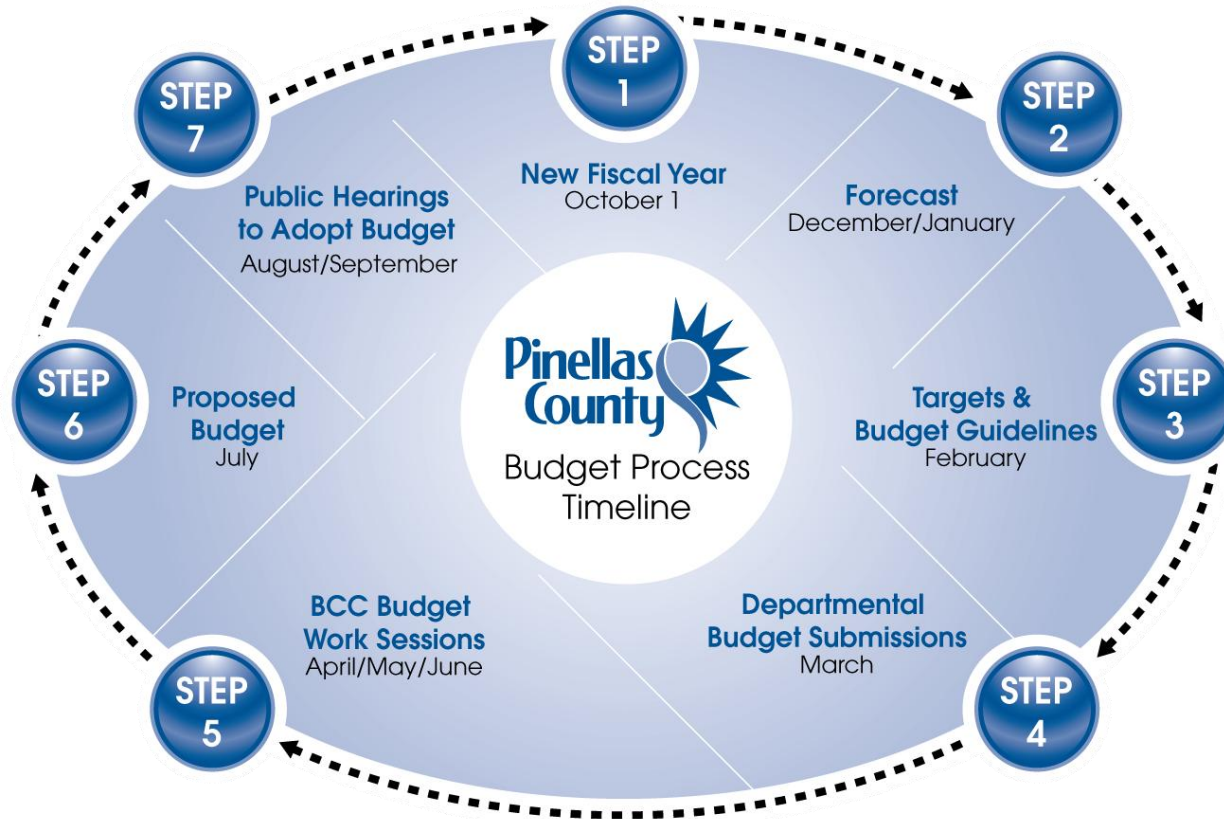


Budget Forecast

FY2013-2022

February 7, 2012

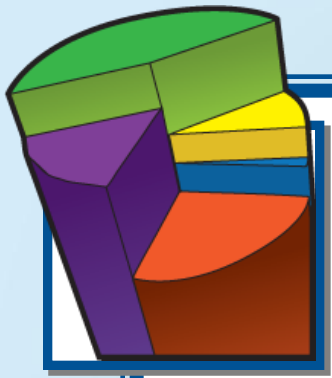
Budget Process Timeline



Meeting videos and documentation are available at
www.pinellascounty.org/budget

Outline

- **Forecast document**
- **Economic overview**
- **Fund forecasts**
- **General Fund forecast**
- **FY2013 Budget strategy**
- **FY2013 Budget process**
- **Program budgeting in OPUS**
- **Budget Timeline**



Forecast Document

Forecast Document

- Third year as a formal document
- Recently selected by the Alliance for Innovation to present at the 2012 Transforming Local Government Conference in April
- Includes ten key funds:
 - General
 - Tourist Development
 - Transportation Trust
 - Capital Projects
 - Emerg. Medical Svcs.
 - Fire Districts
 - Airport
 - Utilities-Water
 - Utilities-Sewer
 - Utilities-Solid Waste

Forecast Document

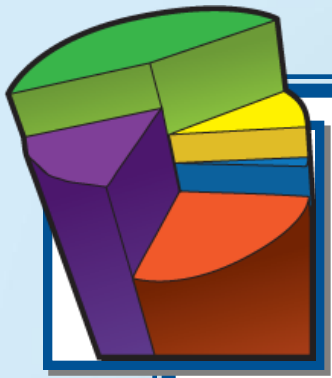
- Based on the best information we have at this time
- Shows impact of changing key assumptions
- Includes assumptions and pro-formas
- Potential risks are identified and discussed
- Funds are presented as “in balance” or “not in balance”
 - ❑ Based on current revenues and expenditures
 - ❑ Net of beginning fund balance and reserves

Forecast Document

- **Introduction:** discusses how the Forecast dovetails with the annual budget process, how the Forecast is developed, and how the Forecast can be used
- **Executive Summary:** summarizes the key elements of the Forecast as a whole over the ten-year time horizon
- **Economic Overview:** features an overview of the national, state, and local economies
- **Key Assumptions:** provides detail regarding key revenue and expenditure assumptions
- **Funds Forecasts:** includes key fund information as well as succinct interpretations of each forecast
- **Pro-Formas:** provides ten-year pro-formas for all ten key funds

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



Economic Overview

National Economic Outlook

Gross Domestic Product (GDP)	GDP Growth
2008	-0.3%
2009	-3.5%
2010	3.0%
2011 (Est.)	1.8%
2012 (Est.)	2.4%
2013 (Est.)	2.7%
2014 (Est.)	3.5%

- The national economy hit bottom in 2009 and is on track for a sustainable recovery
- GDP is anticipated to grow by 2.4% to 3.5% annually over the next three years

State Economic Outlook



- **Florida Economic Estimating Conference met in December 2011 and January 2012**
 - **Sluggish growth through mid-2012**
 - **Moderate growth through mid-2013**
 - **Normal growth from mid-2013 forward**

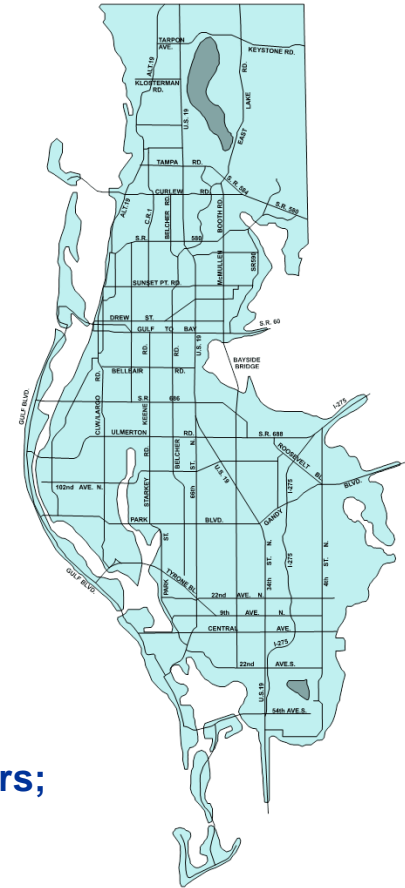
- **Recovery will be marked by weak population growth and a slow improvement in the unemployment rate**

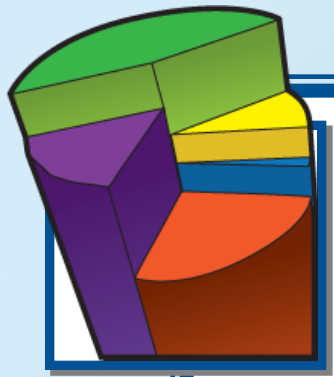
Local Economic Outlook

- Generally tracks with timing of recovery of Florida's economy
- Moderate growth expected in 2012

Year	% Change in Gross Metro Product (MSA)
2010	0.9%
2011 (Est.)	1.6%
2012 (Est.)	2.1%
2013 (Est.)	3.0%
2014 (Est.)	4.5%

- Revenues driven by general economic conditions are expected to continue to grow moderately
 - Examples: Sales taxes and bed taxes
- However, until property values stabilize, property tax revenues will continue to decrease
 - Expect property values to bottom out sometime in the next two years; hindered by high unemployment and foreclosures





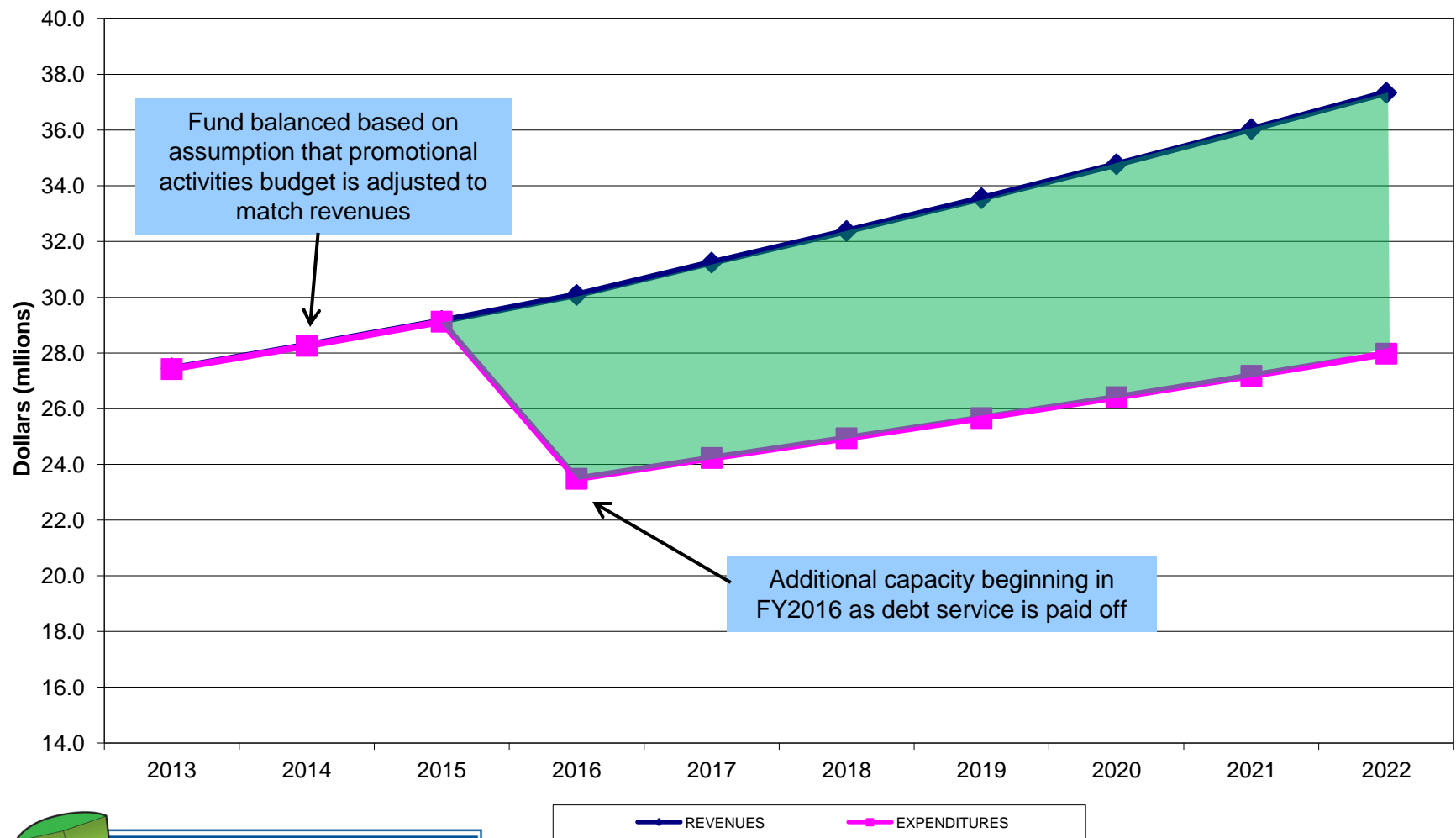
Fund Forecasts

Tourist Development Fund Forecast

- Fund is balanced through the forecast period
 - Tourist development tax collections are expected to grow 3% annually
 - Based on assumption that promotional activities budget is adjusted to match 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



