

# County Administrator Agency Organization Department Summary

The County Administrator section presents the majority of the Board's operating departments. These departments provide a variety of services to both the public and to other County departments.

<b>Department Name</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Request</b>
Airport Department	17,826,272	32,908,090	33,565,600
Animal Services Department	3,723,060	4,269,440	4,579,740
Building and Development Review Services Department	5,115,467	9,055,160	12,308,950
Communications Department	2,110,061	2,213,670	2,243,600
County Administrator Department	1,335,234	1,462,820	1,069,880
Economic Development Department	1,660,378	1,788,610	1,828,340
Emergency Management Department	885,739	1,082,460	1,022,230
Environment And Infrastructure Department	307,541,322	578,796,800	607,576,530
Health and Community Services Department	77,680,492	93,661,890	85,429,150
Office of Management & Budget Department	1,005,429	1,142,250	1,192,490
Parks and Conservation Resources Department	19,952,927	21,434,960	21,239,650
Purchasing Department	1,383,544	1,451,920	1,446,060
Real Estate Management Department	46,194,122	58,404,620	58,269,910
Risk Financing Administration Department	1,247,895	1,177,330	1,577,880
Safety and Emergency Services Department	96,213,865	126,216,810	137,587,030
Strategic Planning and Initiatives Department	2,656,879	2,627,960	2,876,980
Tourist Development Council Department	27,207,246	34,413,280	39,021,330
<b>Total</b>	<b>613,739,931</b>	<b>972,108,070</b>	<b>1,012,835,350</b>



# AIRPORT

## Department Mission:

St. Pete-Clearwater International Airport (PIE) is a Tampa Bay commercial service airport operating as a self-sustaining enterprise, providing safe, customer-friendly services, and facilities supporting economic growth.

## Description:



County property tax revenue is used for the operations of the St. Petersburg-Clearwater International Airport.

The St. Petersburg-Clearwater International Airport is responsible for operating and maintaining the runways, buildings, equipment, and vehicles belonging to the Airport, and providing aviation 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 airlines, passengers, tenants, Transportation Security Administration, and the U.S. Customs Service. The Airport's FY14 budget, based on 900,000 total passengers, is expected to serve approximately 875,000 total passengers in FY13. The Airport is entirely self-supporting by its own user fees, and Federal and State Grant revenue. No Pinellas

## Analysis:

The FY14 Operating Budget for the Airport reflects an increase of \$450,620 or 4.9% from the FY13 Revised Budget. The Aviation Services program increased \$613,440 or 8.3%. This increase is due to the Airport's engagement in marketing to expand both domestic and international passenger airline service; marketing support for Allegiant, Vision, and Canadian Airlines; and marketing incentives to entice new air service. Also, budgeted is an increase for contract custodial services. The Real Estate program budget decreased by \$162,820 or 9.1%. This reflects an expenses shift between the two programs.

The FY14 Airport Capital Budget decreased by \$3.5 million from FY13 Revised Budget. This mirrors the expected construction revenues for FY14.

## Budget by Program

Airport Capital Projects Program			
Funding for capital improvement projects associated with the Airport infrastructure.			
Budget Summary			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
Airport	9,459,408	12,360,000	8,890,000
<b>Program Total</b>	<b>9,459,408</b>	<b>12,360,000</b>	<b>8,890,000</b>

Airport Real Estate			
Ensures that FAA lease requirements are followed, oversees and negotiates leases with tenants and future development of the Airport			
Budget Summary			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
Airport	1,560,863	1,797,700	1,634,880
<b>Program Total</b>	<b>1,560,863</b>	<b>1,797,700</b>	<b>1,634,880</b>
<b>FTE (Full-Time Equivalent Positions)</b>		8.5	8.5
Performance Measures	FY12 Actual	FY13 Estimate	FY14 Target
Increase in Ground Lease Income	\$ (83,360)*	\$49,000	\$41,000
* NOTE: The FY12 decrease in ground lease income from FY 11 was the result of an industrial tenant making a duplicate payment of their annual rent in FY 11.			

## AIRPORT

Aviation Services			
All facets of day-to-day aviation activities			
Budget Summary			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
Airport	6,806,002	7,423,350	8,036,790
<b>Program Total</b>	<b>6,806,002</b>	<b>7,423,350</b>	<b>8,036,790</b>
<b>FTE (Full-Time Equivalent Positions)</b>		46.5	46.5
Performance Measures	FY12 Actual	FY13 Estimate	FY14 Target
Airport Profit (Total Airport)	\$1,571,792	\$514,677	\$422,530
Total Number of Airline Passengers	852,442	875,000	900,000

Reserves			
Oversees the management and allocation of the county's financial reserves.			
Budget Summary			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
Airport	0	11,327,040	15,003,930
<b>Program Total</b>	<b>0</b>	<b>11,327,040</b>	<b>15,003,930</b>

Department Budget Summary			
Expenditures by Program			
Program	FY12 Actual	FY13 Revised Budget	FY14 Budget
Airport Capital Projects	9,459,408	12,360,000	8,890,000
Airport Real Estate	1,560,863	1,797,700	1,634,880
Aviation Services	6,806,002	7,423,350	8,036,790
Reserves	0	11,327,040	15,003,930
<b>Total Expenditures</b>	<b>17,826,273</b>	<b>32,908,090</b>	<b>33,565,600</b>
Expenditures by Fund			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
Airport	17,826,273	32,908,090	33,565,600
<b>Total Expenditures</b>	<b>17,826,273</b>	<b>32,908,090</b>	<b>33,565,600</b>

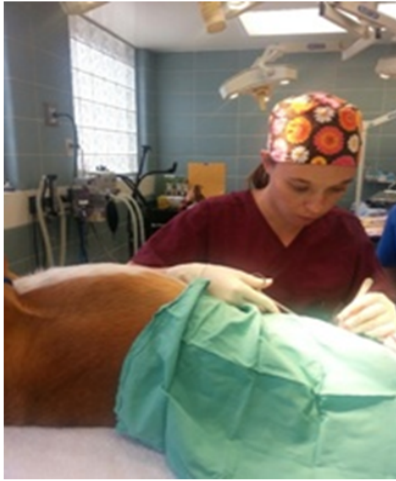
Personnel Summary by Program and Fund			
Program	Fund	FY13 Revised Budget	FY14 Budget
Airport Capital Projects	Airport	0.0	0.0
Airport Real Estate	Airport	8.5	8.5
Aviation Services	Airport	46.5	46.5
Reserves	Airport	0.0	0.0
<b>Total FTEs (Full-Time Equivalent Positions)</b>		<b>55.0</b>	<b>55.0</b>

## ANIMAL SERVICES

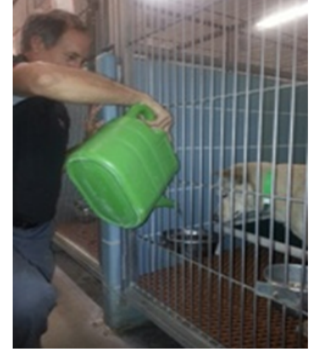
### Department Mission:

To ensure animal related health, welfare and safety for citizens of Pinellas County.

### Description:



**Pinellas County Animal Services (PCAS)** is the largest open admission shelter for dogs and cats in Pinellas County and is centrally located in Largo, FL. PCAS has an important mission to protect the health and safety of both human and animal residents of our county. PCAS provides many services including rabies control, animal bite investigation, dangerous dog investigation, pet licensing, kennel permitting, code enforcement, and cruelty investigation. The organization sees education as a high priority and furthers this by reaching out to our community and through partnerships with St. Petersburg College Veterinary Technology program and veterinary schools from around the world. PCAS strives to reunite stray animals with their owners and place unclaimed animals using a combination of adoption, rescue and fostering (ARF Program) through community partnerships with SCPA Tampa Bay, Humane Society of Pinellas, and more than 50 rescue groups. PCAS



has a strong volunteer base that is passionate about the animals in the shelter. PCAS provides many opportunities for the community to participate in its mission through adoption, donation and volunteerism.

### Analysis:

The FY14 Animal Services General Fund total budget reflects an increase of \$112,400 or 2.8% from the FY13 Revised Budget. The Animal Shelter program reflects an increase of \$71,970 or 5.2% due to increased operating costs. The Veterinary Services program increased \$52,020 or 7.9%. A veterinary technician position is added in the FY14 budget to allow for weekend medical coverage for shelter animals. Slight changes to Enforcement, Rabies Control and Licensing and Volunteer Services totaled a decrease of \$11,590 or 0.6% for FY14.

The FY14 Animal Services Animal Welfare Trust Fund for the Animal Shelter program increased \$193,900 of which \$176,390 of this increase is due to budgeting additional Animal Welfare Trust funds into the program so it is available if needed. Animal Welfare Trust funds are only expensed via the disbursement criteria established for the Fund, such as use for special needs animals and for enhancements to shelter care. As a result the program increase is \$17,510 or 13.3% based on anticipated costs in FY14.

The FY14 Animal Services **total** budget reflects an increase of \$310,300 or 7.3% from the FY13 Revised Budget.

### Budget by Program

<b>Animal Shelter</b>			
Program includes kennel, adoptions, customer service, impounds, reclaims, inquiries, and public assistance.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	1,948,848	1,374,520	1,446,490
Animal Welfare Trust		131,520	325,420
<b>Program Total</b>	<b>1,948,848</b>	<b>1,506,040</b>	<b>1,771,910</b>
<b>FTE (Full-Time Equivalent Positions)</b>		20.4	19.6
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Number of animals impounded	11,846	11,500	11,000
Percentage of live release rates on dogs.	64.0%	65.0%	70
Percentage of live release rates on cats.	38.0%	40.0%	50.0%
Percentage of live release rates on dogs and cats.	47.0%	49.0%	52.0%

## ANIMAL SERVICES

<b>Field Enforcement</b>			
Program regulates the quality of animal welfare and code enforcement, pet dealers and kennels permits and inspections. Citizen calls are taken and processed based on priority to protect public health and safety.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	1,378,885	1,477,620	1,475,370
Animal Welfare Trust	0	0	1,000
<b>Program Total</b>	<b>1,378,885</b>	<b>1,477,620</b>	<b>1,476,370</b>
<b>FTE (Full-Time Equivalent Positions)</b>		19.0	19.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Number of animal-related complaints per year	15,974	15,500	15,000
Number of calls completed per day	40	38	38
Number of citations issued annually	910	1,000	1,050
Number of pet dealer inspections	397	420	420

<b>Rabies Control &amp; Licensing</b>			
Program includes licensing, rabies and bite control sections. Personnel assigned work with veterinarians, Health Department, and other public and private organizations.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	310,076	420,670	420,110
Animal Welfare Trust	0	0	1,000
<b>Program Total</b>	<b>310,076</b>	<b>420,670</b>	<b>421,110</b>
<b>FTE (Full-Time Equivalent Positions)</b>		3.0	3.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Number of animal bites recorded	2,110	2,150	2,150
Number of annual quarantines	1,992	1,950	1,950
Number of licenses issued	97,001	96,000	96,000
Number of terrestrial positive cases	0	0	0

## ANIMAL SERVICES

<b>Veterinary Services</b>			
Coordinates and provides medical and behavioral care and evaluation for impounded animals; coordinates and supports an active foster program; provides rabies vaccinations, microchips and limited low cost spay/neuter surgery for Pinellas County citizens.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	1,551	660,900	712,920
Animal Welfare Trust	83,701	114,990	115,990
<b>Program Total</b>	<b>85,252</b>	<b>775,890</b>	<b>828,910</b>
<b>FTE (Full-Time Equivalent Positions)</b>		5.0	6.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Number of surgeries performed annually	3,629	3,800	4,000
Total number of vaccines per fiscal year	10,763	10,000	10,000
Number of animals fostered annually	1,026	1,010	1,200

<b>Volunteer Services</b>			
Promotion and coordination of volunteer opportunities throughout the county.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	0	85,220	76,440
Animal Welfare Trust	0	4,000	5,000
<b>Program Total</b>	<b>0</b>	<b>89,220</b>	<b>81,440</b>
<b>FTE (Full-Time Equivalent Positions)</b>		1.5	1.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Number of volunteers assisting at Animal Services	90	105	130
Outreach: Number of encounters at special events promoting responsible pet ownership and reaching out to public.	6,400	6,800	7,200
Number of volunteer hours logged	n/a	25,000	26,000

## ANIMAL SERVICES

Department Budget Summary			
Expenditures by Program			
Program	FY12 Actual	FY13 Revised Budget	FY14 Budget
Animal Shelter	1,948,848	1,506,040	1,771,910
Enforcement	1,378,885	1,477,620	1,476,370
Rabies Control & Licensing	310,076	420,670	421,110
Veterinary Services	85,252	775,890	828,910
Volunteer Services	0	89,220	81,440
<b>Total Expenditures</b>	<b>3,723,061</b>	<b>4,269,440</b>	<b>4,579,740</b>
Expenditures by Fund			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
General Fund	3,639,360	4,018,930	4,131,330
Animal Welfare Trust	83,701	250,510	448,410
<b>Total Expenditures</b>	<b>3,723,061</b>	<b>4,269,440</b>	<b>4,579,740</b>

Personnel Summary by Program and Fund			
Program	Fund	FY13 Revised Budget	FY14 Budget
Animal Shelter	General Fund	19.8	19.0
Animal Shelter	Animal Welfare Trust	0.6	0.6
Enforcement	General Fund	19.0	19.0
Rabies Control & Licensing	General Fund	3.0	3.0
Veterinary Services	General Fund	5.0	6.0
Volunteer Services	General Fund	1.5	1.0
<b>Total FTEs (Full-Time Equivalent Positions)</b>		<b>48.9</b>	<b>48.6</b>



## BUILDING AND DEVELOPMENT REVIEW SERVICES

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### Department Mission:

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Pinellas County Building and Development Review Services (BDRS) engages in the mission of regulating the built environment. This starts with the review of development plans and the initial construction, followed by periodic redevelopment, restorations and maintenance.

