upgrade (FY2013)
  - CJC Judicial Consolidation (FY2014)
Ten Year CIP - Enterprise

- FY2013-2022 Expenditure Total: $424.0M

Note: Expenditure Total is net of Non-Project Items
Ten Year CIP – Enterprise Project Highlights

- **Physical Environment ($359.3M) - Utilities**
  - WTE Air Pollution Control Upgrade (FY2013)
  - Landfill Gas Collection Flaring System (FY2015)
  - Lake Tarpon ASR Construction (FY2014)
  - Sludge Thickening Improvements (FY2014)
  - Water Mains Installations (FY2013)
Ten Year CIP – Enterprise Project Highlights

- Transportation ($64.7M) - Airport
  - Cargo Apron Construction (FY2018)
  - New General Aviation Taxiways/Ramps (FY2017)
  - New T-Hangars (FY2018)
  - Airco Site Development (FY2017)
Additional Funding Requests (not in Proposed Budget)
Additional Funding Requests (General Fund)

- BDRS - Code Enforcement Enhancement ($555K recurring; $100K one-time)
- DEI - Watershed Management Monitoring Program ($153K recurring)
- Clerk of the Circuit Court - OPUS Staffing Support ($149K recurring)
Additional Funding Requests
(General Fund)

- BTS - OPUS Technical Staff ($250K recurring)
- BTS - Wide Area Network Redundancy ($78K recurring)
- BTS - WiFi Connectivity ($360K one-time; $110K recurring starting FY2014)
Additional Funding Requests
(General Fund)

- **Health & Human Services: $840K recurring**
  - Support for homeless initiatives
  - Funded on one-time basis annually since FY2010
  - Pinellas Hope - $500K
  - Homeless street outreach activities - $300K
  - Turning Point - $40K
  - Millage equivalent = 0.0162 county-wide
Funding Options
(General Fund)

- **County-wide Requests**: $1,470,390 recurring
  - Increase county-wide millage rate = 0.0284 mills
  - Identify reductions to offset increases

- **MSTU Request**: $555,120 recurring
  - Increase MSTU millage rate = 0.0420 mills
  - Identify reductions to offset increases

- **Non-recurring Requests**: $460,000
  - Allocate non-recurring funds to support requests
  - Identify non-recurring reductions
Additional Funding Requests (Non-General Fund)

- BTS - CADD Technical Staff ($160K recurring)
- DEI - Environmental Services Program Manager ($85K recurring)
- DEI – ATMS/ITS In-Sourcing ($40K recurring SAVINGS)
Funding Options
(Non-General Fund)

- **Capital Improvement Program:** $245K recurring
  - Administrative costs charged to projects are increased
  - Identify reductions to offset increases

- **Transportation Trust Fund:** $40K recurring SAVINGS
  - Additional funding for positions if offset by reductions identified in consultant study
Future Fiscal Issues
Future Fiscal Issues

- General Fund
- EMS Fund and Fire Districts
- Transportation Trust Fund
- Stormwater
- Attracting & Retaining Talent with Competitive Compensation
Next Steps
## Next Steps

<table>
<thead>
<tr>
<th>July</th>
<th>August</th>
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</thead>
<tbody>
<tr>
<td><strong>July 17:</strong> BCC Feedback Regarding FY2013 Proposed Budget</td>
<td><strong>August 3:</strong> Property Appraiser is notified of proposed millage rates for development of TRIM notices</td>
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<tr>
<td><strong>July 20:</strong> TRIM Stuffer Deadline for Property Appraiser</td>
<td><strong>August:</strong> Budget Information Sessions – as needed</td>
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<tr>
<td><strong>July 26:</strong> Budget Recap and Discussion to Finalize proposed millage rates for inclusion in the TRIM notice</td>
<td><strong>August 20:</strong> TRIM notices mailed to all property owners</td>
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</tbody>
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## Next Steps

### September

**September 6:** 1st Public Hearing – BCC adopts *tentative* FY2013 millage rates and budgets

**September 18:** 2nd Public Hearing – BCC adopts *final* FY2013 millage rates and budgets

### October

**October 1:** Beginning of fiscal year 2013