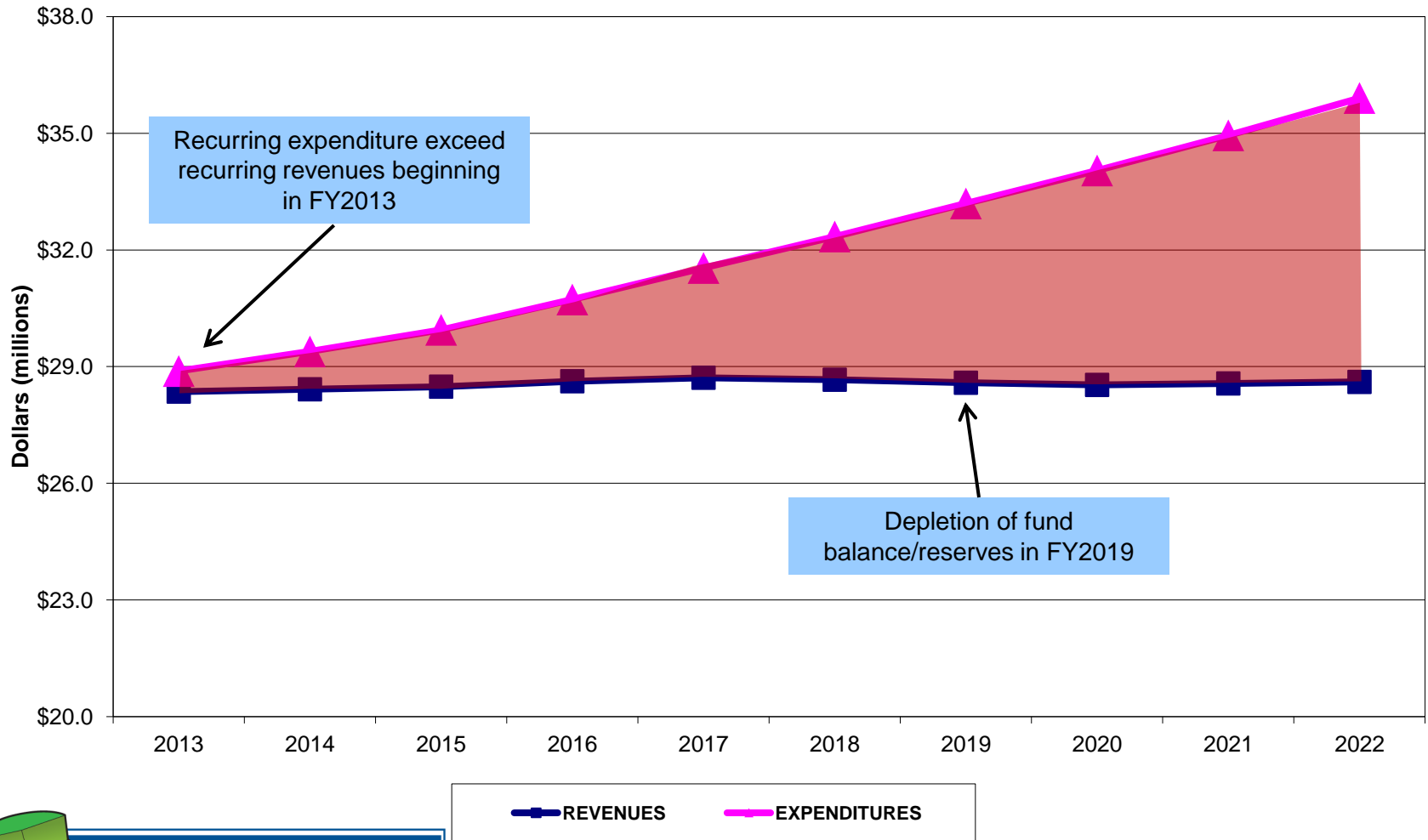
Transportation Trust Fund Forecast

- 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



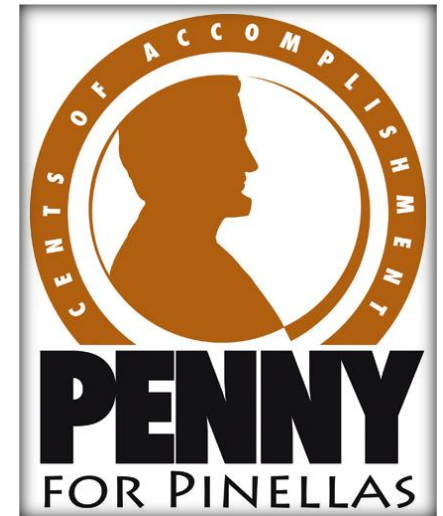
- Balancing strategies
 - ❑ Revenue subsidy from General Fund
 - ❑ Offset \$10.5M of storm water expenditures with an independent revenue source
 - ❑ Imposition of additional local option gas taxes
 - ❑ Reductions in program service levels