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### Description:

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The Building and Development Review Services Department provides Building Inspection and Development Review Services to the County's unincorporated area,

and by contract to several Pinellas municipalities. The combination of two services, Building and Development Review, is intended to provide a seamless flow in the development permitting process along with a simplified point of contact for customers. The primary functions of the Department's business units are described below:

**Building Inspection** reviews construction plans and inspects construction projects in progress at various intervals. Plans are reviewed for compliance with building, electrical, plumbing, gas, mechanical, energy, and safety codes. Pursuant to a successful review, permits are issued for construction. Once construction begins, code-required site inspections are conducted for compliance with the codes. These inspections continue until construction is completed and the building is certified for occupancy, thus ensuring that buildings are constructed in a safe and sanitary manner.



**Development Review Services** provides a single, multi-disciplinary team approach to the review of applications for land development activities to ensure the quickest, most efficient, effective and coordinated review possible in accordance with the purpose and intent of the County's Growth Management regulations



During FY13, the **Code Enforcement** function of BDRS was shifted to the new Health and Community Services Department. For ease of comparison, all of the Code Enforcement program information is included with that Department.

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### Analysis:

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The FY14 Budget for Building and Development Review Services excluding Reserves and Transfers increased by \$703,930 or 12.7% from the FY13 Revised Budget. The costs of the Building Permit program increased by \$461,320 or 11.9%. Most of this increase can be contributed to costs for magistrate services, private building/trade inspectors to maintain "next day inspections", information technology, insurance, and the need to cross train staff.

The costs of the Development Review Services program increased by \$242,610 or 14.6%. This increase is mainly due to personnel costs. The program was significantly impacted by the "reduction in force" necessitated by the economic downturn in previous years. Development activity is returning, which is creating development review and permitting backlogs; therefore the FY14 budget includes the upgrade of one position, the addition of one position, and provision for the retirement of key personnel in the budget year.

The Reserves for the Fund are at 42.8%. Part of these reserves will be directed to upgrading the entire permit, tracking and field inspection technology process.

Additionally, BDRS has requested three decision packages totaling of \$481,363. One is to add building inspectors to the Building Permit program, \$284,235 of which \$40,000 is one-time expense. The second is to implement building plan scanning to the Building Permit program, \$153,418 of which \$45,000 is one-time expense. The third decision package is to add personnel to the Development Review program to ease the backlog of plan reviews, \$43,710 of recurring expenses. See the Additional Funding Requests section of the Budget Message for more information.

## BUILDING AND DEVELOPMENT REVIEW SERVICES

### Budget by Program

<b>Building Permits</b>			
Scheduling, updating and performing inspections as required by the Florida Building Code.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Building & Development Review Services	3,180,264	3,873,740	4,335,060
<b>Program Total</b>	<b>3,180,264</b>	<b>3,873,740</b>	<b>4,335,060</b>
<b>FTE (Full-Time Equivalent Positions)</b>		37.5	37.2
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of Building Code inspections completed (per 100) by the next working day	95.0%	95.0%	95.0%
Percentage of Commercial Plan Reviews completed (per 100) within 30 days	70.0%	70.0%	70.0%
Percentage of Residential Plan Reviews completed (per 100) within 30 days	70.0%	70.0%	70.0%
Percentage of costs recovered by revenue	100%	100%	100%

<b>Development Review Services</b>			
Interdisciplinary review of site plans including review of code compliance and field review as necessary.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Building & Development Review Services	1,935,203	1,664,690	1,907,300
<b>Program Total</b>	<b>1,935,203</b>	<b>1,664,690</b>	<b>1,907,300</b>
<b>FTE (Full-Time Equivalent Positions)</b>		16.3	16.6
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Site plan review complaints per 100 site plans reviewed.	<5.0%	<5.0%	5.0%
Percentage of (per 100) site plans reviewed within 25 calendar days of submittal.	100%	100%	100%
Percentage of customer service complaints at the permit/public service desks per 100 customers served	<5.0%	<5.0%	<5.0%
Number of drainage complaints (per 100) investigated and responded to within two days	100%	100%	100%
Number of Tree Inspections (per 100) performed within two days of receiving permit request	80.0%	80.0%	80.0%

<b>Reserves</b>			
Oversees the management and allocation of the county's financial reserves.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Building & Development Review Services	0	3,516,730	5,267,700
<b>Program Total</b>	<b>0</b>	<b>3,516,730</b>	<b>5,267,700</b>

## BUILDING AND DEVELOPMENT REVIEW SERVICES

Department Budget Summary			
Expenditures by Program			
Program	FY12 Actual	FY13 Revised Budget	FY14 Budget
Building Permits	3,180,264	3,873,740	4,335,060
Development Review Services	1,935,203	1,664,690	1,907,300
Reserves	0	3,516,730	5,267,700
Transfer (to General Fund)	0	0	798,890
<b>Total Expenditures</b>	<b>5,115,467</b>	<b>9,055,160</b>	<b>12,308,950</b>
Expenditures by Fund			
Program	FY12 Actual	FY13 Revised Budget	FY14 Budget
Building & Development Review Services	5,115,467	9,055,160	12,308,950
<b>Total Expenditures</b>	<b>5,115,467</b>	<b>9,055,160</b>	<b>12,308,950</b>

Personnel Summary by Program and Fund			
Program	Fund	FY13 Revised Budget	FY14 Budget
Building Permits	Building & Development Review Services	37.5	37.2
Development Rvw Svcs	Building & Development Review Services	16.3	16.6
<b>Total FTEs (Full-Time Equivalent Positions)</b>		<b>53.8</b>	<b>53.8</b>



# COMMUNICATIONS

## Department Mission:

Effectively communicating Pinellas County government issues, services and functions to the public.

## Description:



The Communications Department provides strategic communication services to the Board of County Commissioners, County Administration and county departments. A menu of services is provided to constitutional officers and enterprise departments. The full range of services provided include: media relations, public education and outreach, broadcasting live meetings on PCC-TV, video production (instructional videos, Web videos, etc.), meeting and event support (planning, audio, video and media), marketing, design of public education materials, Web page design and management, and Courthouse Information Desk management. The Communications Department provides disaster-related public education and is the lead on emergency communications and media relations during storms and county emergencies.



## Analysis:

The FY2014 Communications total budget increased \$29,930 (1%) over FY2013. Increased personnel cost for county-wide salary and benefit increases were offset by reductions in Intergovernmental Charges for PC lease and risk financing. One notable change within the Communications budget is the elimination of a recently vacant position. Funding for the broadcast engineering position was moved into a Professional Services contract and Repair & Maintenance, with no net change in the budget.

## Budget by Program

### County Organization Support

As an internal support department, the Communications Department provides services required by the Board of County Commissioners, county administrator, department directors and staff, constitutional officers and independent agencies within the county structure. We create and execute communications/marketing plans; produce online forums and utilize internal communication vehicles; provide media relations and media training; perform spokesperson function; produce videos, animation, brochures, posters and other graphics; design, restructure and maintain the county website in partnership with Business Technology Services (BTS); provide support for crisis communications, consult on issues and provide other communication-related services.

### Budget Summary

Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
General Fund	993,338	1,321,310	1,259,800
<b>Program Total</b>	<b>993,338</b>	<b>1,321,310</b>	<b>1,259,800</b>
<b>FTE (Full-Time Equivalent Positions)</b>		13.7	12.7
Performance Measures	FY12 Actual	FY13 Estimate	FY14 Target
Projects completed on time	99.7%	99.9%	99.9%
Project surveys	100%	100%	100%

## COMMUNICATIONS

Public Information			
As an external communications provider, the department engages directly with citizens through such tools as social media, traditional and online media outlets, public information networks, online and in-person forums and web-based multi-media platforms. We also provide general and crisis-oriented public information through various means. The engagement of a two-way conversation with the community is an evolving process, enabling the team to innovate electronically and utilize creative opportunities to interface with stakeholders on the front line.			
Budget Summary			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
General Fund	1,116,723	892,360	983,800
<b>Program Total</b>	<b>1,116,723</b>	<b>892,360</b>	<b>983,800</b>
<b>FTE (Full-Time Equivalent Positions)</b>		9.9	9.9
Performance Measures	FY12 Actual	FY13 Estimate	FY14 Target
Stories Pitched - Stories Placed	67.0%	70.0%	85.0%
Mobile web usage	460,500	800,000	1,000,000
Calls reduced through use of Technology	27,720	14,650	6,920

Department Budget Summary			
Expenditures by Program			
Program	FY12 Actual	FY13 Revised Budget	FY14 Budget
County Organization Support	993,338	1,321,310	1,259,800
Public Information	1,116,723	892,360	983,800
<b>Total Expenditures</b>	<b>2,110,061</b>	<b>2,213,670</b>	<b>2,243,600</b>
Expenditures by Fund			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
General Fund	2,110,061	2,213,670	2,243,600
<b>Total Expenditures</b>	<b>2,110,061</b>	<b>2,213,670</b>	<b>2,243,600</b>

Personnel Summary by Program and Fund			
Program	Fund	FY13 Revised Budget	FY14 Budget
County Organization Support	General Fund	13.7	12.7
Public Information	General Fund	9.9	9.9
<b>Total FTEs (Full-Time Equivalent Positions)</b>		<b>23.6</b>	<b>22.6</b>

## COUNTY ADMINISTRATION

### Description:

The County Administrator is the Chief Administrative Officer in the County as provided for in the Pinellas County Home Rule Charter. In this capacity, the County Administrator implements the policy directives of the Board of County Commissioners. It is the County Administrator's responsibility to provide leadership and management direction to the organization. The County Administrator directs and controls the activities of 19 departments to ensure efficient and effective delivery of services.



### Analysis:

The County Administrator's FY2014 budget of \$1,069,880 reflects a decrease of \$392,940 or 27% from the FY2013 budget. Of this amount, Personal Services decreased by \$284,330 or 23% due to a restructuring and elimination of two Assistant County Administrator positions. Operating Expenses decreased by \$108,110 or 52% due to a decrease in Risk intergovernmental charges and a decrease in other contractual service expenditures.

### Budget by Program

<b>County Administration Program</b>			
County Administration manages the business of county government and implements the policies and decisions of the Board of County Commissioners (BCC).			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	1,278,868	1,252,790	877,770
<b>Program Total</b>	<b>1,278,868</b>	<b>1,252,790</b>	<b>877,770</b>
<b>FTE (Full-Time Equivalent Positions)</b>		6.8	5.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of BCC workforce categories meeting diversity goals	-	100%	100%
Ranking for General Obligation debt service per capita among 5 comparable Florida counties (1=lowest, 5=highest) (1)	1	1	1
Ranking for property taxes per capita among 5 comparable Florida counties (1=lowest, 5=highest) (2)	2	2	1

<b>Countywide Support Intergovernmental Services</b>			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	56,366	210,030	192,110
<b>Program Total</b>	<b>56,366</b>	<b>210,030</b>	<b>192,110</b>
<b>FTE (Full-Time Equivalent Positions)</b>		0.7	1.0

## COUNTY ADMINISTRATION

Department Budget Summary			
Expenditures by Program			
Program	FY12 Actual	FY13 Revised Budget	FY14 Budget
County Administration Program	1,278,868	1,252,790	877,770
Countywide Support Intergovernmental Services	56,366	210,030	192,110
<b>Total Expenditures</b>	<b>1,335,234</b>	<b>1,462,820</b>	<b>1,069,880</b>
Expenditures by Fund			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
General Fund	1,335,234	1,462,820	1,069,880
<b>Total Expenditures</b>	<b>1,335,234</b>	<b>1,462,820</b>	<b>1,069,880</b>

Personnel Summary by Program and Fund			
Program	Fund	FY13 Revised Budget	FY14 Budget
County Administration Program	General Fund	6.8	5.0
Countywide Support Intergovernmental Services	General Fund	0.7	1.0
<b>Total FTEs (Full-Time Equivalent Positions)</b>		<b>7.5</b>	<b>6.0</b>



## ECONOMIC DEVELOPMENT

### Department Mission:

Retaining existing businesses and encourage entrepreneurship while cultivating business success and expansion; attracting new high-quality, high-wage and diversified employment to Pinellas County; improving the business climate in Pinellas County, while preserving our quality of life; serving as a liaison, partner, facilitator, advocate and provider among public agencies, private companies, business associations and educational institutions, to deliver strong, fast, efficient and effective support to Pinellas County businesses in a "Team Pinellas" format; facilitating availability of a trained, entrepreneurial, and productive workforce, to assure a vital and diversified Pinellas County economy.

### Description:



Pinellas County Economic Development (PCED) works with existing businesses to encourage expansion and seeks to attract new companies with high-wage job opportunities. Through investment tools, professional courses and business counseling sessions, and local, regional and statewide partnerships, PCED fosters a pro-business climate in Pinellas County, Florida.

In the coming budget year, PCED's primary Strategic Focus Areas will be to: Attract and Retain High Quality Jobs; Ensure Adequate Sites for Business & Industry, and Maximize Investment from State, Federal and Private Sources.

### Analysis:

The FY14 Budget for Economic Development increased by \$39,730 or 2.2% from the FY13 Revised Budget. The FY14 Business Retention, Expansion and Attraction program budget increased by \$24,290 or 1.8%. This reflects the transfer of the County's Foreign Trade Zone (FTZ) program from the Star Center to Economic Development during FY13. The Small Business Development Center is supported with funding from Worknet Pinellas and the University of South Florida (USF). The funding from USF requires program income, collected in class fees, to be reinvested into the Center. A \$15,200 increase or 5.0% in the Small Business Assistance program reflects this reinvestment into the SBDC. The FY14 Incentive Program budget increases slightly, \$240 from FY13. This increase is based on an analysis that all active incentive projects achieve 80% of their identified jobs / wage goals for FY14.