Transportation Trust Fund Forecast

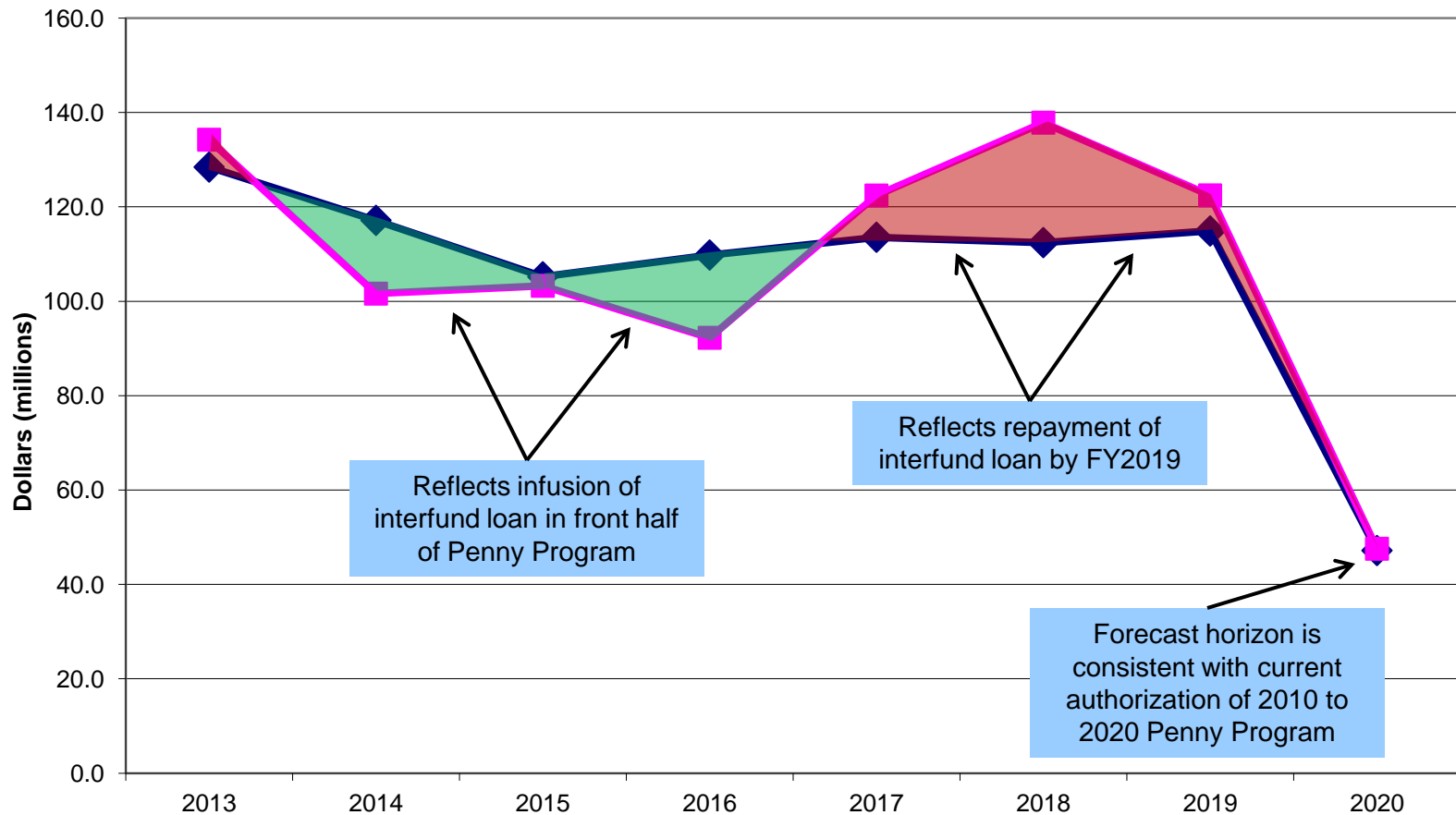


Capital Projects Fund Forecast

- 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



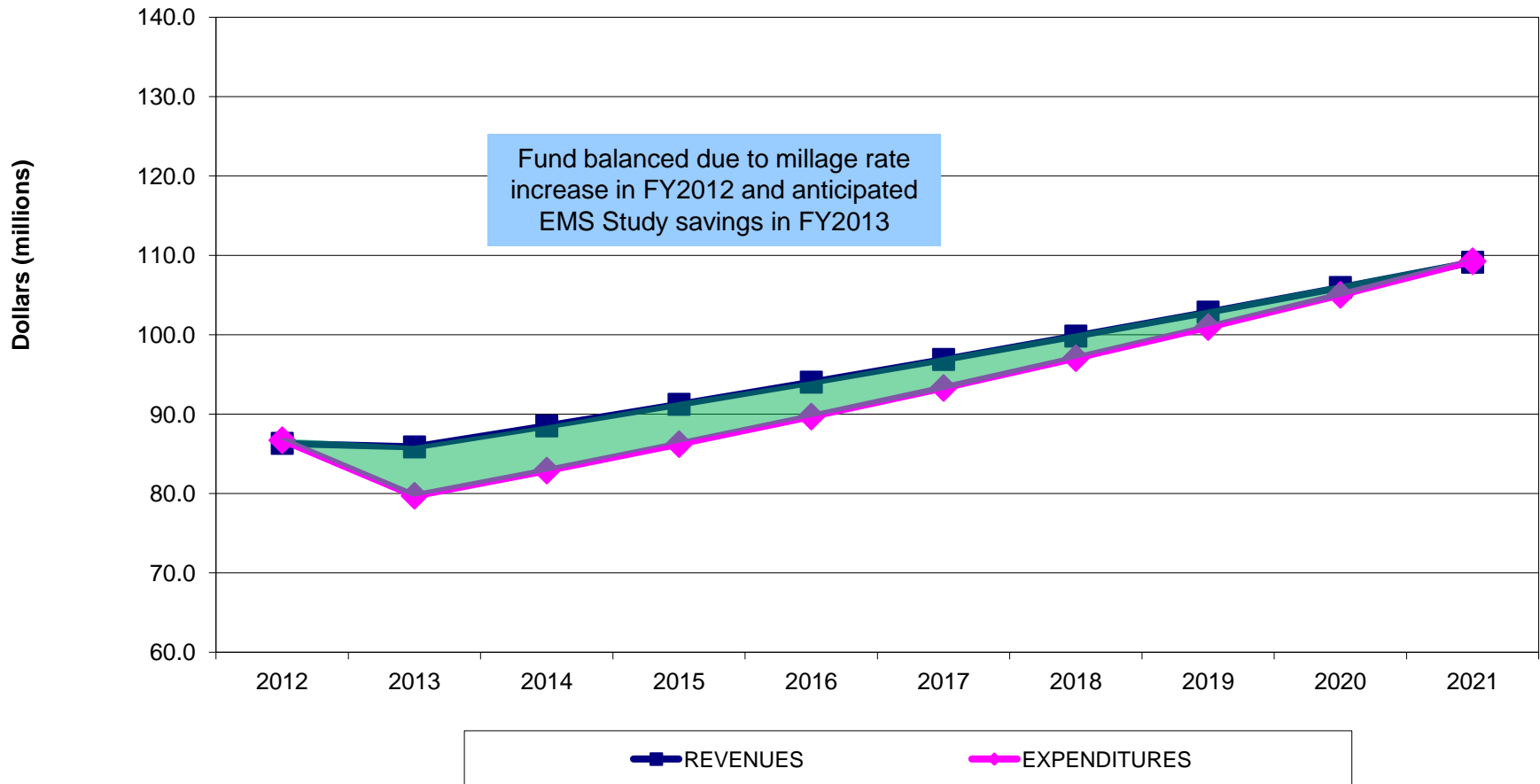
Capital Projects Fund Forecast



Adopted EMS Fund Forecast

- **Balancing the fund will likely require a blend of a millage rate increase and expenditure reductions recommended by the EMS Study**
- **In FY2012, the EMS Fund was balanced by:**
 - ❑ **Assuming expenditure reductions recommended in the EMS Study beginning in FY2013**
 - ❑ **Increasing the countywide EMS millage rate from 0.5832 to 0.8506**

Adopted EMS Fund Forecast



Changes to EMS Fund Forecast

Key Assumptions

■ Revenues

□ Property Taxes

- Revised downward to reflect latest indicators
- Recovery of taxable values may take longer than anticipated

	FY2013	FY2014	FY2015	FY2016	FY2017
Original	-3%	4%	4%	4%	4%
Revised	-4%	-2%	2%	4%	4%

Changes to EMS Fund Forecast

Key Assumptions

- **Expenditures**

- Assumes no savings from EMS Study over the forecast period
- Growth in Ambulance Contract increased from 4.5% to 6%
- Reflects savings from EMS ambulance contract re-negotiation
- Prudent net worth threshold reduced from 33.3% to 25%

EMS Fund Forecast

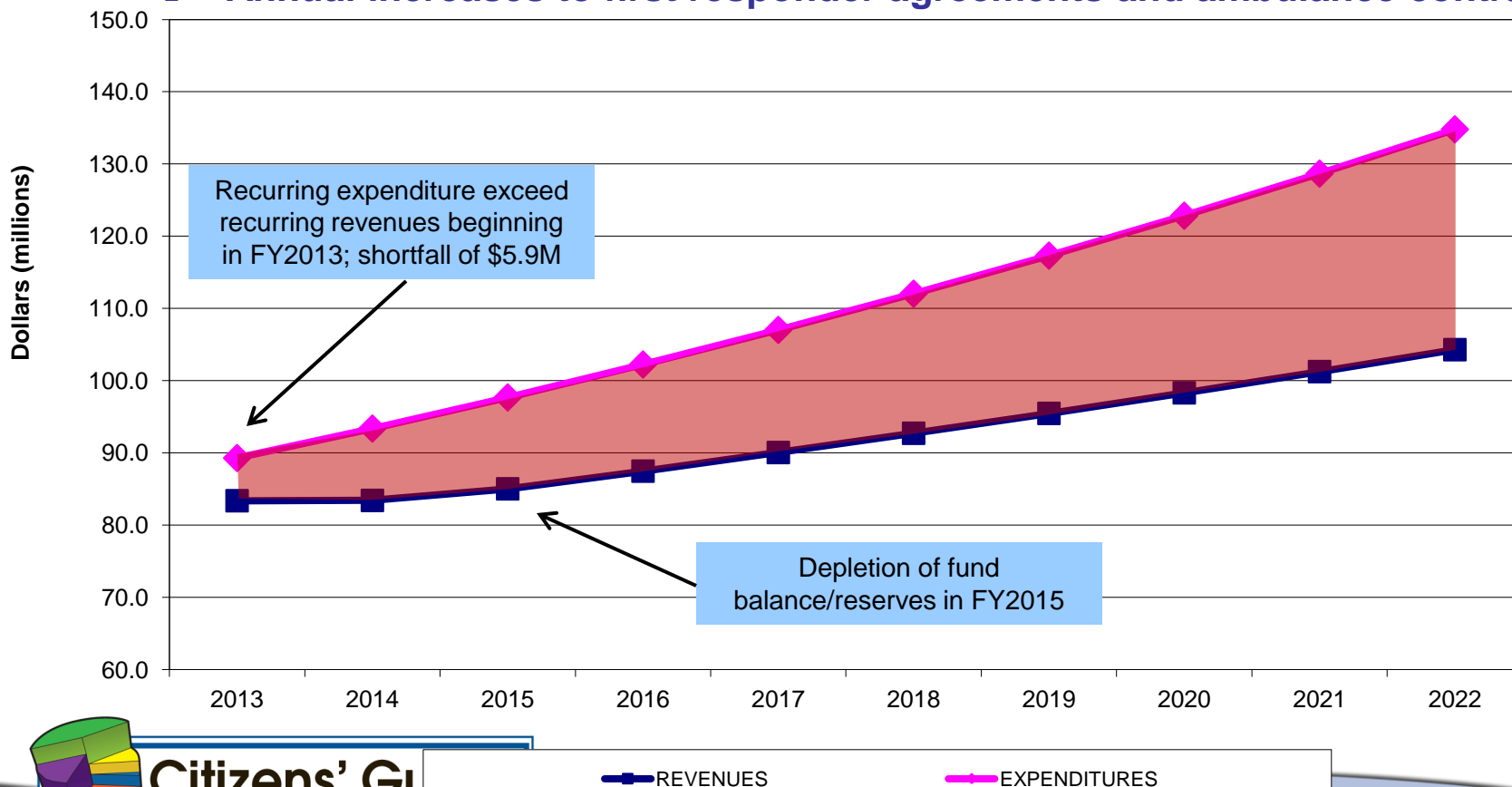
- Fund is currently not in balance resulting in a depletion of fund balance by FY2015
 - Project shortfalls of **\$5.9M** in FY2013 and **\$4.0M** in FY2014 due to reduced property tax revenue collections
 - Would not meet 25% prudent net worth threshold in FY2013
- Balancing strategies
 - Increase in countywide EMS millage rate
 - Reduction in funding for first responder contracts
 - Increase ambulance user fee revenues
 - Reduction in funding for ambulance contract



EMS Fund Forecast

- **Current level of EMS funding is not sustainable**

- Decreases in property tax revenue
- Annual increases to first responder agreements and ambulance contract



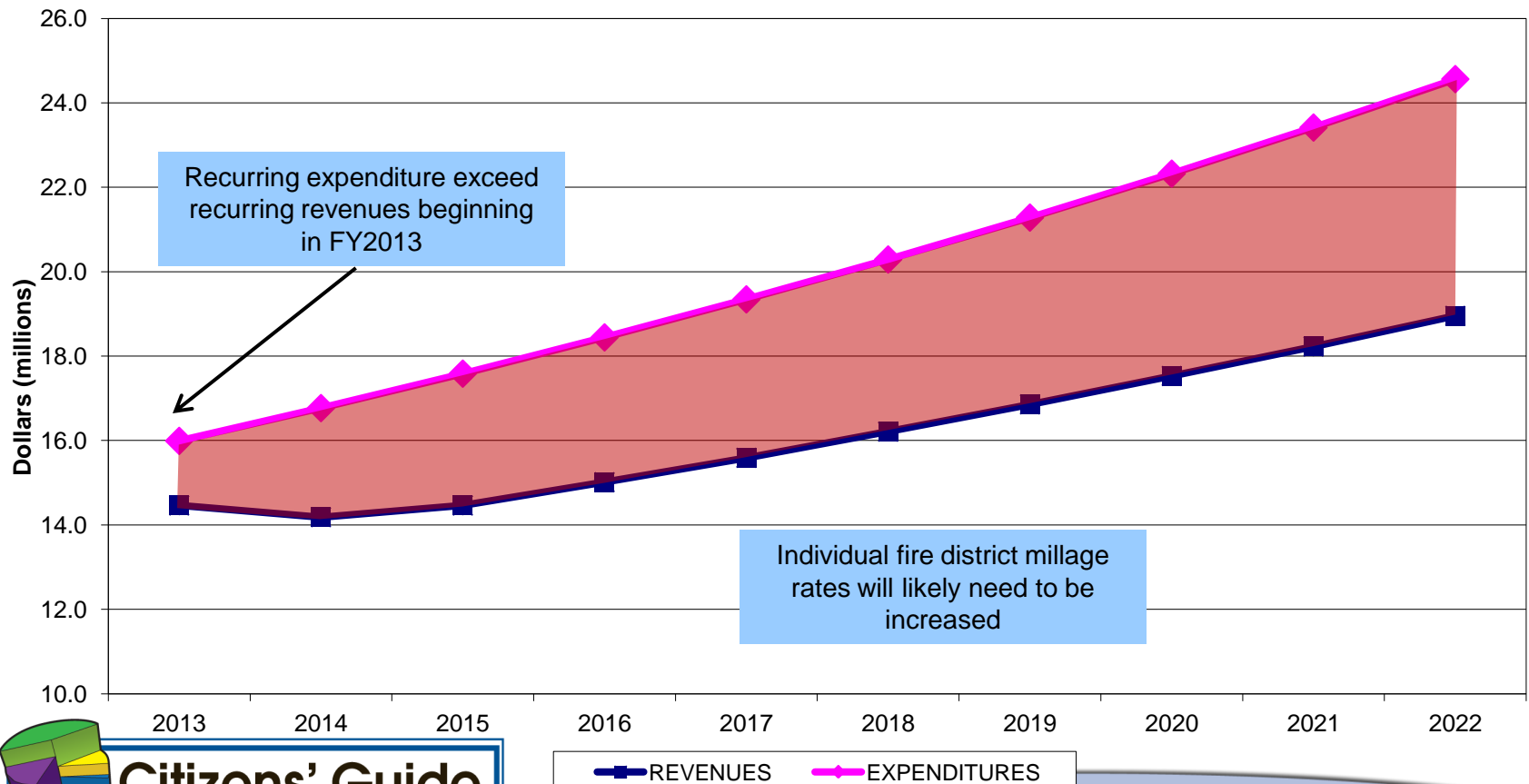
Fire Districts Fund Forecast

- Fund is not in balance through the forecast period beginning in FY2013
 - Due to decrease in property tax revenue collections and expenditures outpacing revenues
 - Fund information presented in a consolidated manner to provide a high level perspective
 - Budgetarily, each fire district is balanced separately
- Balancing strategies
 - Expenditure reductions by the Districts
 - Additional increases to millage rates for some individual fire districts will likely be necessary
 - Potential millage rate increases will need to take into account the individual millage caps in each district



Fire Districts Fund Forecast

- Current level of funding is not sustainable
 - ❑ Decreases in property tax revenue
 - ❑ Annual increases to expenditure requests



Potential Impact to Fire District Millage Rates

- Compares adopted FY2012 and projected FY2015 millage rates
- Assumes forecasted property tax revenue amounts through FY2015

Fire Districts	FY2012 Adopted Millage	FY2015 Potential Millage	Variance	% Increase	Millage Caps	Variance to Millage Caps
Belleair Bluffs/Largo	1.7320	1.9500	0.2180	12.6%	5.0	3.050
Clearwater	2.6591	2.8515	0.1924	7.2%	5.0	2.149
Dunedin	2.2576	3.2710	1.0134	44.9%	5.0	1.729
Gandy	2.2602	2.6700	0.4098	18.1%	5.0	2.330
Largo	3.5133	3.8379	0.3246	9.2%	5.0	1.162
Pinellas Park	2.3675	3.2811	0.9136	38.6%	5.0	1.719
Safety Harbor	2.6800	3.0999	0.4199	15.7%	5.0	1.900
Tarpon Springs	2.3745	2.8450	0.4705	19.8%	5.0	2.155
Seminole	1.9581	2.1446	0.1865	9.5%	10.0	7.855
High Point	4.1916	4.7607	0.5691	13.6%	10.0	5.239
Tierra Verde	1.9087	2.0902	0.1815	9.5%	3.0	0.910
South Pasadena	3.1257	4.4569	1.3312	42.6%	5.0	0.543

▪ Dunedin, Pinellas Park, and South Pasadena would experience significant increases

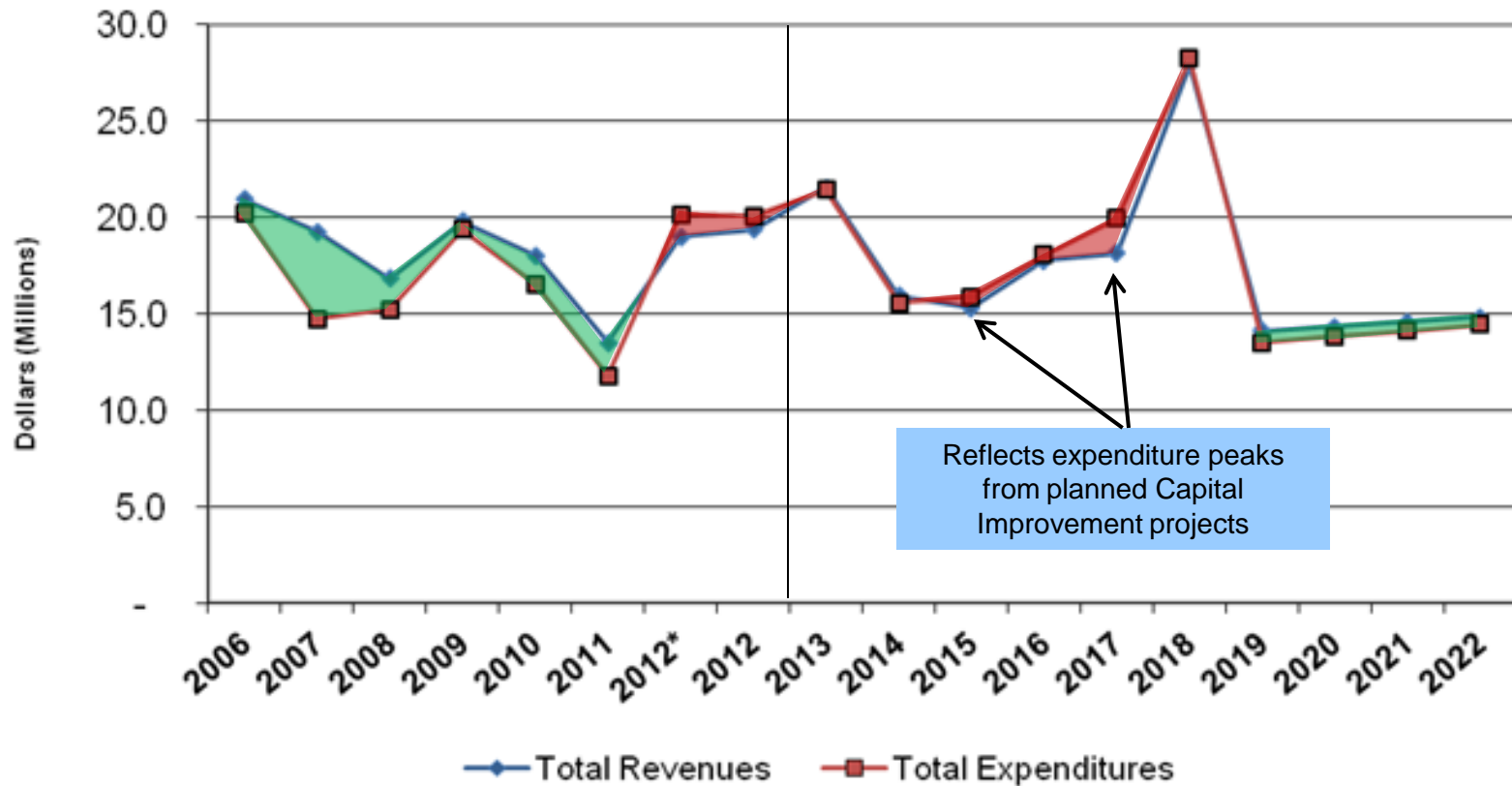
▪ South Pasadena and Tierra Verde would be within one mill of their caps

Airport Fund Forecast

- **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



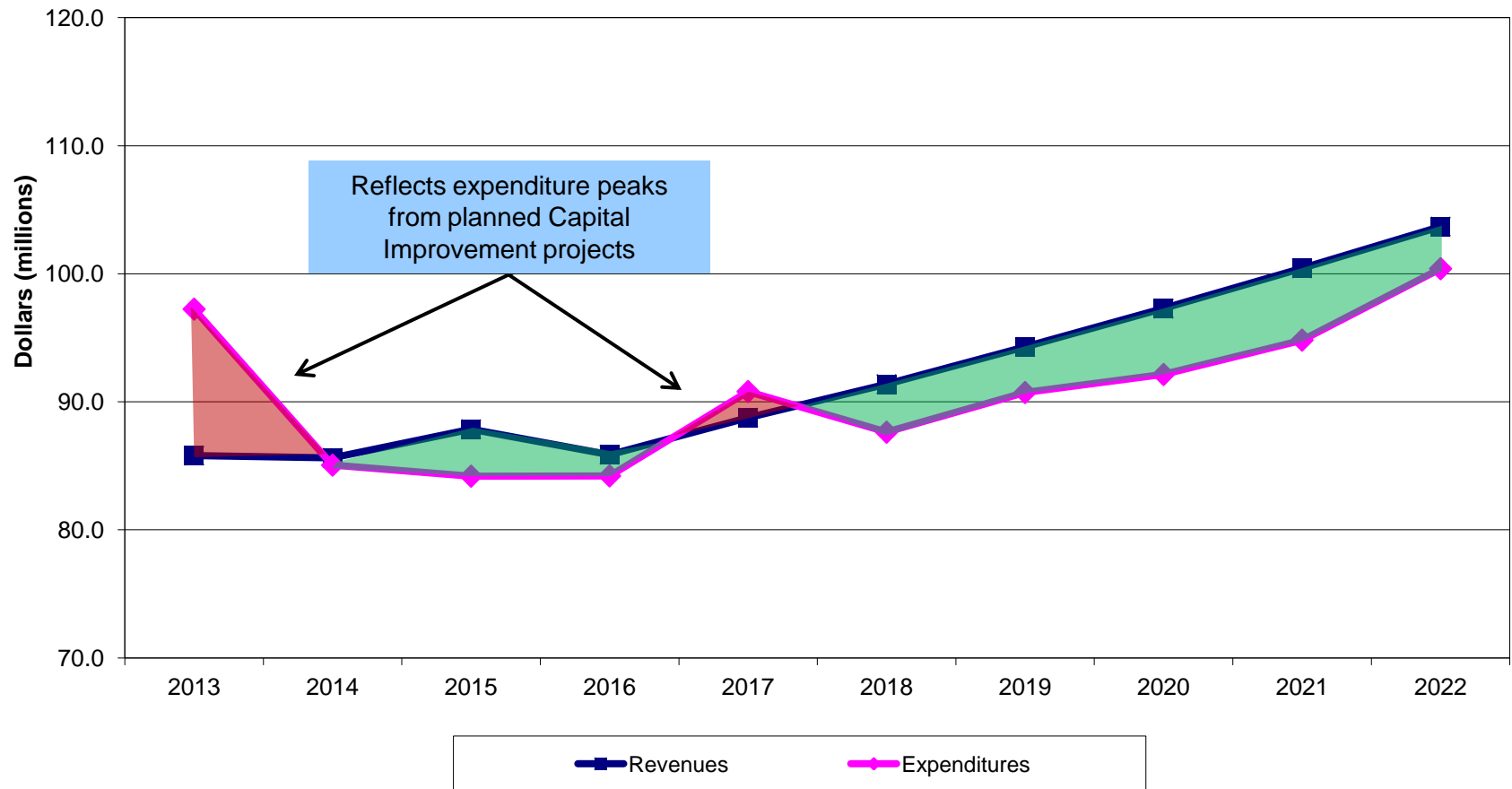
Utilities-Water Funds Forecast

- 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 3.2% to 3.3% based on blend of growth and consumption, inflationary cost increases, and capital needs



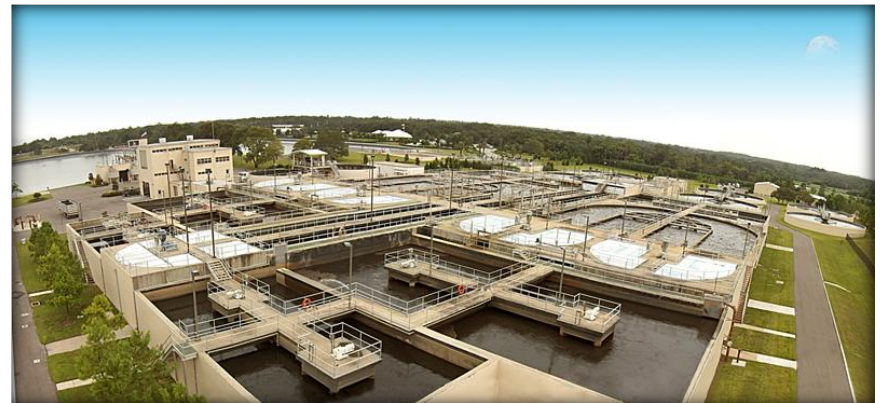
- Balancing strategies
 - Implement recommended rate increases
 - Continue to adjust operating and capital expenditures to match revenues