### Budget by Program

<b>Business Retention Expansion &amp; Attraction</b>			
Funding to expand and retain the existing industry base, and attract targeted and primary industries to Pinellas County, including workforce development and the Industrial Development Authority.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	1,343,045	1,322,910	1,347,200
<b>Program Total</b>	<b>1,343,045</b>	<b>1,322,910</b>	<b>1,347,200</b>
<b>FTE (Full-Time Equivalent Positions)</b>		11.9	11.9
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Number of new jobs announced through incentive programs	818	500	500
Number of qualified prospects/leads	112	100	100
Dollar amount awarded for PCED facilitated training grants received	770,711	500,000	500,000

## ECONOMIC DEVELOPMENT

<b>Incentive Programs</b>			
Funding for incentive programs including the Qualified Target Industry (QTI) Tax Refund Program			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	37,825	162,830	163,070
<b>Program Total</b>	<b>37,825</b>	<b>162,830</b>	<b>163,070</b>
<b>FTE (Full-Time Equivalent Positions)</b>		0.0	0.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Projected direct and indirect wages per County QTI incentive dollar	182	100	100

<b>Small Business Assistance</b>			
Funding for small business assistance including the Small Business Development Center (SBDC) and the Small Business Enterprise (SBE) program, including classes, workshops, individual counseling and technical assistance with financing and other needs.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	279,510	302,870	318,070
<b>Program Total</b>	<b>279,510</b>	<b>302,870</b>	<b>318,070</b>
<b>FTE (Full-Time Equivalent Positions)</b>		3.0	3.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Number of core consulting service hours provided by Certified Business Analyst (CBA)	n/a	n/a	15,000
Number of jobs created or retained by clients receiving services by Certified Business Analyst (CBA)	n/a	n/a	300
Percentage of participants surveyed rating the SBDC class content as relevant	92.0%	85.0%	85.0%
Number of qualified SBE Program prospects	98	105	105

## ECONOMIC DEVELOPMENT

Department Budget Summary			
Expenditures by Program			
Program	FY12 Actual	FY13 Revised Budget	FY14 Budget
Business Retention, Expansion & Attraction	1,343,045	1,322,910	1,347,200
Incentive Grants	37,825	162,830	163,070
Small Business Assistance	279,510	302,870	318,070
<b>Total Expenditures</b>	<b>1,660,380</b>	<b>1,788,610</b>	<b>1,828,340</b>
Expenditures by Fund			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
General Fund	1,660,380	1,788,610	1,828,340
<b>Total Expenditures</b>	<b>1,660,380</b>	<b>1,788,610</b>	<b>1,828,340</b>

Personnel Summary by Program and Fund			
Program	Fund	FY13 Revised Budget	FY14 Budget
Business Retention, Expansion & Attraction	General Fund	11.9	11.9
Incentive Grants	General Fund	0.0	0.0
Small Business Assistance	General Fund	3.0	3.0
<b>Total FTEs (Full-Time Equivalent Positions)</b>		<b>14.9</b>	<b>14.9</b>



## EMERGENCY MANAGEMENT

### Department Mission:

To provide information, guidance and coordination to all citizens, visitors, partner jurisdictions and agencies to prepare them to survive and be resilient in response to all hazards; preserving lives, property and communities.

### Description:

The Department of Emergency Management is responsible for providing effective and orderly government control and coordination of emergency operations in disasters resulting from natural, manmade or accidental causes. The Department is responsible for developing and maintaining Comprehensive Emergency Plans for all potential hazards and coordinating these plans with all municipalities, County departments and Federal/State disaster response agencies. The Department maintains and manages the County's Emergency Operation Center (EOC) during response and recovery disaster operations.



### Analysis:

The FY2014 total budget for the Emergency Management Department decreased \$60,230, or 6% from its FY2013 budget. This decrease reflects a reduction of \$117,010 due to a one-time grant award in FY13 for new Web-based software for the Emergency Operations Center. The FY14 grant reduction is offset by increases for PC replacement and the addition of one part-time position (\$21K). The new position is dedicated to the review of Health Care Facility Plans and is expected to be cost neutral as revenues increase due to recent changes in the billing process.

### Budget by Program

<b>Comprehensive Emergency Management</b>			
By virtue of Federal, State and Local Laws, this program provides the bulk of the work necessary for protection of life and property. It consists of actions and activities that prepare for, prevent, recover from, and mitigate disasters and/or emergencies (e.g. hurricanes, tornadoes, terrorist attacks, hazardous materials, floods, etc.) within Pinellas County.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	885,739	1,082,460	1,022,230
<b>Program Total</b>	<b>885,739</b>	<b>1,082,460</b>	<b>1,022,230</b>
<b>FTE (Full-Time Equivalent Positions)</b>		10.8	11.1
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of 345 healthcare facility plan annual reviews & 75 extremely Hazardous Material facility annual inspections completed in required timeframes	100%	100%	100%
Percentage of Hurricane Evacuation Center Spaces available versus need	83.0%	83.0%	87.0%
Percentage of County staff fully NIMS compliant (National Incident Management System).	75.0%	85.0%	90.0%
Operational Preparedness for Emergency Notification & Warning with Tools considered to be "Best Practice" levels of readiness	100%	98.0%	100%
Percentage of County departments with completed Continuity of Operations Plans	85.0%	85.0%	95.0%
Comprehensive Emergency Management Plan Compliance	100%	100%	100%

## EMERGENCY MANAGEMENT

Department Budget Summary			
Expenditures by Program			
Program	FY12 Actual	FY13 Revised Budget	FY14 Budget
Comprehensive Emergency Management Plan	885,739	1,082,460	1,022,230
<b>Total Expenditures</b>	<b>885,739</b>	<b>1,082,460</b>	<b>1,022,230</b>
Expenditures by Fund			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
General Fund	885,739	1,082,460	1,022,230
<b>Total Expenditures</b>	<b>885,739</b>	<b>1,082,460</b>	<b>1,022,230</b>

Personnel Summary by Program and Fund			
Program	Fund	FY13 Revised Budget	FY14 Budget
Comprehensive Emergency Mgmt Plan	General Fund	10.8	11.1
<b>Total FTEs (Full-Time Equivalent Positions)</b>		<b>10.8</b>	<b>11.1</b>

## ENVIRONMENT AND INFRASTRUCTURE

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### Department Mission:

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The Department of Environment and Infrastructure is the foundation for providing essential products and services that are critical to economic growth, public health and safety, quality of life and the natural environment of our community.

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### Description:

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The Department of Environment and Infrastructure (DEI) reflects the merger that took place in October 1, 2011. The merger consisted of the consolidation of the Pinellas County Department of Public Works and Transportation, the Pinellas County Utilities Department, and part of the former Pinellas County Department of Environmental Management. DEI provides capital assets and services for water, wastewater, solid waste, transportation, drainage, surface water quality, vegetation management and mosquito control.



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### Analysis:

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**The Department of Environment and Infrastructure (DEI)** is organized into three operating divisions: Transportation & Stormwater, Water & Sewer, and Solid Waste; and two support divisions: Engineering & Technical Support and Administration & Business Support.

**The FY2014 total budget** across all divisions reflects a net increase of \$28.8M or 5.0% vs. FY2013. The primary driver was an increase of \$47.4M or 29.7% in reserves, including \$54.0M or 61.7% in Solid Waste funds. Excluding transfers and reserves, the total budget decreased \$3.1M or 1.0% due to lower expenditures in Water and Sewer, as outlined below. For information regarding capacity building initiatives throughout DEI, please refer to the Management Initiatives section of the Budget Message.

**General Fund** - The General Fund expenditures for DEI reflect a decrease \$2,442,010 or 16.7% primarily due to shifting expenditures to the proposed surface water utility fund.

**Transportation Trust Fund** - The Transportation Trust Fund reflects a decrease of \$1,046,190 or 2.4% primarily due to shifting expenditures to the proposed surface water utility fund. Excluding reserves, the decrease is \$3,977,160 or 13.0%. The FY2014 Transportation Trust Fund reserve total is \$15,161,500 or 36.3% of the fund. For additional details, please refer to the fund review in the Budget Message.

**Mosquito Control State Fund** - The Mosquito Control State Fund decreased \$1,670 or 4.5% due to a reduction in Reserves. The FY2014 reserves are \$17,030 or 47.9% of the fund.

**Special Assessment Funds** - There are no projects budgeted for FY2014 in the special assessment funds.

**Surface Water Utility Fund** - This special revenue fund is proposed to be effective October 1, 2013 for surface water activities in the unincorporated areas of Pinellas County. Based on the proposed assessment fee, the total fund budget for FY2014 is \$18,713,570. For additional details regarding this fund, please refer to the Surface Water Utility Fee section of the Budget Message.

**Solid Waste Funds** - The Solid Waste Funds increased \$38,697,590 or 15.9% as a result of the Solid Waste reserves increases of \$54,022,420 or 61.7%. This increase is driven by reduced loan in FY2013 from Solid Waste reserves to the Capital Projects Fund. Excluding reserves and transfers, the Solid Waste funds increased \$1,244,470 or 1.2% The FY2014 Solid Waste Funds reserves total is \$141,594,300 or 50.3% of the overall Solid Waste Funds budget of \$281,619,640. For additional details, please refer to the fund review in the Budget Message.

**Water Funds** - The Water Funds decreased \$15,053,750 or 10.9% primarily due to a decrease of \$7,872,210 or 29.2% in reserves. Reserves are being used in FY2014 for the Keller Water Treatment improvements. Excluding reserves and transfers, the Water funds decreased \$3,034,750 or 3.0% due to less capital expenditures budgeted in FY2014. The FY2014 Water Funds Reserves total is \$19,086,320 or 15.5% of the overall Water Funds budget of \$123,204,050. For additional details, please refer to the fund review in the Budget Message.

**Sewer Funds** - The Sewer Funds decreased \$10,119,720 or 7.4% due to a decrease in Capital Outlay and Bond Construction Fund. This results from completion of the Ultra Violet improvement at the South Cross Bayou facility to comply with the Florida Department of Environmental Protection regulations as mandated by a consent order. Excluding Reserves and Transfers, the Sewer funds decreased \$13,177,980 or 16.2% primarily due to the decrease in Capital Outlay. The FY2014 Sewer Funds reserves total is \$27,996,550 or 22.0% of the overall Sewer Funds budget of \$127,414,430. For additional details, please refer to the fund review in the Budget Message.

## ENVIRONMENT AND INFRASTRUCTURE

### Budget by Program

<b>Debt Service</b>			
Administers the servicing of Pinellas County public debt.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Sewer Interest & Sinking	14,939,886	14,798,770	14,377,720
<b>Program Total</b>	<b>14,939,886</b>	<b>14,798,770</b>	<b>14,377,720</b>

<b>Environmental Services</b>			
Program responsibilities include management, operation, and maintenance of the county-wide stormwater conveyance system: permitting of docks, dredge and fill activities, removal of derelict vessels, placement and maintenance of aids to navigation in local waters, and coastal management activities.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
County Transportation Trust	0	0	1,882,450
General Fund	0	0	6,172,770
<b>Program Total</b>	<b>0</b>	<b>0</b>	<b>8,055,220</b>
<b>FTE (Full-Time Equivalent Positions)</b>		0.0	62.9
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Inspection of navigational markers per year	n/a	25.0%	33.0%
Percentage of beach profiles within project areas that meet or exceed the US Army Corps design standards	96.0%	93.0%	89.0%
Street sweeping lbs of nitrogen and phosphorous removed	n/a	408lbs / 260lbs	450lbs / 285lbs
Number of active permitted facilities not in compliance with permits	n/a	2	0

<b>Landfill and Site Operations</b>			
Landfill Contract Mgmt, Permitting & Monitoring/Reporting, Site Maintenance, Hauler Licensing, and Emergency Planning/Debris and managing the Lealman Collection District.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Solid Waste Renewal & Replacement	2,721,019	26,555,900	20,309,130
Solid Waste Revenue & Operating	9,778,166	18,630,050	18,537,980
<b>Program Total</b>	<b>12,499,185</b>	<b>45,185,950</b>	<b>38,847,110</b>
<b>FTE (Full-Time Equivalent Positions)</b>		43.3	36.9
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Number of regulatory "Notice of Violations"	0	1	0
Landfill Compaction Density (lbs/cy)	2,160	2,000	1,600
Number of well gradient readings showing outward gradient for more than 60 days.	39	28	0



## ENVIRONMENT AND INFRASTRUCTURE

<b>Mosquito Control, Vegetation Management and Urban Forestry</b>			
Program services include mosquito control best management practices through surveillance, inspection, education and target specific treatment for all areas within the political boundaries of Pinellas County. Vegetation management services include; urban forestry, maintenance of desirable vegetation in ponds and permitted sites, removal and targeted treatment of non-desirable vegetation in the right of way, ditches, ponds, county property, and parks, arterial corridors and unincorporated portions of the county.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
County Transportation Trust	3,864,211	5,280,190	3,631,340
General Fund	4,506,720	5,806,710	5,837,140
Mosquito Control State	18,400	18,400	18,500
<b>Program Total</b>	<b>8,389,331</b>	<b>11,105,300</b>	<b>9,486,980</b>
<b>FTE (Full-Time Equivalent Positions)</b>		88.5	63.4
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of tree zones completed for 7-year cyclic trimming	n/a	100%	100%
Percentage of permitted facilities in compliance related to vegetation requirements	100%	100%	100%
Percentage of initial contact for mosquito control service requests within one work day	90.0%	90.0%	90.0%
Citizens reached through mosquito control outreach program	1,000	1,000	1,000
Number of sites newly stocked and maintained with fish for Mosquito Control	100	100	100