Utilities-Water Funds Forecast

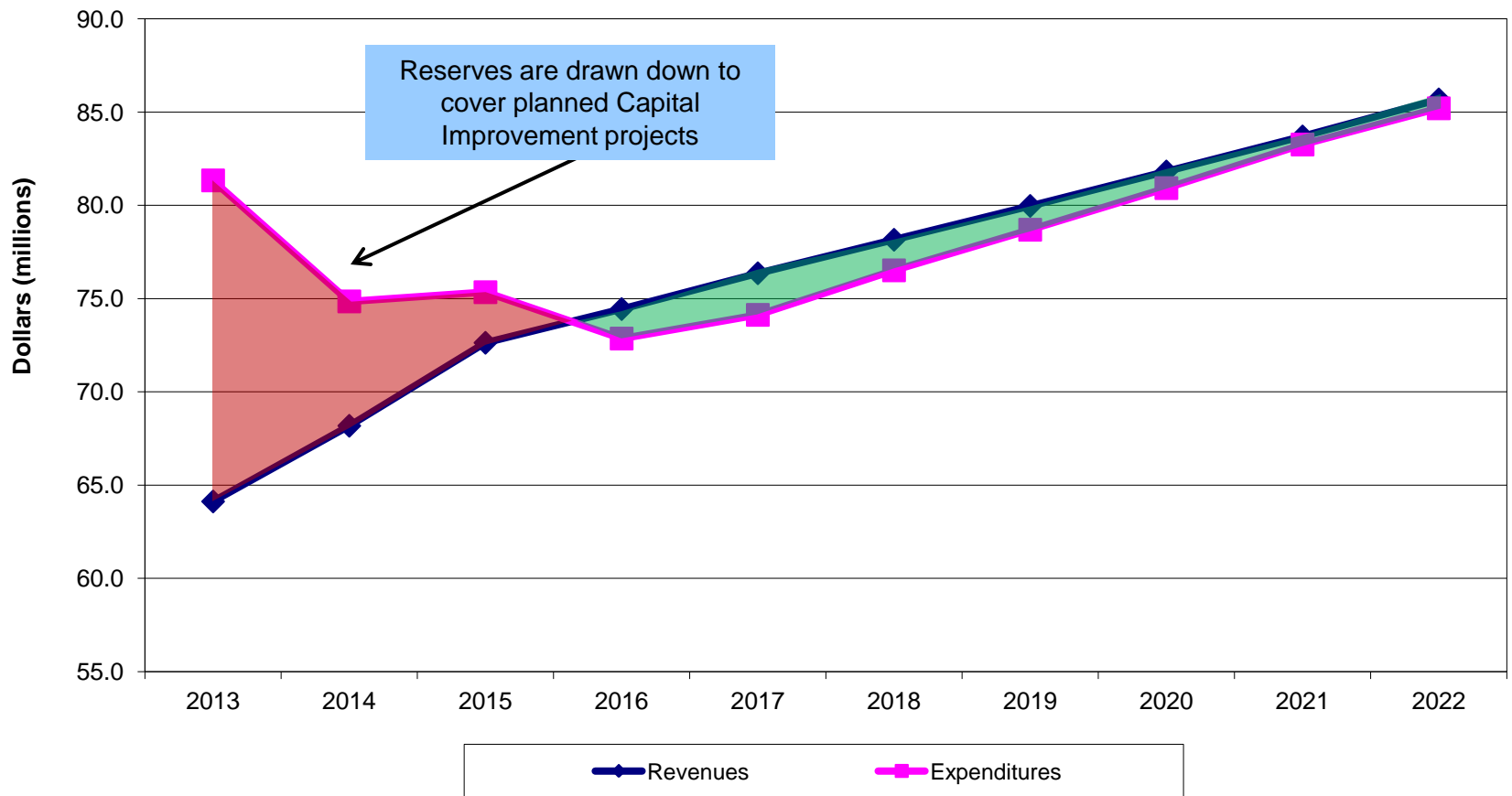


Utilities-Sewer Funds Forecast

- **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 2.5% 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



Utilities-Sewer Funds Forecast



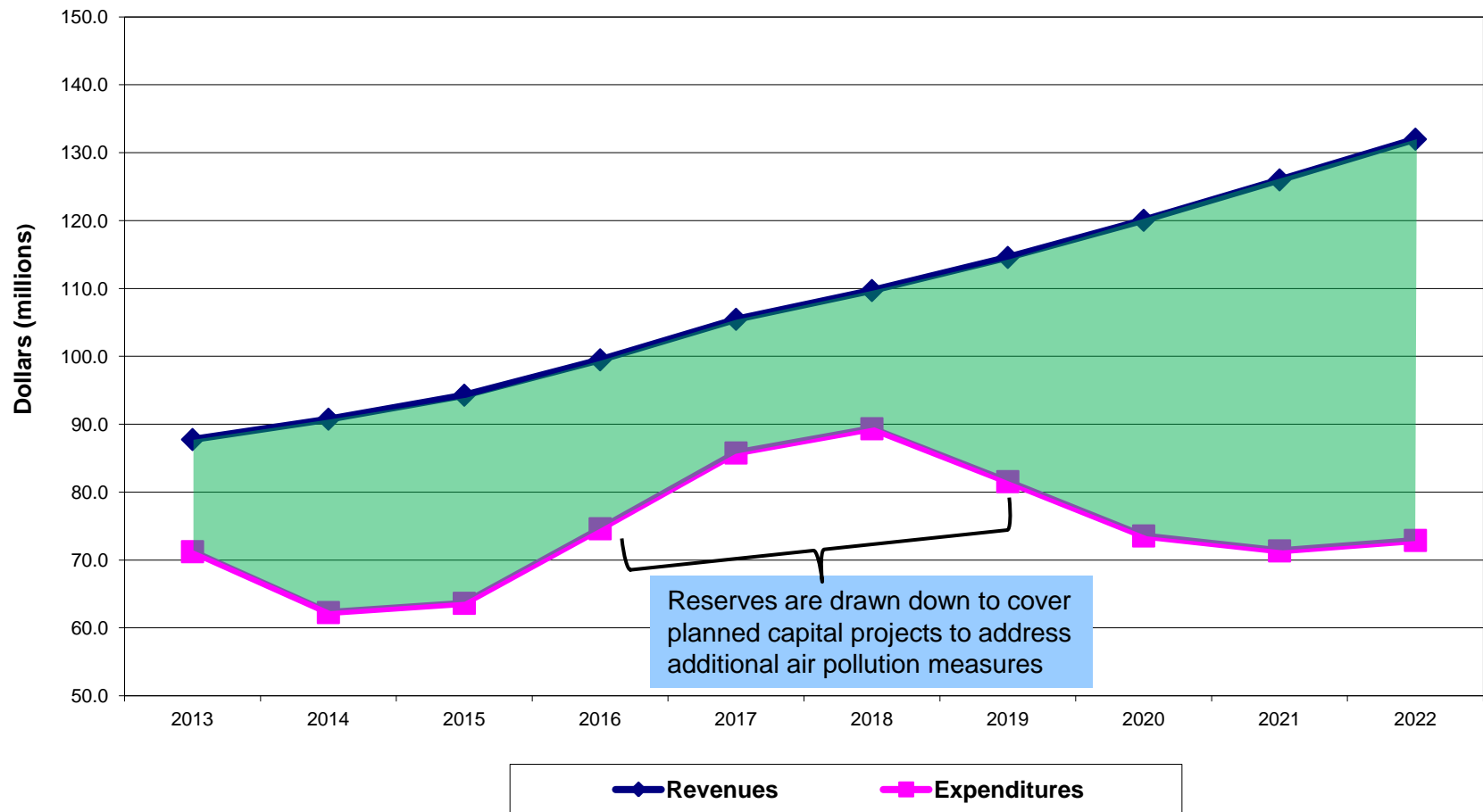
Utilities-Solid Waste Funds Forecast

- 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

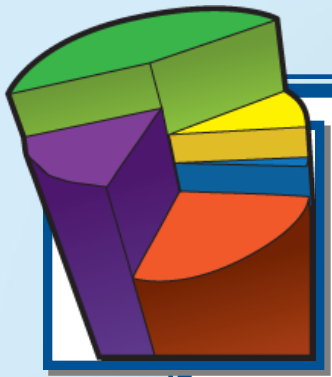


- Balancing strategies
 - ❑ Continue to adjust operating and capital expenditures to match revenues

Utilities-Solid Waste Funds Forecast



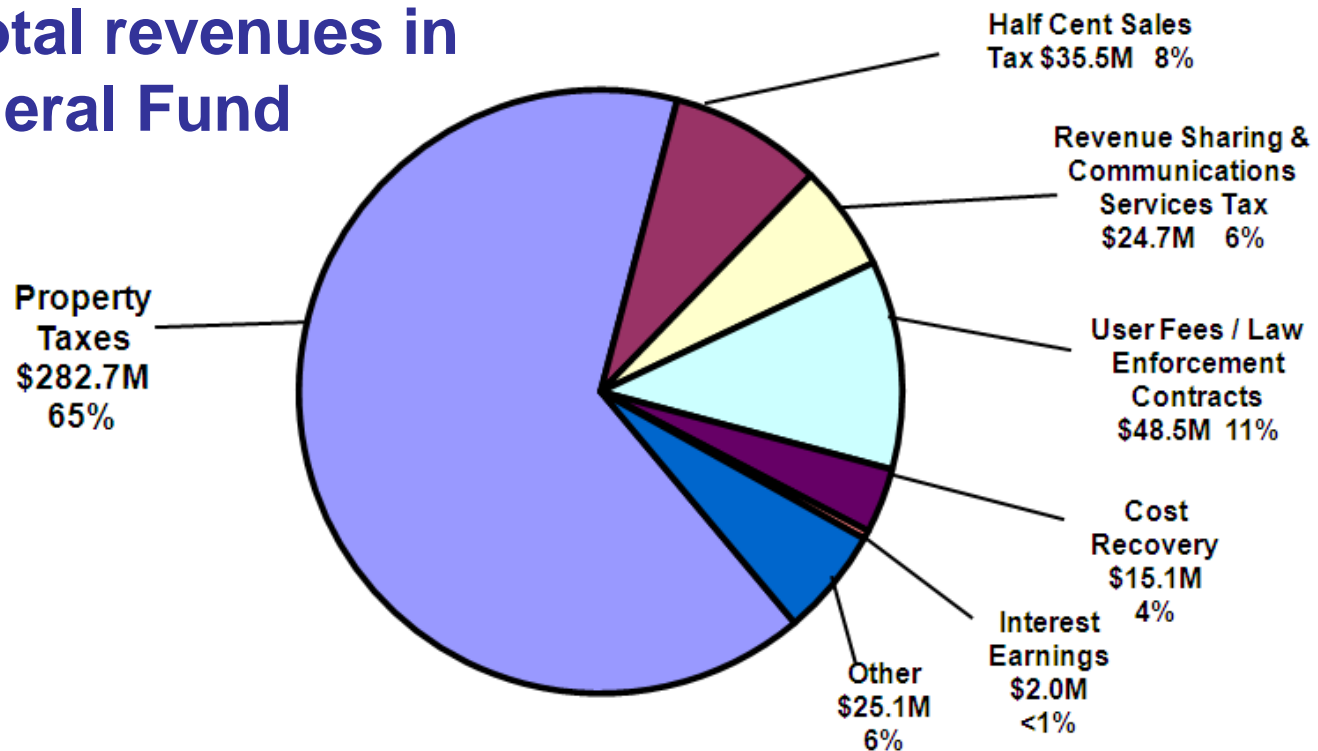
Note: Does not include Capital Projects Fund loan activity