<b>Refunds</b>			
Refunds to be made for deposits and corrections to prior billings.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Water Impact Fees	150,000	5,000	5,000
<b>Program Total</b>	<b>150,000</b>	<b>5,000</b>	<b>5,000</b>

## ENVIRONMENT AND INFRASTRUCTURE

<b>Reserves</b>			
Oversees the management and allocation of the county's financial reserves.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
County Transportation Trust	0	12,230,530	15,161,500
Mosquito Control State	0	18,800	17,030
Sewer Interest & Sinking	0	1,919,860	5,581,510
Sewer Renewal & Replacement	0	20,139,920	14,736,730
Sewer Revenue & Operating	0	8,116,560	7,678,310
Solid Waste Renewal & Replacement	0	67,675,300	98,025,370
Solid Waste Revenue & Operating	0	19,896,580	43,568,930
Special Assessment Drainage	0	1,073,210	1,072,260
Special Assessment Dredging	0	131,950	132,500
Special Assessment Paving	0	1,329,670	1,360,980
Surface Water Utility	0	0	456,150
Water Impact Fees	0	615,390	661,820
Water Renewal & Replacement	0	10,911,500	4,237,290
Water Revenue & Operating	0	15,431,640	14,187,210
<b>Program Total</b>	<b>0</b>	<b>159,490,910</b>	<b>206,877,590</b>

<b>Sewer</b>			
This program provides for the treatment, disposal, or reuse of wastewater from over 80,000 accounts in an environmentally responsible manner in compliance with the Clean Water Act and Florida Administrative Code.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Sewer Renewal & Replacement	14,874,359	24,802,770	13,693,160
Sewer Revenue & Operating	33,867,877	38,960,560	40,031,840
Sewer Construction	538,035	2,718,600	0
<b>Program Total</b>	<b>49,280,271</b>	<b>66,481,930</b>	<b>53,725,000</b>
<b>FTE (Full-Time Equivalent Positions)</b>		219.0	233.7
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Annual cost to collect, treat and dispose wastewater	\$4.70	\$4.84	\$4.99
Reclaim water used for irrigation	n/a	>70.0%	>70.0%
Sanitary Sewer overflows (SSO's)	1.8	<3	<3
Percentage of planned vs. unplanned maintenance on the sewer system	52.6%	>70.0%	>70.0%

## ENVIRONMENT AND INFRASTRUCTURE

<b>Special Assessment Dredging</b>			
Dredging assessment projects along county maintained channels that are approved through the BCC assessment process.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Special Assessment Dredging	0	20,040	20,000
<b>Program Total</b>	<b>0</b>	<b>20,040</b>	<b>20,000</b>

<b>Special Assessment Paving</b>			
Roadway assessment projects in unincorporated areas that are approved through the BCC assessment process.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Special Assessment Paving	1,880	2,130	3,170
<b>Program Total</b>	<b>1,880</b>	<b>2,130</b>	<b>3,170</b>

<b>Streets and Bridges</b>			
Provides for the inspection, maintenance engineering, management, repair, and maintenance operation of County owned bridges and culverts. This program is also responsible for the repair and replacement of deteriorated stormwater pipes and drainage structures. Sidewalks are maintained by either replacing or grinding to alleviate trip hazards. Damaged curb and gutter, guardrail, and handrail are replaced as needed, as well as asphalt repairs on roadways around the County.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
County Transportation Trust	9,381,133	7,273,910	8,665,580
General Fund	1,180,941	157,720	91,190
<b>Program Total</b>	<b>10,562,074</b>	<b>7,431,630</b>	<b>8,756,770</b>
<b>FTE (Full-Time Equivalent Positions)</b>		73.7	61.3
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Perform preventative maintenance on County-owned bridges on a 12-month cycle	n/a	142	142
Percentage of repairs done that are recommended in the bi-annual bridge inspection report before the next inspection	n/a	90.0%	90.0%
Percentage of potholes on County roadways repaired within 72 hours of customer work request	100%	100%	100%

## ENVIRONMENT AND INFRASTRUCTURE

<b>Surface Water</b>			
The program responsibilities include management, operation and maintenance of the stormwater conveyance system within unincorporated boundaries; planning, monitoring, evaluation and implementation of Best Management Practices to improve water quality in compliance with the Clean Water Act.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
County Transportation Trust	1,177,502	4,799,050	0
General Fund	5,109,964	8,611,770	0
Surface Water Utility	0	0	18,257,420
<b>Program Total</b>	<b>6,287,466</b>	<b>13,410,820</b>	<b>18,257,420</b>
<b>FTE (Full-Time Equivalent Positions)</b>		107.2	101.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Street sweeping – pounds of nitrogen and phosphorous removed	n/a	920 / 590	2,000 / 1,000
Corrugated metal pipe – length of deficient pipe replaced or repaired	n/a	.8 miles	1.5 miles
Percentage of compliance with NPDES permit requirements	n/a	85.0%	100.0%
Number of active permitted facilities not in compliance with SWFWMD permits	n/a	32	0

<b>Transfers</b>			
Oversees the transfer of intra- and intergovernmental funds.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
County Transportation Trust	3,000,000	2,156,000	2,156,000
Sewer Revenue & Operating	24,481,590	26,077,110	31,315,160
Solid Waste Revenue & Operating	28,575,070	43,279,400	11,210,100
Solid Waste Renewal & Replacement	0	10,000,000	25,500,000
Water Certificate	0	0	2,464,670
Water Impact Fees	0	150,000	80,000
Water Revenue & Operating	7,285,750	11,205,600	4,664,140
<b>Program Total</b>	<b>63,342,410</b>	<b>92,868,110</b>	<b>77,390,070</b>

## ENVIRONMENT AND INFRASTRUCTURE

<b>Transportation Management</b>			
This program provides for design, construction, operation and maintenance of all traffic control devices for which Pinellas County has legal authority and responsibility per Florida Statute 316, State Uniform Traffic Control.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
County Transportation Trust	7,800,630	11,119,070	10,315,690
General Fund	1,670,756	53,650	86,740
<b>Program Total</b>	<b>9,471,386</b>	<b>11,172,720</b>	<b>10,402,430</b>
<b>FTE (Full-Time Equivalent Positions)</b>		72.7	74.3
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of traffic signs replaced annually (goal is 10% of County inventory)	9.5%	9.5%	9.5%
Add thermoplastic pavement marking to all roads resurfaced the previous FY	100%	100%	100%
Percentage of traffic safety studies responded on schedule (21 days)	80.0%	80.0%	80.0%
Percentage of signal timing plans evaluated or developed annually for signals operating on computerized traffic signal system	25.0%	25.0%	25.0%

<b>Waste to Energy</b>			
Waste to Energy contract management, operations monitoring, permitting, and monitoring reporting			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Solid Waste Renewal & Replacement	14,070,873	13,439,470	21,268,130
Solid Waste Revenue & Operating	31,826,504	38,371,950	37,636,580
<b>Program Total</b>	<b>45,897,377</b>	<b>51,811,420</b>	<b>58,904,710</b>
<b>FTE (Full-Time Equivalent Positions)</b>		26.6	33.2
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
WTE Rolling MW Capacity Factor	78.0%	82.0%	85.0%
Percent Punchlist Items completed by required due date.	75.0%	80.0%	90.0%
Percent of combustible waste received processed in WTE facility.	95.0%	95.0%	98.0%

## ENVIRONMENT AND INFRASTRUCTURE

<b>Waste Reduction</b>			
Education/outreach, HEC3 & mobile collections, various recycling programs, small quantity generator inspections, and reef construction.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Solid Waste Renewal & Replacement	41,611	213,980	236,430
Solid Waste Revenue & Operating	3,236,773	4,859,420	5,326,990
<b>Program Total</b>	<b>3,278,384</b>	<b>5,073,400</b>	<b>5,563,420</b>
<b>FTE (Full-Time Equivalent Positions)</b>		22.2	21.5
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percent of customers participating in waste reduction programs.	95.0%	95.0%	95.0%
County Recycling Rate w/o WTE Credits.	32.0%	33.0%	34.0%
Participation in HEC3/Mobile Collections.	44,000	46,500	50,000

<b>Water</b>			
This program provides drinking water to more than 110,000 retail and wholesale accounts in compliance with the Safe Drinking Water Act and Florida Administrative Code.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Water Renewal & Replacement	8,703,425	25,865,740	22,730,460
Water Revenue & Operating	74,738,250	74,072,930	74,173,460
<b>Program Total</b>	<b>83,441,675</b>	<b>99,938,670</b>	<b>96,903,920</b>
<b>FTE (Full-Time Equivalent Positions)</b>		200.2	200.8
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Total cost to purchase, treat and distribute potable water	\$4.14	\$4.27	\$4.39
Number of gallons of water consumption/capita/day	84	<100	<100
Percentage planned vs. unplanned maintenance on the water system	62.6%	>70.0%	>70.0%
Water service customer disruptions	3.2	<5	<5
Water main breaks	50	<50	<50

## ENVIRONMENT AND INFRASTRUCTURE

Department Budget Summary			
Expenditures by Program			
Program	FY12 Actual	FY13 Revised Budget	FY14 Budget
Debt Service - General	14,939,886	14,798,770	14,377,720
Environmental Services	0	0	8,055,220
Landfill & Site Operations	12,499,185	45,185,950	38,847,110
Mosquito Control, Vegetation Mgmt & Urban Forestry	8,389,331	11,105,300	9,486,980
Refunds	150,000	5,000	5,000
Reserves	0	159,490,910	206,877,590
Sewer	49,280,271	66,481,930	53,725,000
Special Assessment Dredging	0	20,040	20,000
Special Assessment Paving	1,880	2,130	3,170
Streets & Bridges	10,562,074	7,431,630	8,756,770
Surface Water	6,287,466	13,410,820	18,257,420
Transfers	63,342,410	92,868,110	77,390,070
Transportation Mgmt	9,471,386	11,172,720	10,402,430
Waste To Energy	45,897,377	51,811,420	58,904,710
Waste Reduction	3,278,384	5,073,400	5,563,420
Water	83,441,675	99,938,670	96,903,920
<b>Total Expenditures</b>	<b>307,541,325</b>	<b>578,796,800</b>	<b>607,576,530</b>
Expenditures by Fund			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
General Fund	12,468,381	14,629,850	12,187,840
County Transportation Trust	25,223,476	42,858,750	41,812,560
Mosquito Control State	18,400	37,200	35,530
Sewer Construction	538,035	2,718,600	0
Sewer Interest & Sinking	14,939,886	16,718,630	19,959,230
Sewer Renewal & Replacement	14,874,359	44,942,690	28,429,890
Sewer Revenue & Operating	58,349,467	73,154,230	79,025,310
Solid Waste Renewal & Replacement	16,833,503	117,884,650	165,339,060
Solid Waste Revenue & Operating	73,416,513	125,037,400	116,280,580
Surface Water Utility	0	0	18,713,570
Special Assessment Drainage	0	1,073,210	1,072,260
Special Assessment Dredging	0	151,990	152,500
Special Assessment Paving	1,880	1,331,800	1,364,150
Water Certificate	0	0	2,464,670
Water Impact Fees	150,000	770,390	746,820
Water Renewal & Replacement	8,703,425	36,777,240	26,967,750
Water Revenue & Operating	82,024,000	100,710,170	93,024,810
<b>Total Expenditures</b>	<b>307,541,325</b>	<b>578,796,800</b>	<b>607,576,530</b>

## ENVIRONMENT AND INFRASTRUCTURE

<b>Personnel Summary by Program and Fund</b>			
<b>Program</b>	<b>Fund</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Environmental Services	County Transportation Trust	0.0	46.6
Environmental Services	General Fund	0.0	16.4
Landfill & Site Operations	Solid Waste Renewal & Replacement	4.1	3.0
Landfill & Site Operations	Solid Waste Revenue & Operating	39.2	33.8
Mosquito Control, Vegetation Mgmt & Urban Forestry	County Transportation Trust	32.3	19.9
Mosquito Control, Vegetation Mgmt & Urban Forestry	General Fund	56.2	43.5
Mosquito Control, Vegetation Mgmt & Urban Forestry	Mosquito Control State	0.0	0.0
Sewer	Sewer Renewal & Replacement	19.6	22.8
Sewer	Sewer Revenue & Operating	199.4	210.9
Streets & Bridges	County Transportation Trust	72.3	60.0
Streets & Bridges	General Fund	1.4	1.3
Surface Water	County Transportation Trust	37.1	0.0
Surface Water	General Fund	70.1	0.0
Surface Water	Surface Water Utility	0.0	101.0
Transportation Mgmt	County Transportation Trust	72.5	73.0
Transportation Mgmt	General Fund	0.2	1.3
Waste To Energy	Solid Waste Renewal & Replacement	2.6	2.7
Waste To Energy	Solid Waste Revenue & Operating	24.1	30.6
Waste Reduction	Solid Waste Revenue & Operating	22.2	21.5
Water	Water Renewal & Replacement	20.9	21.0
Water	Water Revenue & Operating	179.4	179.8
<b>Total FTEs (Full-Time Equivalent Positions)</b>		<b>853.5</b>	<b>889.0</b>



## HEALTH AND COMMUNITY SERVICES

### Department Mission:

The Pinellas County Department of Health and Community Services' mission is to encourage and promote the health and self-sufficiency of low-income Pinellas County residents and to create and sustain viable neighborhoods. In partnership with our community, the Department administers and coordinates high-quality prevention, intervention, education, outreach, and enforcement services while also preserving and developing well-maintained affordable housing in safe neighborhoods. We facilitate this process by placing people first, in an effort to increase access to services, promote health, increase self-sufficiency, promote housing equality, create and sustain communities, and improve the quality of life of those who seek our services.