General Fund Forecast

General Fund Revenues

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



Source: FY2012 Adopted Budget

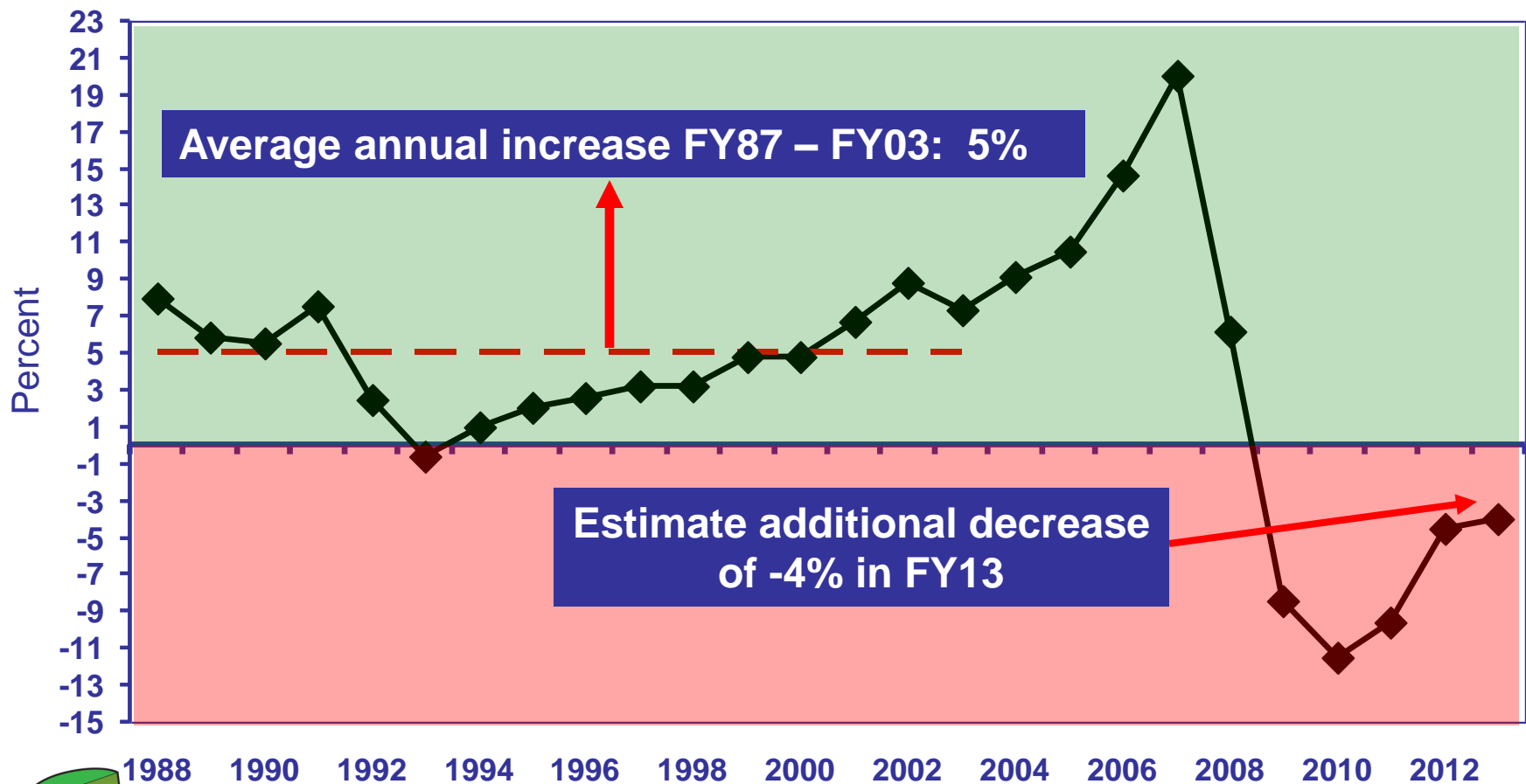
Foreclosure Filings

	2006	2007	2008	2009	2010	2011
Jan	255	506	963	1,263	1,128	421
Feb	253	469	1,016	1,284	1,383	390
Mar	315	494	1,035	1,420	1,118	424
Apr	247	513	1,134	1,407	1,118	448
May	281	479	1,118	1,275	860	439
Jun	259	557	1,112	1,236	1,025	535
Jul	273	650	1,086	1,365	806	544
Aug	321	642	999	1,142	989	545
Sept	324	662	1,295	1,215	1,040	588
Oct	403	899	1,390	1,239	658	720
Nov	398	894	969	1,120	383	687
Dec	369	773	1,198	1,487	438	n/a
TOTAL	3,698	7,538	13,315	15,453	10,946	5,741

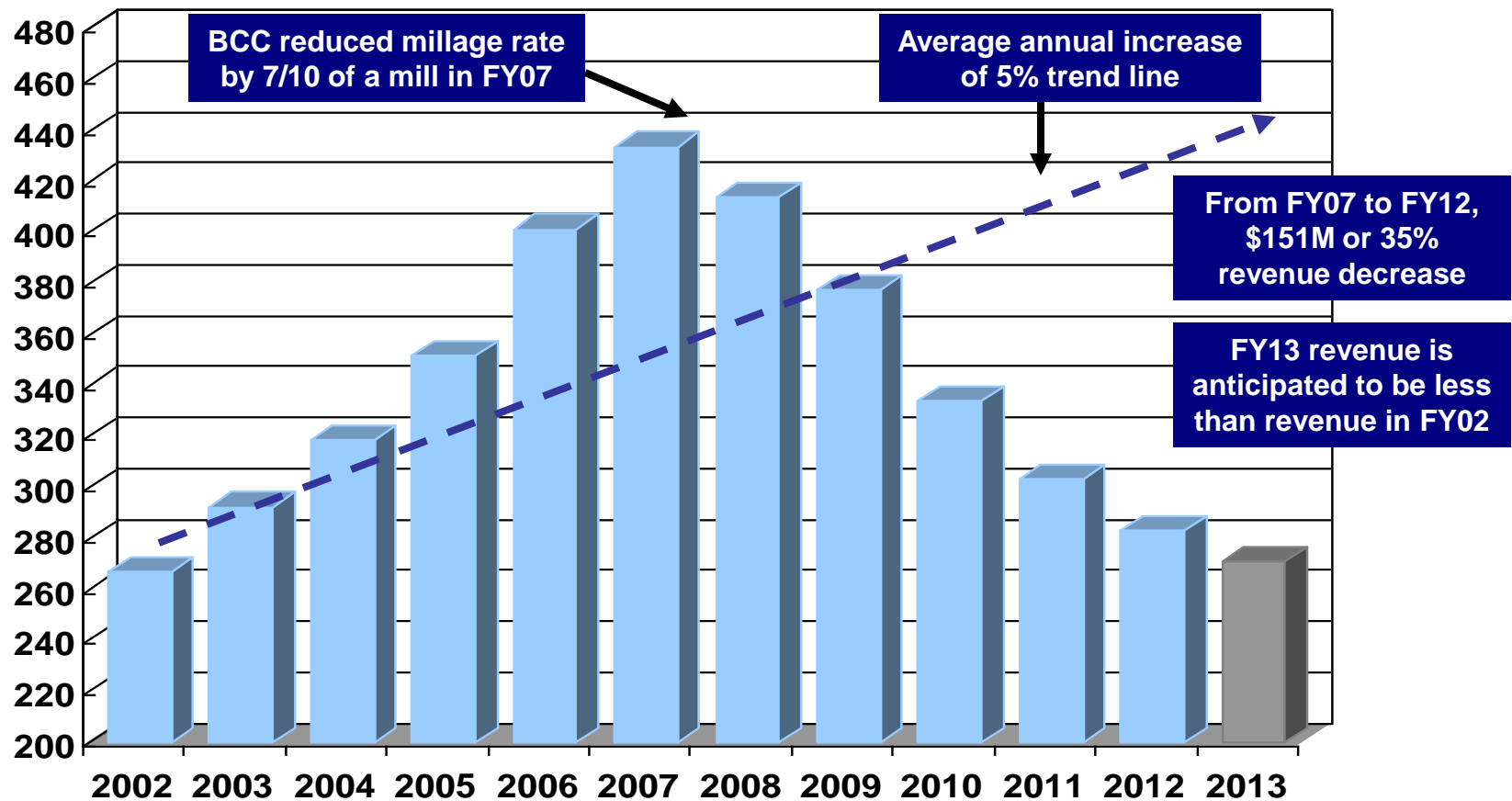
- Foreclosure filings appear to be trending upward in 2011

Source: Pinellas County Clerk of the Circuit Court

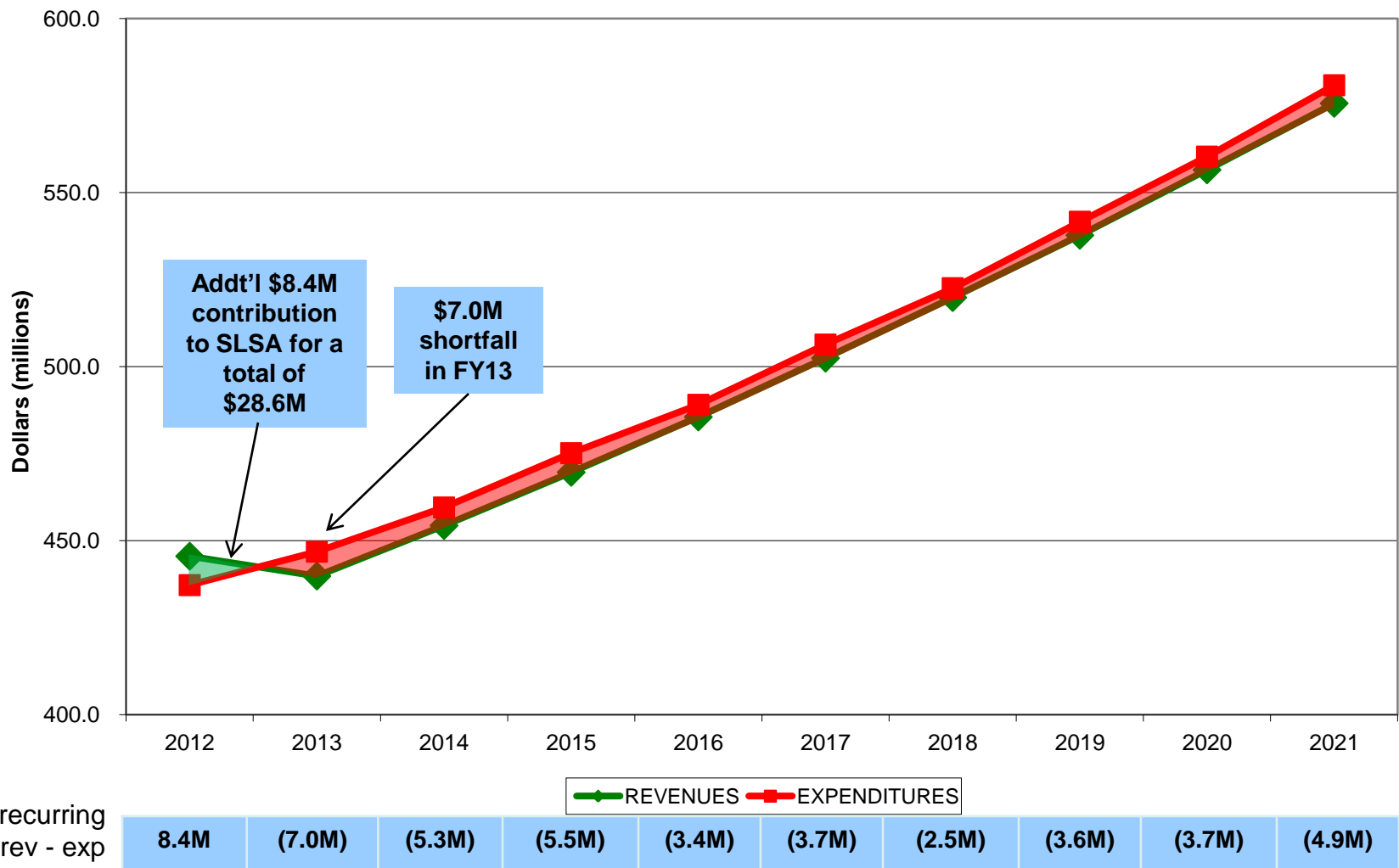
Countywide Taxable Values Annual Rate of Change