### Description:



The primary goal of the new department is to improve the quality of life of our residents through a multi-pronged approach, which includes improved health outcomes, improved housing conditions, target neighborhood revitalization, and programs and services, that provide financial empowerment and education. In order to best meet the strategic direction of the Board, the Department will concentrate on programs and services that assist individuals with improving their health, achieving self-sufficiency, and accessing necessary services. At the community level, the Department will produce new affordable housing, preserve the existing housing stock, promote home ownership, and support community vitality and improvement efforts. All programs and services will be provided through collaboration with community partners to ensure positive outcomes, community support, client engagement, and controlled costs.

### Analysis:

The Department of Health and Community Services (HCS) is created in FY2014 with the combination of the Departments of Health and Community Services, Justice and Community Services, Community Development, and the Code Enforcement division of the Building & Development Review Services (BDRS). The goal of the merger is to provide the County the opportunity to design programs and services around the needs of the community and better target their efforts and resources to the populations who need the greatest number of services. By combining the functions of previously separate departments, the new department can focus their efforts in a more efficient way, reducing the total cost of providing services, and reducing the duplication of efforts by both the departments and clients.

The combined department's budget for FY2014 is \$85,629,150, a decrease of \$8,032,740, or 8.6%, from the combined FY2013 budget of each department. The main sources of the savings were the State mandated payments for Medicaid Backlog (\$2.3M), the Pinellas County Health Program (\$2.9M) and various savings associated with the merger (\$971K).

The General Fund portion of the HCS budget, which makes up 71.4% of the overall budget, decreased by \$5.4M from the FY2013 budget, with almost half coming from the reduced payment to the State for the Medicaid Backlog.

The Pinellas County Health Program Fund, which provides preventative, primary and specialty care for low-income residents not eligible for other healthcare coverage such as Medicaid, decreases by \$2.9M, or 36.7% from the FY2013 budget. The revenue for this fund is provided by our community partners and can only be used for this purpose.

The Summer Food Program Fund will not be used by Pinellas County in FY2014. In FY2013, the operations and funding for this program, which provides meals for children during the months when schools are not in session during summer break, was transferred to the Pinellas County Public Schools. The funds remaining are in the process of being returned to the State of Florida, as required by the Florida Department of Agriculture and Consumer Services.

### CODE ENFORCEMENT: Budget by Program

Code Enforcement			
Enforcement of county codes regulating trash, debris, excessive overgrowth and lot clearing; zoning / sign enforcement; inoperative and prohibited vehicle enforcement; minimum standard housing enforcement; noise enforcement; and special magistrate process.			
Budget Summary			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
General Fund	1,152,380	1,346,360	1,546,730
Building and Development Review Services	2,257	0	0
<b>Program Total</b>	<b>1,154,637</b>	<b>1,346,360</b>	<b>1,546,730</b>
<b>FTE (Full-Time Equivalent Positions)</b>		13.8	14.0

## HEALTH AND COMMUNITY SERVICES

### COMMUNITY DEVELOPMENT: Budget by Program

Community Development Programs for FY12			
Programs used in FY12 were discontinued beginning in FY13. Below is a summary of expenditures by fund.			
Budget Summary			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
General Fund	445,117	0	0
Community Development Grant	12,041,269	0	0
SHIP	1,579,438	0	0
Community Housing Trust	398,985	0	0
<b>Program Total</b>	<b>14,464,809</b>	<b>0</b>	<b>0</b>

Community Housing			
Strengthening and supporting the preservation and development of quality housing.			
Budget Summary			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
SHIP	0	527,070	828,120
Community Housing Trust	0	782,750	433,500
<b>Program Total</b>	<b>0</b>	<b>1,309,820</b>	<b>1,261,620</b>
<b>FTE (Full-Time Equivalent Positions)</b>		0.0	0.0
Performance Measures	FY12 Actual	FY13 Estimate	FY14 Target
Single-family home rehabilitation activities will meet the following minimum %age allocation: 30% of funds will serve populations less than or equal to 50% AMI; and 30% of funds will serve populations less than or equal to 80% AMI	100%	100%	100%
80% of Rental Housing Development Projects > 50 units will target mixed-income populations	100%	100%	100%
90% of first time home buyers assisted through the Department will have a credit score of 620 or better	100%	100%	100%
Foreclosure rate of less than 5% of entire loan portfolio	1.1%	1.1%	3.0%

## HEALTH AND COMMUNITY SERVICES

<b>Community Vitality &amp; Improvement</b>			
Sustaining the long-term social, economic and environmental health of communities in Pinellas County.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Community Development Grant	0	15,012,620	15,343,050
SHIP	0	527,060	828,120
Community Housing Trust	0	782,740	433,500
<b>Program Total</b>	<b>0</b>	<b>16,322,420</b>	<b>16,604,670</b>
<b>FTE (Full-Time Equivalent Positions)</b>		29.0	28.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage reduction in juvenile arrests and re-arrests in County Target Area	-2.1% Pending	Pending	-5.0%
Percentage reduction in reported code compliance violations in County Target Area	Pending	Pending	5.0%
Increase in percentage of residents in two County Target Areas who answered: "yes", their community is a good place to raise children. Goal is Pinellas County's overall percentage of 83.3%	n/a	Currently 81.3%	1.5%
Increase in percentage of residents in two County Target Areas who answered: "yes", their community is safe. Goal is Pinellas County's overall percentage of 85.5%	n/a	Currently 83.9%	1.5%

<b>Economic Impact / Opportunity</b>			
Positively impacting the financial aspects of community and housing development and financial literacy for individuals and families.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
SHIP	0	527,070	828,110
Community Housing Trust	0	782,750	510,400
<b>Program Total</b>	<b>0</b>	<b>1,309,820</b>	<b>1,338,510</b>
<b>FTE (Full-Time Equivalent Positions)</b>		0.0	0.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of funds invested in housing programs that generate program income	87.0%	50.0%	50.0%
Ratio of non-County funds leveraged by County funds invested	4.3:1	3.3:1	3.0:1
Increase in values of properties within County Target Area relative to overall values in Pinellas County	TA -0.8% PC 1.25%	TA 1.0%	TA 1.0%
90% of applicants assisted through the Department's affordable mortgage financing products will complete at least 6 hours of homebuyer education training	100%	100%	100%
Timely expenditure of funds in compliance with specific grant regulations	100%	100%	100%
Percentage of funds invested in housing programs that generate program income	41.3%	60.0%	50.0%

## HEALTH AND COMMUNITY SERVICES

### HEALTH & HUMAN SERVICES: Budget by Program

<b>Administration</b>			
Activities performed by the department that are indirect in nature and support all other programs in the department. Such costs are generally unavoidable and these activities would be performed whether any individual program in the department is reduced or eliminated. Examples include director's office, financial, payroll, and other department-wide support services.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	2,358,608	2,397,990	2,697,690
<b>Program Total</b>	<b>2,358,608</b>	<b>2,397,990</b>	<b>2,697,690</b>
<b>FTE (Full-Time Equivalent Positions)</b>		27.6	27.6

<b>Homeless Prevention &amp; Self- Sufficiency</b>			
Funding for time-limited, case managed and customized services for incapacitated or disabled residents and to assist with the application for Supplemental Security Income or Social Security Disability Insurance. Funding to assist eligible veterans and their families in obtaining U.S. Department of Veterans Affairs entitlements.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	5,269,728	6,782,530	6,851,530
<b>Program Total</b>	<b>5,269,728</b>	<b>6,782,530</b>	<b>6,851,530</b>
<b>FTE (Full-Time Equivalent Positions)</b>		38.3	38.3
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percent of Homeless Family Assistance clients who obtain a GED/High School Equivalent	n/a	n/a	60.0%
Percent of Homeless Family Assistance clients who complete a money management class/credit repair program	n/a	n/a	65.0%
Percent of Homeless Family Assistance clients who complete vocational training and/or a job search workshop	n/a	n/a	70.0%
Percent of Homeless Family Assistance clients who enter full time employment, making minimum wage or above	n/a	n/a	70.0%
Percent of Homeless Family Assistance clients who make a living wage	n/a	n/a	45.0%
Percent of Homeless Family Assistance clients who maintain stable housing 120 days after exiting program	n/a	n/a	70.0%
Percent of disability advocacy program client applications completed within 60 days	n/a	85.0%	85.0%
Percentage of approved/favorable Initial decisions for Disability Advocacy clients	n/a	n/a	80.0%
Percentage of approved/favorable Reconsideration decisions for Disability Advocacy clients	n/a	n/a	15.0%
Percentage of approved/favorable Administrative Law Judge (ALJ) Hearing decisions for Disability Advocacy clients	n/a	n/a	80.0%
Total number of Veterans Services claims processed per year	n/a	n/a	3,500
Increase the amount of revenue brought into Pinellas County	n/a	n/a	5% (or \$20million)

## HEALTH AND COMMUNITY SERVICES

<b>Matches, Pass-Through and Other Agencies Funded</b>			
Various other community social service needs are met through Social Action Funding, Homeless Initiatives, Domestic Violence Prevention, and Community Mental Health Support Programs that provide funding to local non-profit social service agencies.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	2,088,008	3,121,430	2,378,790
<b>Program Total</b>	<b>2,088,008</b>	<b>3,121,430</b>	<b>2,378,790</b>

<b>Medicaid Backlog Payments</b>			
Funding to account for payments made to the State of Florida for the County's certified obligation for backlogged Medicaid billings. These monthly payments were mandated by the State with the signing of House Bill 5301 in 2012. The County will make payments each month through FY2017.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	0	4,829,770	2,519,880
<b>Program Total</b>	<b>0</b>	<b>4,829,770</b>	<b>2,519,880</b>

<b>Mobile Medical Unit</b>			
Funding to operate a mobile medical clinic to serve homeless.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	972,177	885,220	508,910
<b>Program Total</b>	<b>972,177</b>	<b>885,220</b>	<b>508,910</b>
<b>FTE (Full-Time Equivalent Positions)</b>		4.0	4.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percent of Mobile Medical Unit clients diagnosed with diabetes that achieve normal HgbA1c ranges	n/a	63.0%	65.0%
Percent of Mobile Medical Unit clients diagnosed with hypertension that achieve normal blood pressure ranges	n/a	63.0%	65.0%

## HEALTH AND COMMUNITY SERVICES

<b>Pinellas County Health</b>			
Funding for Pinellas County Health Program focused on preventive / primary and specialty care / disease case management / hospital use, prescription medication, relief of pain dental services, and behavioral health services for low income, eligible residents.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	18,623,569	15,234,880	15,584,690
Pinellas County Health Program	7,808,735	8,000,000	5,066,480
<b>Program Total</b>	<b>26,432,304</b>	<b>23,234,880</b>	<b>20,651,170</b>
<b>FTE (Full-Time Equivalent Positions)</b>		21.8	21.8
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percent of PCHP clients diagnosed with diabetes that achieve normal HgbA1c ranges	n/a	n/a	70.0%
Percent of PCHP clients diagnosed with hypertension that achieve normal blood pressure ranges	n/a	n/a	70.0%
Percent of PCHP clients diagnosed with asthma that are prescribed proper medication	n/a	n/a	70.0%
Percent of female PCHP clients who received a mammography and/or PAP test (depending on age)	n/a	n/a	80.0%
Percent of PCHP clients diagnosed with a chronic disease who were enrolled in a health education class	n/a	n/a	80.0%

<b>Reserves</b>			
Oversees the management and allocation of the county's financial reserves.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Summer Food Program	0	164,670	0
<b>Program Total</b>	<b>0</b>	<b>164,670</b>	<b>0</b>

<b>State Mandates - Medicaid Match</b>			
Matching funds for State Managed Healthcare providing inpatient hospitalization services and nursing home services.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	12,107,082	18,300,000	17,950,000
<b>Program Total</b>	<b>12,107,082</b>	<b>18,300,000</b>	<b>17,950,000</b>

## HEALTH AND COMMUNITY SERVICES

<b>State Mandates - Other</b>			
State mandated funding for Behavioral Health matching grants, Healthcare Responsibility Act services, and the Disposition of Indigent and Unclaimed Bodies program.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	4,004,841	3,004,710	3,004,720
<b>Program Total</b>	<b>4,004,841</b>	<b>3,004,710</b>	<b>3,004,720</b>

<b>Summer Food</b>			
The Summer Food Program Fund is utilized to account for administration of the Summer Food Program. Funds are granted by the Federal Government to the State, which, in turn, distributes funds to the Counties. Before FY13, Pinellas County's Department of Health & Human Services coordinated the program to provide meals to school age children. Effective FY13, this program is administered by the Pinellas County School Board.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Summer Food Program	383,885	0	0
<b>Program Total</b>	<b>383,885</b>	<b>0</b>	<b>0</b>

### JUSTICE & CONSUMER SERVICES: Budget by Program

<b>Consumer Protection</b>			
The Office of Consumer Protection provides for the investigation of consumer complaints for mediation and criminal investigation as well as regulatory enforcement of County ordinances, permitting of Bingo, Adult Use and Pain Management, and consumer outreach and education.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	1,079,913	1,244,430	1,123,800
<b>Program Total</b>	<b>1,079,913</b>	<b>1,244,430</b>	<b>1,123,800</b>
<b>FTE (Full-Time Equivalent Positions)</b>		15.9	15.9
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of consumer protection cases that are resolved through dispute resolution	n/a	75.0%	75.0%
Percentage of criminal cases referred to the State Attorney for prosecution	88.0%	85.0%	85.0%
Conduct 100 consumer outreach events to include speeches, presentations and media interviews.	n/a	100%	100%
Percentage reduction of prescription drug related deaths in Pinellas County	19.4%	5.0%	5.0%