General Fund Property Tax Revenue (FY02-FY12) in millions



Adopted General Fund Forecast



Citizens' Guide
to the Budget

Changes to General Fund Forecast

Key Assumptions

■ Revenues

□ Property Taxes – Countywide

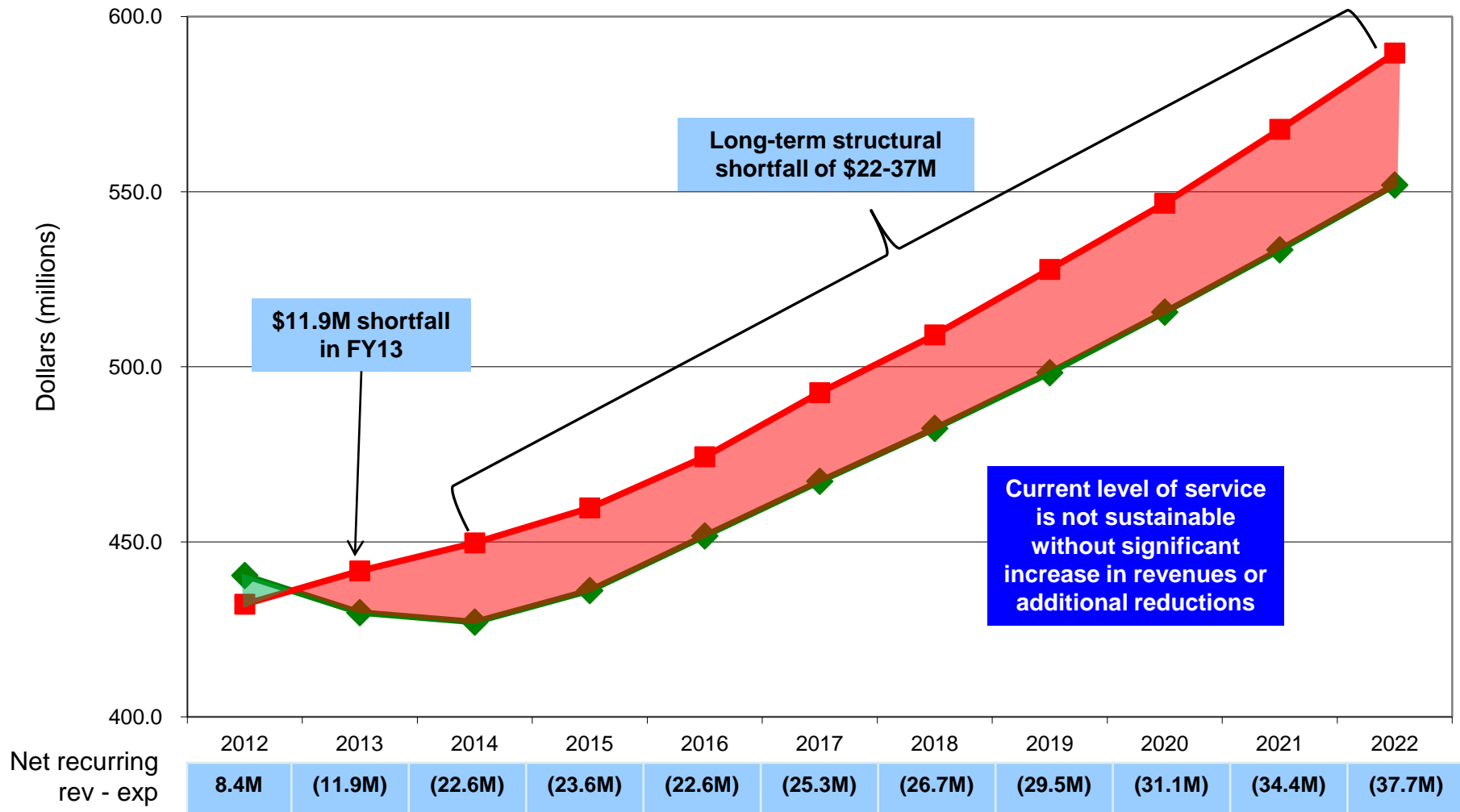
- Revised downward to reflect latest indicators
- Recovery of taxable values may take longer than anticipated

	FY2013	FY2014	FY2015	FY2016	FY2017
Original	-3%	4%	4%	4%	4%
Revised	-4%	-2%	2%	4%	4%

General Fund Forecast

- 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**

General Fund Forecast

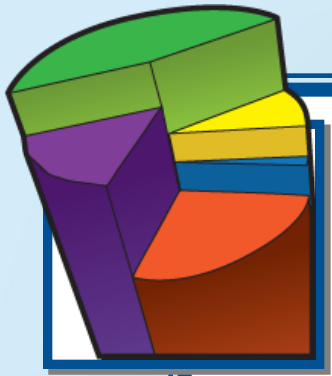


Citizens' Guide
to the Budget

Revenue Expenditures

Potential Impacts to the Forecast

- Timing for recovery of property values
- November, 2012 state-wide referendum on three proposed property tax exemptions
 - ❑ Reduce cap on the annual change in taxable values for non-homesteaded property from 10% to 5%
 - ❑ Eliminate the “Recapture Rule” and prevent the assessed value of a property from increasing when its market value declines
 - ❑ Homestead exemption of 50% of market value to homeowners who have not had a homestead exemption in Florida in the previous 3 years
- Double-dip recession
- Compensation issues
- Medicaid payments to the State



FY2013 Budget Strategy

General Fund Forecast

- **Structural shortfall in the General Fund is worse than originally projected**
 - Property values are recovering slower than anticipated
- **Current level of service is not sustainable**
 - Will likely need to make additional reductions or increase revenues

Service Level Stabilization Account

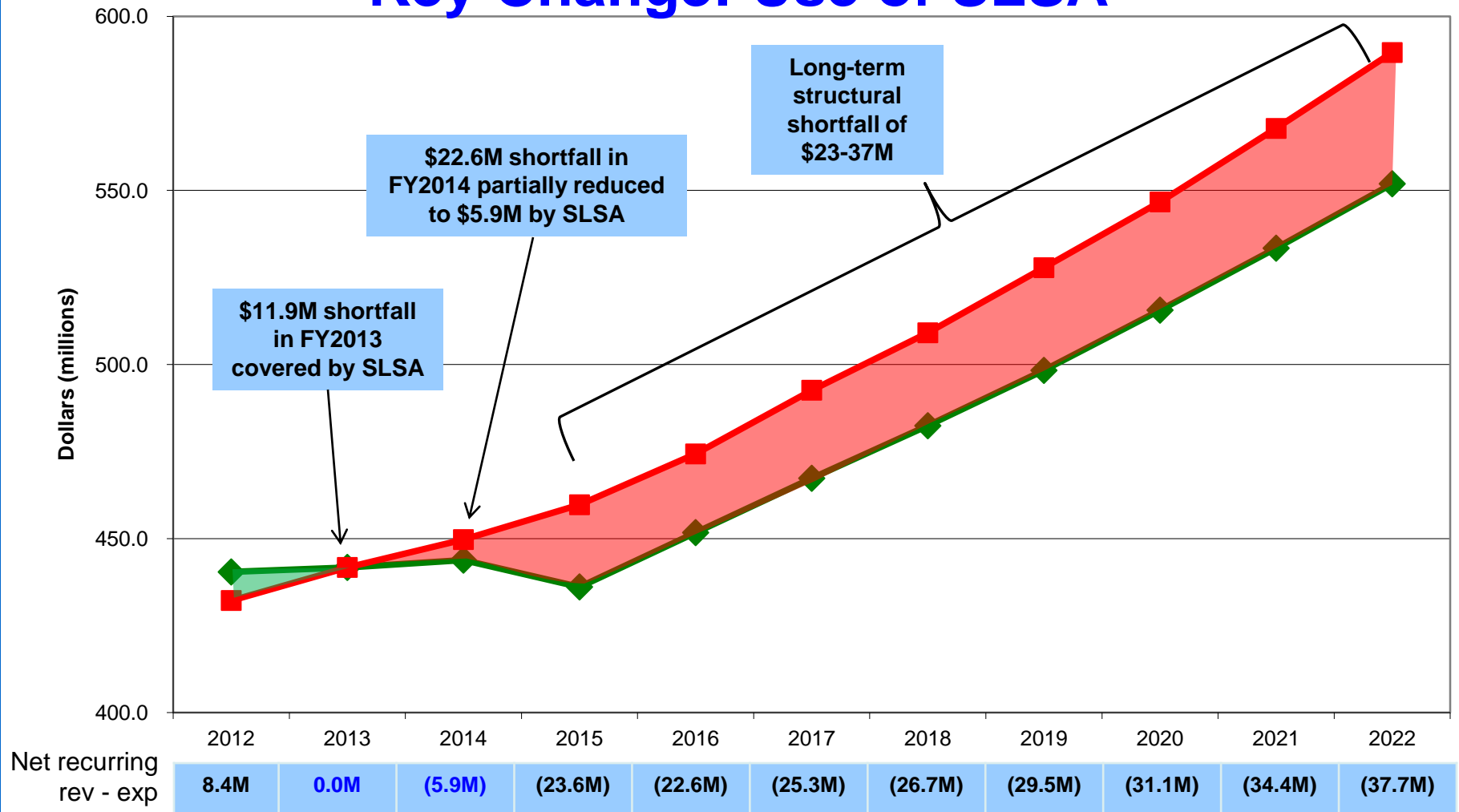
- The Service Level Stabilization Account (SLSA) is a prudent financial strategy to mitigate forecasted multi-year shortfalls in the General Fund
- The SLSA represents non-recurring funds generated by taking reductions in FY2010, 2011, and 2012 over and above what was necessary to balance the budget
- The current balance in the SLSA is **\$28.6M**
- To date, none of the SLSA has been reallocated by the BCC and expended

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

General Fund Forecast

Key Change: Use of SLSA



FY2013 Budget Strategy

- **Forecasted shortfall in FY2013 of \$11.9M**
 - Limit growth in the budget to inflation
 - Continue streamlining and efficiency reductions
 - Reductions will help offset a portion of the shortfall(s)
 - Spend down the Service Level Stabilization Account as needed to balance the General Fund

Multi-Year Budget Strategy

- **Forecasted long-term structural shortfall of \$22-37M**
 - ❑ Spend down the Service Level Stabilization Account before making major reductions
 - ❑ Provides additional time for streamlining and efficiency reductions
 - ❑ Passage of time should help determine the actual timing of recovery in taxable values
 - ❑ More time to determine the amount of recurring reductions needed to structurally balance the General Fund over the long-term
 - Assumes property tax rates are not adjusted

What is the “Rolled-Back Rate”?

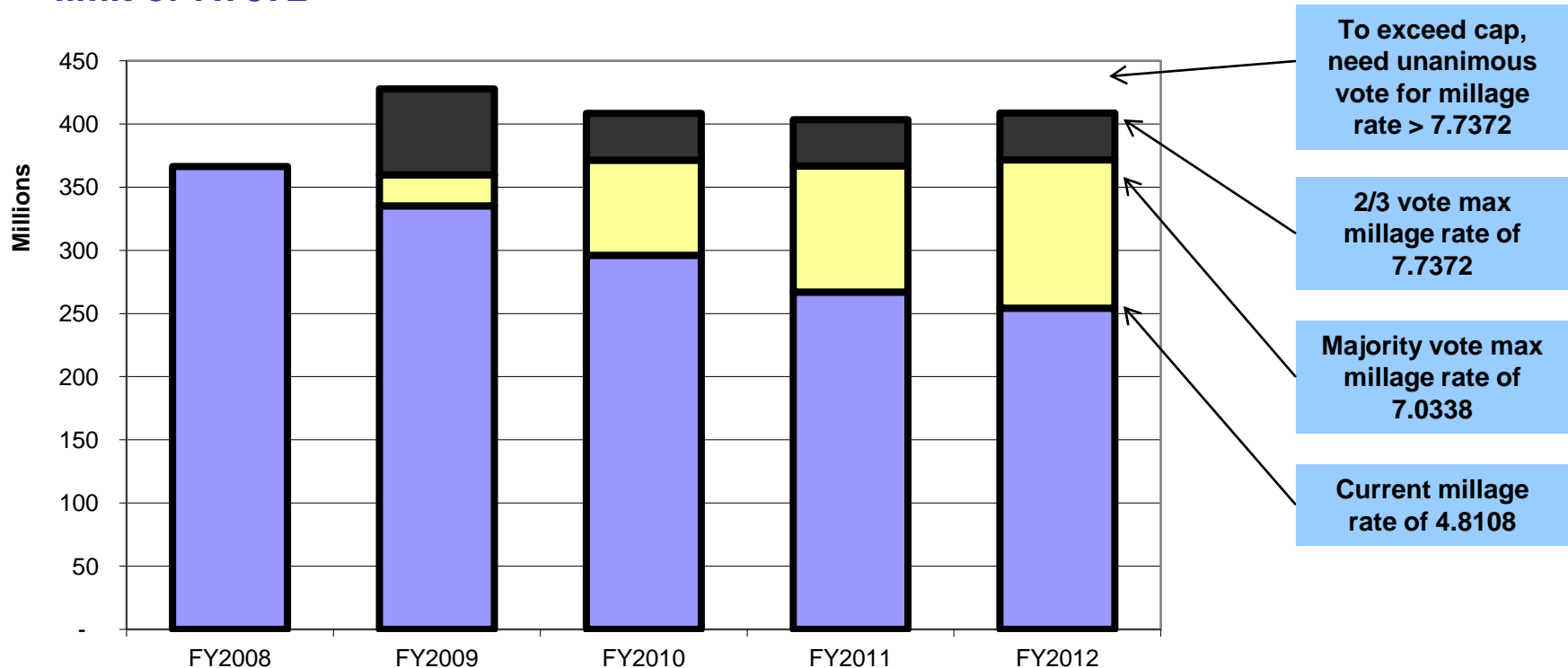
- The rate that would generate the same amount of property tax revenues as approved for the prior year
 - Less allowances for new construction, additions, deletions annexations, and improvements increasing value by at least 100% and tangible personal property value in excess of 115% of the previous year’s value.
- Established by the Truth in Millage (TRIM) law in the 1980s
- When the tax base increases, the rolled-back rate is less than the prior year’s rate
- When the tax base decreases, the rolled back rate is more than the prior year’s rate (in effect a “rolled-up” rate)
- A tax rate higher than the rolled-back rate must be advertised with a “NOTICE OF TAX INCREASE” for the Final Budget Public Hearing

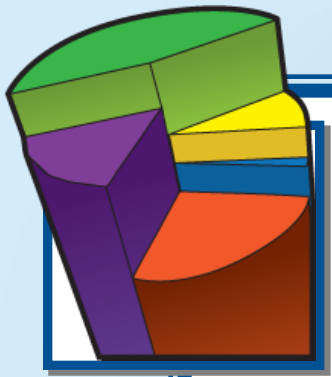
Property Tax Revenue Caps

- In 2007, the Legislature enacted new limitations on property tax revenue increases
 - Note that these are caps based on revenue, not on millage rates
- These caps went into effect beginning in FY2009
 - The Base Year for the caps is the FY2008 revenue
- The caps require super-majority (2/3) or unanimous votes of the Board to approve millage rates that produce revenue above certain thresholds

Existing Capacity Under the Cap

- Capacity under the cap has increased as property tax revenues have decreased
- There is a wide spread between the current millage rate of 4.8108 and the cap limit of 7.7372





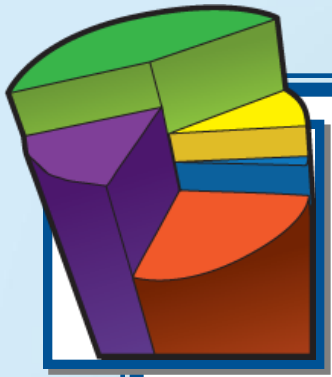
FY2013 Budget Process

FY2013 Budget Process

- **Community outreach**
- **Focus on program-based budgeting and levels of service**
- **Evaluate new funding sources and cost savings**
- **Focus on ability to sustain programs given revenue decreases and ongoing property tax caps**
- **Constitutionals and Independents have individual budget work sessions with the Board**

FY2013 Budget Process

- **BCC focus on policy decisions regarding:**
 - Tax policy
 - Funding for Constitutionals and Independent Agencies
 - New revenue sources
 - Increases to existing fee schedule
 - Review proposed streamlining and efficiency reductions



Program Budgeting in OPUS

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**
- **Enhanced access to information**
 - Dashboards, drill downs, custom reports

Past Budget Structure Example

■ Health & Human Services Department

Cost Center Title	FY2012 Budget
HHS Administration	\$2,585,350
Health Services	\$26,829,570
Mental/Behavioral Health Services	\$3,587,760
Community Funded Programs	\$1,381,370
Summer Food Program	\$723,670
Social Work & Support Units	\$7,025,640
Community Outreach Division	\$844,970
Veterans Services	\$490,070
Total	\$43,468,400

- Can be confusing, not intuitive, or user-friendly
- Focused on numbers, not program/services important to the public
- Lack of flexibility leads to administrative inefficiency and delays

New Program Budget Example

■ Health & Human Services Department

Major Program Area	FY2012 Budget
Homeless & Self-Sufficiency Services	\$7,416,720
Veterans Services	\$490,070
Healthcare Services	\$15,969,540
Mandates	\$14,970,200
Matching & Pass-Thru Grants	\$1,437,950
Administration, Coordination, and Quality Assurance	\$2,460,250
Summer Food Program for Children	\$723,670
TOTAL	\$43,468,400

- Budgets are reflected at the major program area
- More flexibility, greater efficiency, and fewer delays
- More budget detail as individual programs are grouped under each major program area

New Program Budget Example

■ Health & Human Services Department

Major Program Area	FY2012 Budget
Homeless & Self-Sufficiency Services	\$7,416,720



Program	FY2012 Budget
Homeless Street Outreach & Shelter Beds	\$382,570
Homeless Initiative Funding	\$200,000
Financial Assistance Program	\$3,977,530
Emerg. Home Energy Assistance for Elderly	\$400,000
Victims of Domestic Violence Advocacy and Shelter Program	\$139,000
Daystar, Inc. Support	\$15,000
TOTAL	\$7,416,720

- Budget structure is more intuitive and meaningful to citizens
- Additional program detail provides more understanding and transparency to the budget

Budget Amendments

- Does not require any change to the delegated authority resolution
- BCC will continue to approve all interdepartmental budget amendments and resolutions
 - Will also approve any changes between major program areas that exceed 50% of budget appropriation
- BCC will continue to receive quarterly reports for all administrative budget amendments as well as all program budget changes

Updated Budget Document

- OMB is currently designing new reports for the budget document
- 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**

TOURIST DEVELOPMENT COUNCIL (5001000) TOURIST DEVELOPMENT COUNCIL (0240)

Expenditure Summary		FY10 Actual	FY11 Budget	FY12 Request
0240	5110000 EXECUTIVE SALARIES	1,631,738	1,673,990	1,654,670
0240	5120000 REGULAR SALARIES & WAGES	417,341	429,910	429,910
0240	5200000 EMPLOYEE BENEFITS	662,846	760,170	693,040
PERSONAL SERVICES		2,711,925	2,864,070	2,777,620
0240	5340000 OTHER CONTRACTUAL SERVICES	52,307	406,700	406,700
0240	5363000 INTRGOV SVCS-INFO TECHNOLOGY	0	83,050	54,660
0240	5363200 INTRGOV SVCS-BTS-PC LEASE	11,051	0	17,780
0240	5365000 INTRGOV SVCS-RISK FINANCING	38,090	38,480	37,530
0240	5368000 INTRGOV SVCS-COST ALLOCATE	489,650	355,160	346,640
0240	5368200 INTRGOV SVCS-FLEET-OP&MAINT	9,912	6,680	11,260
0240	5368400 INTRGOV SVCS-FLEET-VHCL RPL	4,450	5,160	3,570
0240	5400000 TRAVEL AND PER DIEM	320,426	354,500	383,360
0240	5410000 COMMUNICATION SERVICES	129,434	300,000	300,000

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

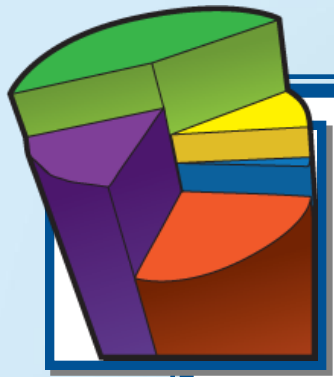
Program: Direct Sales

Classification: Essential

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.

Program Budget Summary	FY10 Actual	Revised FY11	Projected FY11	Adopted FY12
Program Expenditures	-	-	-	2,331,648
Program Revenues	-	-	-	2,331,648
Percentage of Cost Recovery	-	-	-	100%
Full-Time Position Equivalents	-	-	-	18.0

Program Performance Measures	FY10 Actual	Revised FY11	Projected FY11	Adopted FY12
Sales Activity: Number of Room Nights	-	-	-	200,000
Sales Activity: Number of Customer Contacts	-	-	-	1,000,000
Percentage of Local and Outside Industry Partners Satisfied with CVB Programs and Staff Knowledge	-	-	-	95%



Budget Timeline

Budget Timeline

February

February 16:
OMB conducts
FY2013 Budget
kickoff meeting

March

March 16:
FY2013 budget
submissions due to OMB
(except Const. Officers)

March 31:
FY2013 CIP budget
submissions due to OMB

April

April :
Community outreach

Budget Timeline

May

May 1:

Budget submissions for
Constitutional Officers due to OMB

May 10 and 15:

Budget Information Sessions –
Constitutional Officers

May 17:

Budget Information Sessions –
Capital Improvement Program

May 24:

Budget Information Sessions –
Independent Agencies

June

June 1:

Property Appraiser delivers
preliminary Estimates of
Taxable Values

June:

Budget Information
Sessions – as needed

Budget Timeline

July

July 1:

Property Appraiser certifies
Estimates of Taxable Values

July 10:

County Administrator presents
FY2013 Proposed Budget

July 17:

BCC Feedback Regarding
FY2013 Proposed Budget

July 26:

Budget Recap and Discussion to
Finalize proposed millage rates for
inclusion in the TRIM notice

August

August 3:

Property Appraiser is notified
of proposed millage rates for
development of TRIM notices

August:

Budget Information
Sessions – as needed

August 20: TRIM notices
mailed to all property owners

Budget Timeline

September

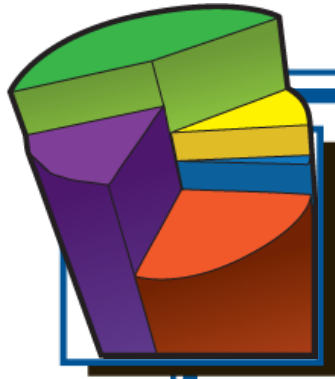
September 6: 1st Public Hearing – BCC adopts **tentative** FY2012 millage rates and budgets

September 18: 2nd Public Hearing – BCC adopts **final** FY2012 millage rates and budgets

October

October 1: Beginning of fiscal year 2013





Citizens' Guide to the Budget

www.pinellascounty.org



FY2012
Annual Operating and Capital Budget