## HEALTH AND COMMUNITY SERVICES

<b>Justice Coordination</b>			
The Office of Justice Coordination (OJC) provides a high level of research and development expertise, including monitoring and evaluation of present and future justice programs, development of new Pinellas County initiatives, contract management for over 60 contracts, grant administration, internal service for employee background verification, Pinellas County contract due diligence, and cremation and autopsy billing.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	3,799,214	4,684,180	2,266,530
<b>Program Total</b>	<b>3,799,214</b>	<b>4,684,180</b>	<b>2,266,530</b>
<b>FTE (Full-Time Equivalent Positions)</b>		7.6	7.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Identify for possible implementation 4 new initiatives to enhance public safety service delivery and or system efficiencies	100%	100%	100%
Guide Justice related issues to successful outcomes through involvement/participation in at least 50 forums, meetings, task teams, technology planning	100%	90.0%	90.0%
Percentage of contracts/renewals/amendments processed within 45 days from receipt of contracts	90%	80.0%	80.0%

<b>Juvenile Detention Costs</b>			
Administration of State mandated County funding for Juvenile Justice Program. Mandated by Florida Statutes 985.2155. This requires direct oversight of funding and regular disputes to ensure accurate County portion.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	3,565,287	4,723,660	4,724,600
<b>Program Total</b>	<b>3,565,287</b>	<b>4,723,660</b>	<b>4,724,600</b>
<b>FTE (Full-Time Equivalent Positions)</b>		0.2	0.2
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage reduction of predispositional juvenile detention days	n/a	5.0%	5.0%
Percentage reduction of juvenile recidivism rates countywide	n/a	2.0%	2.0%



## HEALTH AND COMMUNITY SERVICES

Department Budget Summary			
Expenditures by Program			
Program	FY12 Actual	FY13 Revised Budget	FY14 Budget
<b>CODE ENFORCEMENT</b>			
Code Enforcement	1,154,637	1,346,360	1,546,730
<b>COMMUNITY DEVELOPMENT</b>			
Community Development Programs for FY12	14,464,809		
Community Housing	0	1,309,820	1,261,620
Community Vitality & Improvement	0	16,322,420	16,604,670
Economic Impact / Opportunity	0	1,309,820	1,338,510
<b>HEALTH &amp; HUMAN SERVICES</b>			
Administration	2,358,608	2,397,990	2,697,690
Homeless Prevention & Self-Sufficiency	5,269,728	6,782,530	6,851,530
Matches, Pass-Through and Other Agencies Funded	2,088,008	3,121,430	2,378,790
Medicaid Backlog Payments	0	4,829,770	2,519,880
Mobile Medical Unit	972,177	885,220	508,910
Pinellas County Health	26,432,304	23,234,880	20,651,170
Reserves	0	164,670	0
State Mandates - Medicaid Match	12,107,082	18,300,000	17,950,000
State Mandates - Other	4,004,841	3,004,710	3,004,720
Summer Food	383,885	0	0
<b>JUSTICE &amp; CONSUMER SERVICES</b>			
Consumer Protection	1,079,913	1,244,430	1,123,800
Justice Coordination	3,799,214	4,684,180	2,266,530
Juvenile Detention Costs	3,565,287	4,723,660	4,724,600
<b>Total Expenditures</b>	<b>77,680,493</b>	<b>93,661,890</b>	<b>85,429,150</b>
Expenditures by Fund			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
Building and Development Review Services	2,257		
Community Development Grant	12,041,269	15,012,620	15,343,050
Community Housing Trust	398,985	2,348,240	1,377,400
General Fund	55,465,924	66,555,160	61,157,870
Pinellas County Health	7,808,735	8,000,000	5,066,480
SHIP	1,579,438	1,581,200	2,484,350
Summer Food	383,885	164,670	0
<b>Total Expenditures</b>	<b>77,680,493</b>	<b>93,661,890</b>	<b>85,429,150</b>

## HEALTH AND COMMUNITY SERVICES

<b>Personnel Summary by Program and Fund</b>			
<b>Program</b>	<b>Fund</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
<b>CODE ENFORCEMENT:</b>			
Code Enforcement	General Fund	13.8	14.0
<b>COMMUNITY DEVELOPMENT:</b>			
Community Vitality & Improvement	Community Development Grant	29.0	28.0
<b>HEALTH &amp; HUMAN SERVICES:</b>			
Administration	General Fund	27.6	27.6
Homeless Prevention & Self-Sufficiency	General Fund	38.3	38.3
Mobile Medical Unit	General Fund	4.0	4.0
Pinellas County Health	General Fund	21.8	21.8
<b>JUSTICE &amp; CONSUMER SERVICES:</b>			
Consumer Protection	General Fund	15.9	15.9
Justice Coordination	General Fund	7.6	7.0
Costs	General Fund	0.2	0.2
<b>Total FTEs (Full-Time Equivalent Positions)</b>		<b>158.2</b>	<b>156.8</b>

## OFFICE OF MANAGEMENT AND BUDGET

### Department Mission:

The Office of Management & Budget supports the efficient and effective management of resources that provide stable and sustainable services to meet community needs; communicates budget and financial management information with all stakeholders; and contributes to achieving the Quality Pinellas Community.

### Description:

The Office of Management and Budget (OMB) is responsible for preparation of the annual budget and ensures the proper management of county financial resources as required by law and sound financial practice. The Board of County Commissioners' approved budget is the central element in the development of an overall financial plan which ensures public accountability. The department is also responsible for management and disclosures on all County debt issues. Additionally, the department prepares all required certifications and submits necessary filings to the Florida Department of Revenue, other state agencies and county officials on behalf of the County Administrator. In addition to budgetary and management analysis, OMB also offers technical assistance to other departments in the areas of grants and performance management, as well as development of alternative revenue sources, such as sponsorship opportunities. OMB also supports the strategic planning process for the County Administrator departments and the BCC Technology Steering Committee that approves and monitors all technology projects.



### Analysis:

The functions of the Office of Management and Budget (OMB) are represented in a single program, which encompasses a number of duties and responsibilities. The FY2014 OMB budget is \$50,240, or 4% higher than the FY2013 budget. In an effort to further the initiative of a High Performance Organization, the County is realigning its organizational structure for providing budget and financial services to the organization and the public. The initial phase of this reorganization will be reflected in the final adopted FY2014 budget.

### Budget by Program

<b>Management &amp; Budget</b>			
Operating budget preparation and management and Capital Improvement Program (CIP) preparation and management.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	1,005,429	1,142,250	1,192,490
<b>Program Total</b>	<b>1,005,429</b>	<b>1,142,250</b>	<b>1,192,490</b>
<b>FTE (Full-Time Equivalent Positions)</b>		10.0	10.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of internal customers satisfied with service in developing operating & capital budget	83.0%	95.0%	95.0%
Percentage of variance of General Fund year-end actuals to projected revenues	1.5%	+ / - 2%	+ / - 2%

# OFFICE OF MANAGEMENT AND BUDGET

Department Budget Summary			
Expenditures by Program			
Program	FY12 Actual	FY13 Revised Budget	FY14 Budget
Management & Budget	1,005,429	1,142,250	1,192,490
<b>Total Expenditures</b>	<b>1,005,429</b>	<b>1,142,250</b>	<b>1,192,490</b>
Expenditures by Fund			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
General Fund	1,005,429	1,142,250	1,192,490
<b>Total Expenditures</b>	<b>1,005,429</b>	<b>1,142,250</b>	<b>1,192,490</b>

Personnel Summary by Program and Fund			
Program	Fund	FY13 Revised Budget	FY14 Budget
Management & Budget	General Fund	10.0	10.0
<b>Total FTEs (Full-Time Equivalent Positions)</b>		<b>10.0</b>	<b>10.0</b>

## PARKS AND CONSERVATION RESOURCES

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### Department Mission:

The mission of the Parks and Conservation Resources Department is to maintain and protect the inherent value of the County's natural, cultural and recreational resources through sustainable access, education, and stewardship that enhance quality of life for our community and future generations.

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### Description:

The Parks and Conservation Resources Department is comprised of County Extension, Natural & Historic Resource Management, Parks and Environmental Lands, Horticulture Operations, Air Quality Divisions, and Marina Operations.



County Extension, in partnership with the University of Florida, IFAS, provides scientific information and conducts educational programs in the areas of Commercial and Urban Horticulture, Natural Resources, Family and Consumer Sciences, 4-H Youth Development, Florida Yards and Neighborhoods, and Urban Sustainability. County Extension is also responsible for the operations of the Brooker Creek Environmental Education Center, and the Weedon Island Cultural & Natural History Education Center.

Natural & Historic Resource Management Division consists of Land Management and Museums. Land Management provides stewardship for the natural and cultural resources found on the County's parks, preserves and management areas. The program focuses on

conducting prescribed burns, controlling invasive exotic species, and restoring degraded natural areas. The Museums includes Heritage Village, a 21-acre living history museum located in the heart of Pinellas County; and the Gulf Beaches Historical Museum located in St. Pete Beach. Heritage Village, the largest repository of local history in Pinellas County, manages a collection of 28 historic structures and an archives and library. In addition to the historic structures, the museum collection contains 20,000+ objects; 10,000 photographs; thousands of postcards; 3500+ books; hundreds of oral histories; documents, scrapbooks and special collections.

The Parks and Environmental Lands Division oversees the operations, maintenance, and security of a regional and community park system, as well as the County's preserves and management areas. The Division maintains more than 48 facilities, encompassing more than 20,000 acres of land maintained in a manner that protects the system's natural resources. The Parks and Environmental Lands Division consist of the North District, South District and Fort De Soto.

Horticulture Operations Division manages the horticultural operations and crews in the countywide park system, public lands and right-of-ways, and other county facilities. The Division oversees all contracts, except Utilities, and in-house staffing related to landscape maintenance for Pinellas County.

The Air Quality Division is dedicated to the protection of the air quality within Pinellas County. The Division provides and maintains for the citizens and visitors of Pinellas County, standards and programs that will ensure proper management and control of air pollution to enhance public health and welfare.



Marina Operations is responsible for the operation of the Belle Harbour and Sutherland Bayou Marinas in Tarpon Springs and Palm Harbor respectively.

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### Analysis:

The Department of Parks & Conservation Resources' (PCR) FY2014 budget is a decrease of \$195k, or 0.9%, from the FY2013 budget.

To maintain the level of services provided to the residents of, and visitors to, Pinellas County, PCR continues to aggressively pursue volunteer opportunities to offset past budget reductions. Volunteer hours worked continue to increase each year, providing the County with a valuable resource for providing essential park services.

The General Fund portion of the PCR budget is used to maintain and secure more than 48 facilities and 20,000 acres that make-up the parks, preserves and management areas owned by the County; operate the County's museums including Heritage Village and the Gulf Beaches Historical Museum; and County Extension provides scientific information and conducts educational programs, including Commercial and Urban Horticulture, Urban Sustainability and 4-H Youth Development.

The General Fund portion of PCR's budget decreased by \$249K, or 1.3%, from the FY2013 budget, with Land Management decreasing \$387K and Visitors Services increasing \$285K.

## PARKS AND CONSERVATION RESOURCES

The Tree Bank Fund decreased by \$55K, or 19.2%, with the decrease coming entirely from a reduction in the reserves level.

The County owns the Belle Harbour Marina and Sutherland Bayou wet slips. The Marina Operations Fund was established to provide funding for the operation and maintenance of these facilities. During FY2012, the County contracted with a marina management company to run the day-to-day operations at these locations. This contract remains in place for FY2012, with the remaining expenses consisting of risk management and potential minor repairs.

The Air Quality – Tag Fee Fund increased by \$54K, or 3.6%. Revenues for this fund are derived from State-collected fees and are projected to remain flat compared to FY2013. Reserves decreased by \$36K as expenditures increase in personal services.

### Budget by Program

<b>Air Quality</b>			
Regulation of Major Stationary Source facilities. Permit review, compliance inspections, enforcement, emissions inventory, test observations and reviews, periodic reports reviews, required reporting to Florida Department of Environmental Protection (FDEP) and US Environmental Protection Agency (EPA). Regulation of unpermitted sources of air pollution; pollution prevention & compliance assistance to small businesses; response to citizen complaints regarding air pollution sources and resolution of non-compliance activities. Regulation of all asbestos control activities during building renovations and demolitions.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Air Quality Tag Fee	951,681	1,006,200	1,096,400
General Fund	1,222,122	1,217,970	1,100,550
<b>Program Total</b>	<b>2,173,803</b>	<b>2,224,170</b>	<b>2,196,950</b>
<b>FTE (Full-Time Equivalent Positions)</b>		20.6	20.6
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of air quality complaints responded to within 3 working days	100%	90%	90%
Percentage of air quality enforcement cases resolved through voluntary compliance	59%	40%	40%
Number of AQ regulatory inspections performed	1,525	1,400	1,400

<b>Education and Outreach</b>			
Programs oriented toward creating awareness of and access to county services.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	2,105,778	1,549,010	1,509,750
<b>Program Total</b>	<b>2,105,778</b>	<b>1,549,010</b>	<b>1,509,750</b>
<b>FTE (Full-Time Equivalent Positions)</b>		12.7	11.9
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of surveyed clients rating their natural resource, sustainable living and/or historical resources programs good to excellent.	n/a	85%	

## PARKS AND CONSERVATION RESOURCES

<b>Land Management</b>			
Protect park and environmental land, natural resources and maintain the landscapes of countywide properties			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	4,515,446	4,924,380	4,537,380
Tree Bank	38,653	100,000	100,000
<b>Program Total</b>	<b>4,554,099</b>	<b>5,024,380</b>	<b>4,637,380</b>
<b>FTE (Full-Time Equivalent Positions)</b>		40.1	39.1
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Acres of PCR lands managed or restored annually through burns, exotic control, mechanical thinning, and other techniques	n/a	6,690	6,690
PCR cumulative acres mowed and maintained annually	n/a	31,400	31,400

<b>Reserves</b>			
Oversees the management and allocation of the county's financial reserves.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Air Quality Tag Fee	0	491,520	455,280
Marina Operations	0	209,680	278,350
Tree Bank	0	189,130	133,680
<b>Program Total</b>	<b>0</b>	<b>890,330</b>	<b>867,310</b>

<b>Visitors Services</b>			
Providing safe maintained parks, preserves, and management areas for visitors.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	10,811,467	11,517,620	11,802,840
Marina Operations	89,533	24,280	10,420
<b>Program Total</b>	<b>10,901,000</b>	<b>11,541,900</b>	<b>11,813,260</b>
<b>FTE (Full-Time Equivalent Positions)</b>		121.8	126.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
PCR annual visitation	16,101,343	15,603,400	15,135,300
PCR user generated revenues	5,867,626	5,639,000	5,666,900

## PARKS AND CONSERVATION RESOURCES

<b>Volunteer Services</b>			
Promotion and coordination of volunteer opportunities throughout the county.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	218,247	205,170	215,000
<b>Program Total</b>	<b>218,247</b>	<b>205,170</b>	<b>215,000</b>
<b>FTE (Full-Time Equivalent Positions)</b>		3.5	3.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Dollar value of volunteers for PCR	2,237,300	2,388,900	2,550,780
Volunteer hours for parks & preserves	51,650	57,260	63,480

<b>Department Budget Summary</b>			
<b>Expenditures by Program</b>			
<b>Program</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Air Quality Tag Fee	2,173,803	2,224,170	2,196,950
Education and Outreach	2,105,778	1,549,010	1,509,750
Land Management	4,554,099	5,024,380	4,637,380
Reserves	0	890,330	867,310
Visitors Services	10,901,000	11,541,900	11,813,260
Volunteer Services	218,247	205,170	215,000
<b>Total Expenditures</b>	<b>19,952,927</b>	<b>21,434,960</b>	<b>21,239,650</b>
<b>Expenditures by Fund</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Air Quality Tag Fee	951,681	1,497,720	1,551,680
General Fund	18,873,060	19,414,150	19,165,520
Marina Operations	89,533	233,960	288,770
Tree Bank	38,653	289,130	233,680
<b>Total Expenditures</b>	<b>19,952,927</b>	<b>21,434,960</b>	<b>21,239,650</b>

<b>Personnel Summary</b>			
<b>Program</b>	<b>Fund</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Air Quality	Air Quality Tag Fee	9.0	10.0
Air Quality	General Fund	11.6	10.6
Education and Outreach	General Fund	12.7	11.9
Land Management	General Fund	40.1	39.1
Land Management	Tree Bank	0.0	0.0
Reserves	Air Quality Tag Fee	0.0	0.0
Reserves	Marina Operations	0.0	0.0
Reserves	Tree Bank	0.0	0.0
Visitors Services	General Fund	121.8	126.0
Visitors Services	Marina Operations	0.0	0.0
Volunteer Services	General Fund	3.5	3.0
<b>Total FTEs (Full-Time Equivalent Positions)</b>		<b>198.7</b>	<b>200.6</b>



# PURCHASING

## Department Mission:

To provide dedicated efficient and effective professional services to internal and external customers in the procurement of quality products and services with optimum value for the taxpayer.

## Description:

The Purchasing Department procures all goods, services and CIP construction requirements for all departments under the Board of County Commissioners and is available to serve the procurement needs of the Constitutional Officers. The department participates in the Pinellas County Purchasing Cooperative which includes all other political entities in the County and some in surrounding counties. The Cooperative enhances cost effectiveness by combining requirements for economy of scale and reducing the administrative burden of smaller agencies that participate. The Purchasing Department also manages the County Purchasing Card Program and Construction Vendor Pre-qualification Program.



## Analysis

The Purchasing Department plans no changes in scope, staffing or operations for FY2014. The FY2014 proposed budget is \$5,860 or 0.4% less than the FY2013 Adjusted budget. The reduction is due to the retirements of some long-time employees in FY2013, and lower personal computer replacement needs in FY2014.

## Budget by Program

Procurement			
Centralized purchasing function for the Board of County Commissioners and select agencies. Program is defined by County Code 2-156 through 2-204.			
Budget Summary			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
General Fund	1,383,544	1,451,920	1,446,060
<b>Program Total</b>	<b>1,383,544</b>	<b>1,451,920</b>	<b>1,446,060</b>
<b>FTE (Full-Time Equivalent Positions)</b>		17.0	17.0
Performance Measures	FY12 Actual	FY13 Estimate	FY14 Target
Savings attributed to use of Purchasing Card*	1,126,400	1,000,000	1,250,000
Revenue returned to County through State Rebate for use of Purchasing Card	205,387	200,000	230,000
Number of classes taught by Purchasing Department staff	12	10	14
Capital Improvement Project savings attributed to competitive bid process**	4,949,615	8,000,000	5,000,000
Positive Customer Satisfaction Rating	88%	75%	90%

## PURCHASING

Department Budget Summary			
Expenditures by Program			
Program	FY12 Actual	FY13 Revised Budget	FY14 Budget
Procurement	1,383,544	1,451,920	1,446,060
<b>Total Expenditures</b>	<b>1,383,544</b>	<b>1,451,920</b>	<b>1,446,060</b>
Expenditures by Fund			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
General Fund	1,383,544	1,451,920	1,446,060
<b>Total Expenditures</b>	<b>1,383,544</b>	<b>1,451,920</b>	<b>1,446,060</b>

Personnel Summary			
Program	Fund	FY13 Revised Budget	FY14 Budget
Procurement	General Fund	17.0	17.0
<b>Total FTEs (Full-Time Equivalent Positions)</b>		<b>17.0</b>	<b>17.0</b>

# REAL ESTATE MANAGEMENT

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**Department Mission:**

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A collaborative team providing our customers with safe, cost effective and consistent real estate and asset management services.

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**Description:**

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The Real Estate Management (REM) Department provides cradle to grave services for County-owned real estate, buildings and vehicular assets. REM operates as an internal service provider of real estate and asset management for Board of County Commissioner (BCC) Departments, Constitutional Officers, and County agencies.

REM is comprised of approximately 160 total team members assigned within one of six Divisions:

- Building Design and Construction (BD&C)
- Facility Operations
- Facility Planning
- Fleet Management
- Real Property
- STAR Center

While functional responsibilities may be specific within a division, a primary organizational goal is to collaboratively function as one department from the customer's perspective.

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**Analysis:**

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The Real Estate Management Department (REM) provides asset management services for all County facilities, manages and maintains the Young-Rainey STAR Center (STAR Center) and manages the County's Fleet services. REM operates in three funds: General Fund (all other asset management activities), the STAR Center Fund (STAR Center activities), and the Fleet Management Fund (Fleet activities).

The REM total department budget decreased in FY2014 by \$1,298,150 or 1.5%. In the General Fund, the Jail Facility Operations and Maintenance program increased by \$1.5 million due to a reclassification of property insurance costs for detention buildings that were previously included in the Sheriff's budget, along with increases in contractual services, operating supplies and repair and maintenance services. The Facilities Operations and Maintenance program reflects an increase of \$616,860 or 6.6% due to an increase in repair and maintenance costs and a realignment of personnel and capital costs from the Property Acquisition, Management & Surplus (PAMS) program. The Utility Support program reflects a decrease of \$475,390 or 4.9% due to energy and water conservation initiatives.

In the STAR Center Fund, excluding reserves, the STAR Center expenditures decreased in FY2014 by \$1,670,930 or 17.9% as the FY2013 budget included building capital projects of \$1.3 million that were scheduled and completed. Excluding fund balance, STAR Center Fund FY2014 revenues decreased \$27,640 or 0.4%. STAR Center Fund reserves increased \$783,950 for future capital projects. The FY2014 reserves of \$968,490 are 11.2% of the total fund.

In the Fleet Management Fund, excluding reserves, the FY2014 Fleet expenditures increased by \$621,650 or 3.6% due to higher budgeted capital outlay for the replacement of aging fleet and increased fuel costs. Excluding fund balance, the Fleet Fund FY2014 revenues increased \$828,940 or 6.2% due to increased charges associated with repair of an aging fleet and several years of deferred replacement and increased fuel usage. The Fleet Fund reserves declined in FY2014 by \$910,130 or 28.9% due to planned deferred spending for purchase of replacement vehicles in FY2014. The FY2014 reserves of \$2,236,310 are 11.1% of the total fund. These reserves are for future purchases of replacement vehicles and contingencies.

## REAL ESTATE MANAGEMENT

### Budget by Program

<b>Economic Development Authority</b>			
This program provides for the operation and maintenance of the County's Science, Technology and Research (STAR) Center to attract, develop and retain high-technology employers.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
STAR Center	5,972,012	7,454,640	7,603,710
<b>Program Total</b>	<b>5,972,012</b>	<b>7,454,640</b>	<b>7,603,710</b>
<b>FTE (Full-Time Equivalent Positions)</b>		17.1	17.1
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of tenants rating facility management / lease management operations as	92.0%	90.0%	92.0%
Percentage of work orders that are preventive instead of corrective	45.0%	60.0%	60.0%
Occupied percentage of total rentable space	84.0%	90.0%	92.0%

<b>Facility Operations and Maintenance</b>			
This program maintains and operates 1,458,105 square feet of facilities used by most County Governmental and Courts operations in the northwestern part of the County.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	9,465,425	9,295,020	9,911,880
<b>Program Total</b>	<b>9,465,425</b>	<b>9,295,020</b>	<b>9,911,880</b>
<b>FTE (Full-Time Equivalent Positions)</b>		52.7	52.6
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of customers rating Facility Operations services as good or excellent	85.0%	85.0%	85.0%
Percentage of labor hours that are preventive versus corrective	24.0%	50.0%	60.0%
Square footage per maintenance worker	64,640	64,640	64,640

## REAL ESTATE MANAGEMENT

<b>Fleet Asset Management</b>			
This program provides for the acquisition, deployment, maintenance and disposal of County-owned vehicles, heavy equipment and stationary engines.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Fleet Management	4,340,174	9,571,160	9,941,530
<b>Program Total</b>	<b>4,340,174</b>	<b>9,571,160</b>	<b>9,941,530</b>
<b>FTE (Full-Time Equivalent Positions)</b>		23.8	23.9
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of Customers rating Fleet service as excellent	89.0%	91.0%	93.0%
Percentage of industry average cost per mile - sedans/light trucks (Industry average =	102.0%	100%	100%
Billed labor hours as a %age of available hours (Direct labor hours)	74.0%	76.0%	78.0%
Percentage of industry average replacement age (Industry average = 8 years =	163.0%	163.0%	163.0%

<b>Fleet Fuel Management</b>			
Provide fuel and Regulatory Compliance & Maintenance to 19 fuel sites located throughout the County.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Fleet Management	7,452,471	7,759,130	8,010,410
<b>Program Total</b>	<b>7,452,471</b>	<b>7,759,130</b>	<b>8,010,410</b>
<b>FTE (Full-Time Equivalent Positions)</b>		5.3	5.2
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of the County's 15 fueling locations in full regulatory compliance	100%	100%	100%

<b>Industry Development</b>			
This program provides for the operation and maintenance of the County's Science, Technology and Research (STAR) Center to attract, develop and retain high-technology employers. This program provides separate tracking of capital expenditures.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
STAR Center	328,338	1,870,000	50,000
<b>Program Total</b>	<b>328,338</b>	<b>1,870,000</b>	<b>50,000</b>
<b>FTE (Full-Time Equivalent Positions)</b>		0.0	0.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage occupancy rate of owned leased space at the STAR Center	84.0%	90.0%	92.0%

## REAL ESTATE MANAGEMENT

<b>Jail Facility Operations &amp; Maintenance</b>			
This program maintains 1,008,600 square feet of detention and related facilities operated by the Sheriff's Office.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	3,876,478	3,332,090	4,922,680
<b>Program Total</b>	<b>3,876,478</b>	<b>3,332,090</b>	<b>4,922,680</b>
<b>FTE (Full-Time Equivalent Positions)</b>		34.6	35.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of customers rating Facility Operations services as good or excellent	96.0%	85.0%	85.0%
Percentage of labor hours that are preventive versus corrective	10.0%	50.0%	50.0%
Square footage per maintenance worker	41,460	41,460	41,460

<b>Leasing</b>			
This program provides for County leasing and licensing of real property owned by others.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	4,104,324	3,363,330	3,339,060
<b>Program Total</b>	<b>4,104,324</b>	<b>3,363,330</b>	<b>3,339,060</b>
<b>FTE (Full-Time Equivalent Positions)</b>		0.0	0.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of tenant departments in leased space rating Real Property services as good or excellent	100%	85.0%	85.0%
Percentage of leases (County as tenant) where the lease is at or below the market rate	n/a	90.0%	90.0%

## REAL ESTATE MANAGEMENT

<b>Property Acquisition, Management and Surplus</b>			
This program provides for the acquisition, design, construction, remodeling, allocation and disposition of County-owned real property and for the transfer and disposal of surplus County-owned personal property.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	2,017,253	2,646,440	1,979,400
<b>Program Total</b>	<b>2,017,253</b>	<b>2,646,440</b>	<b>1,979,400</b>
<b>FTE (Full-Time Equivalent Positions)</b>		20.2	18.4
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of client departments reporting service satisfaction levels of good or excellent	100%	85.0%	100%
Ratio of surplus property management program revenues to program costs	\$2.99 to \$1	\$3 to \$1	\$3 to \$1
Percentage of budgeted design and construction project tasks completed	21.0%	75.0%	75.0%

<b>Reserves</b>			
Oversees the management and allocation of the county's financial reserves.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Fleet Management	0	3,146,440	2,236,310
STAR Center	0	184,540	968,490
<b>Program Total</b>	<b>0</b>	<b>3,330,980</b>	<b>3,204,800</b>

<b>Utility Support</b>			
This program provides for electricity, potable water, reclaimed water, sanitary sewer, stormwater sewer, and refuse collection services at County owned and leased facilities.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	8,637,647	9,781,830	9,306,440
<b>Program Total</b>	<b>8,637,647</b>	<b>9,781,830</b>	<b>9,306,440</b>
<b>FTE (Full-Time Equivalent Positions)</b>		0.6	0.5
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage reduction in electricity usage (FY10-13 goal = 2%)	0.1%	2.0%	1.0%
Percentage reduction in water/sewer usage (FY10-13 goal = 2%)	4.0%	2.0%	2.0%

## REAL ESTATE MANAGEMENT

Department Budget Summary			
Expenditures by Program			
Program	FY12 Actual	FY13 Revised Budget	FY14 Budget
Economic Development Authority	5,972,012	7,454,640	7,603,710
Facility Operations and Maintenance	9,465,425	9,295,020	9,911,880
Fleet Asset Management	4,340,174	9,571,160	9,941,530
Fleet Fuel Management	7,452,471	7,759,130	8,010,410
Industry Development	328,338	1,870,000	50,000
Jail Facility Operations and Maintenance	3,876,478	3,332,090	4,922,680
Leasing	4,104,324	3,363,330	3,339,060
Property Acquisition, Management and Surplus	2,017,253	2,646,440	1,979,400
Reserves	0	3,330,980	3,204,800
Utility Support	8,637,647	9,781,830	9,306,440
<b>Total Expenditures</b>	<b>46,194,122</b>	<b>58,404,620</b>	<b>58,269,910</b>
Expenditures by Fund			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
Fleet Management	11,789,368	20,476,730	20,188,250
General Fund	28,114,804	28,418,710	29,459,460
STAR Center	6,289,950	9,509,180	8,622,200
<b>Total Expenditures</b>	<b>46,194,122</b>	<b>58,404,620</b>	<b>58,269,910</b>

Personnel Summary by Program and Fund			
Program	Fund	FY13 Revised Budget	FY14 Budget
Economic Development Authority	STAR Center	17.1	17.1
Facility Operations and Maintenance	General Fund	52.7	52.6
Fleet Asset Management	Fleet Management	23.8	23.9
Fleet Fuel Management	Fleet Management	5.3	5.2
Jail Facility Operations and Maintenance	General Fund	34.6	35.0
Property Acquisition, Mgmt and Surplus	General Fund	20.2	18.4
Utility Support	General Fund	0.6	0.5
<b>Total FTEs (Full-Time Equivalent Positions)</b>		<b>154.3</b>	<b>152.6</b>



## RISK FINANCING ADMINISTRATION

### Department Mission:

The Risk Management Department's mission is to protect and safeguard the County's financial assets. This requires the use of sound management techniques for protecting the County's and Appointing Authorities' employees and physical assets from loss. We concentrate on ways to proactively accomplish this mission with the collaboration of the County Departments and the Appointing Authorities. The Risk Management Process includes identifying and analyzing the County and Appointing Authorities' exposure to risk, selecting the proper techniques to deal with the risk and then implementing and monitoring the effectiveness of the technique. All Risk Management services are targeted around these techniques of risk avoidance, risk transfer, risk retention and risk control, both pre-loss and post-loss.

### Description:

Risk Financing Administration is responsible for conducting a comprehensive loss prevention and safety program for Pinellas County Government and the employees of the elected constitutional officials, to include the administration of the County's Self-Insured General Liability and Workers' Compensation Programs. The department conducts new employee orientation, action team accident review, provides certification for CPR, First aid and AED, monitors and instructs on various issues for OSHA compliance, CDL random testing, Right-to-Know laws, bloodborne pathogen training, issues and reviews County employee drivers licenses. The department investigates all claims, pre-trial claims investigation, attends hearings, mediations and trials. The department obtains insurance policies when appropriate from commercial insurance companies for the insurance of various County liabilities and property, and reviews all contracts for insurance and indemnification requirements.

### Analysis:

Risk Financing Administration plans no changes in scope, staffing or operations for FY2014. The FY2014 proposed budget is \$400,550 or 34% higher than the FY2013 Adjusted budget. The increase is due to higher intergovernmental charges from BTS for technology support services, an increase in personal computer replacement needs, the cost of filling a previously vacant position, and an increase in training needs for employees.

### Budget by Program

<b>Protecting County Employees, Citizens and Assets</b>			
This program provides for managing County risk of financial loss due to various types of losses, including worker injuries, third party liability losses from citizens and others, property losses, and environmental losses.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Risk Financing	1,247,895	1,177,330	1,577,880
<b>Program Total</b>	<b>1,247,895</b>	<b>1,177,330</b>	<b>1,577,880</b>
<b>FTE (Full-Time Equivalent Positions)</b>		12.3	13.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of WC claims per total # of employees* (excl Sheriff)	1.4%	1.5%	2.0%
Average Incurred Cost per WC Claim (excl Sherriff)	8,478	7,500	8,000
Percentage of Ultimate Discounted Claims that County has reserved.	90.0%	90.0%	90.0%

## RISK FINANCING ADMINISTRATION

Department Budget Summary			
Expenditures by Program			
Program	FY12 Actual	FY13 Revised Budget	FY14 Budget
Protecting County Employees, Citizens and Assets	1,247,895	1,177,330	1,577,880
<b>Total Expenditures</b>	<b>1,247,895</b>	<b>1,177,330</b>	<b>1,577,880</b>
Expenditures by Fund			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
Risk Financing Fund	1,247,895	1,177,330	1,577,880
<b>Total Expenditures</b>	<b>1,247,895</b>	<b>1,177,330</b>	<b>1,577,880</b>
Personnel Summary by Program and Fund			
Program	Fund	FY13 Revised Budget	FY14 Budget
Protecting County Employees, Citizens and Assets	Risk Financing Fund	12.3	13.0
<b>Total FTEs (Full-Time Equivalent Positions)</b>		<b>12.3</b>	<b>13.0</b>

## SAFETY AND EMERGENCY SERVICES

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### Department Mission:

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Safety and Emergency Services is the source of operational support, technology, funding and oversight and coordination leading to high quality EMS, fire and law enforcement services within Pinellas County.

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### Description:

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The Department of Safety & Emergency Services directly provides 9-1-1 services to all residents and visitors of the County; provides dispatching services to all fire rescue agencies; assures operational accountability in the performance of the County's contracted EMS transport provider; develops, operates and maintains an 800MHz radio system; contracts with local fire rescue agencies for the provision of EMS first responder services, and for some, providing fire protection services to unincorporated areas of the County within special dependent fire districts. The Department of Safety & Emergency Services also develops, operates and continually enhances public safety technology applications including computer-aided dispatch (CAD), records management for EMS and fire protection, and other E-technology including public safety mobile software.

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### Analysis:

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The Safety and Emergency Services Department's total requirements for FY2014 (\$137,587,030) increased \$11,370,220, or 9% over FY2013. The department total reflects increases in program budgets for Emergency Medical Services (EMS), 9-1-1 Emergency Communications and the Radio Technology Program, with a decrease in Fire Regional Services. Safety and Emergency Services also manages the budgets and contracts for fire protection in 12 unincorporated taxing districts, which are not included in the total above.

Of the total department increase, \$9,451,120 is in the EMS program. Elements of the total increase are \$1,940,000 in the ambulance service contract (5%), \$882,400 in the first responder service contracts (2%), and \$808,000 in capital outlay expense. EMS Fund reserves increased \$5.6 million, from \$16,840,810 to \$22,440,700, which is 23.8% of budgeted expenditures (\$94,464,130). This level of reserve reflects a proposed millage rate increase from the current 0.9158 to 0.9890, with revenues budgeted at 95%.

The department reorganized for FY2014, moving 10 programming positions and technology related expenses from 911 Emergency Communications to the Radio and Technology program. Separate from the reorganization, Radio and Technology increased \$191,000 in capital outlay. 911 Emergency Communications increased total requirements by \$1.5 million largely due to increased capital outlay associated with equipment for the new 911 Center to be completed in FY2014. The capital outlay is funded from the Reserve for Future Years in the 911 Fees Special Revenue Fund. Per Florida Statute, these reserves can only be used for capital expenditures, and not for current year operating expenses. Due to the continuing decrease in 911 Fees revenue each year, operating expenses exceed incoming revenue and will require a General Fund transfer of \$1.9 million in FY2014 to continue operations at the current level of service.

Additionally, Radio & Technology has requested a decision package of \$92,270 for an additional Programmer position to support increased workload with the consolidation of 911 call-taking with the Sheriff's Office and integration of ambulance and law enforcement software into the dispatch system. See the Additional Funding Requests section of the Budget Message for more information.

## SAFETY AND EMERGENCY SERVICES

### Budget by Program

<b>911 Emergency Communications</b>			
Process 911 calls and dispatch EMS & Fire apparatus. Provide management and administration of the countywide 911 system, including 911 phone & recording equipment and network at the Primary Public Safety Answering Point (PSAP) as well as eight (8) Secondary PSAPs.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	3,869,253	3,790,870	2,510,070
Emergency Communications 911 System	5,513,517	9,857,300	12,577,070
<b>Program Total</b>	<b>9,382,770</b>	<b>13,648,170</b>	<b>15,087,140</b>
<b>FTE (Full-Time Equivalent Positions)</b>		80.9	70.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Average 911 answer time in 10 seconds or less, 90% of time	96.0%	95.0%	95.0%
EMS/EFD/EPD Compliance – Overall/Weighted (Emergency Medical Service, Emergency Fire Dispatch, Emergency Police Dispatch)	98.3%	95.0%	95.0%
Call-processing time in 90 seconds or less, 90% of the time.	91.5%	>90.0%	>90.0%
9-1-1 Calls / 1,000 Population	592	622	653

<b>EMS Ambulance</b>			
This program includes Sunstar Paramedics, 68 ambulances primarily funded by user fees, Critical Care Transport, Mental Health Transport, Office of Medical Director, St. Pete College Training, EMS Administration, Ambulance Billing Cost, and Medical Supplies. First Care Membership is provided to help citizens defray cost of ambulance transports not covered by insurance.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Emergency Medical Service	40,985,486	44,634,180	47,773,040
<b>Program Total</b>	<b>40,985,486</b>	<b>44,634,180</b>	<b>47,773,040</b>
<b>FTE (Full-Time Equivalent Positions)</b>		37.9	39.4
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Cardiac arrest patients with pulse upon delivery to a hospital (ICMA)-ROSC% - All Rhythms	31.2%	>35.0%	>35.0%
Sunstar ambulance emergency response time within 10 minutes (ICMA)	95.0%	>90.0%	>90.0%
Ambulance billing net collections percentage	69.4%	69.5%	70.0%

## SAFETY AND EMERGENCY SERVICES

<b>EMS First Responders</b>			
This tax funded program accounts for contract and program support costs associated with providing Fire First Response to EMS calls. 18 Provider Agencies operating 62 Advanced Life Support (ALS) First Responder Units. Funding is utilized for Firefighter/Paramedic salary/benefits, EMS Equipment and Vehicles. Program support includes medical supplies, St. Pete College continuing medical education training, and Office of the Medical Director.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Emergency Medical Service	43,615,668	45,978,720	46,691,090
<b>Program Total</b>	<b>43,615,668</b>	<b>45,978,720</b>	<b>46,691,090</b>
<b>FTE (Full-Time Equivalent Positions)</b>		5.4	5.7
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Advanced Life Support First Responder emergency response time within 7.5 minutes	96.2%	>90.0%	>90.0%
EMS Calls / 1,000 population	149.6	150	150

<b>EMS Grant</b>			
State Grant funds received from the Florida Department of Health must be spent to improve and expand prehospital EMS systems in Pinellas County. Because grants support both Ambulance and First Responders, they are reflected in those programs from FY13 forward.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Emergency Medical Service	15,890	0	0
<b>Program Total</b>	<b>15,890</b>	<b>0</b>	<b>0</b>
<b>FTE (Full-Time Equivalent Positions)</b>		0.0	0.0

<b>Fire - Regional Services</b>			
This program provides administrative oversight for the countywide hazardous materials and technical rescue response teams. The two teams are comprised of specialty trained firefighters from six fire departments. The salaries for all team members are paid by their respective departments. This program supports specialized training, equipment and vehicles.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	461,961	647,950	628,230
<b>Program Total</b>	<b>461,961</b>	<b>647,950</b>	<b>628,230</b>
<b>FTE (Full-Time Equivalent Positions)</b>		1.0	1.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of team members that are HazMat technician certified (110 members)	68.5%	90.0%	90.0%

## SAFETY AND EMERGENCY SERVICES

Radio and Technology			
Provides management and administration of the countywide intergovernmental MHz radio and data system that is used by all public safety agencies, with the exception of Clearwater Police, County and City of St. Petersburg non-public safety departments, PSTA, and regional partners. This system, which is used by all agencies for their daily operations and incident response, is a Motorola 700/800 MHz system with 10 sites and 53 channels operating in 3 Zones. The system technology is currently being transitioned from Smartzone technology to P25 technology that will allow direct interoperability with other first responders throughout the region. There are over 10,500 users operating on the system from 96 agencies. The program also provides a secure, countywide computer network connecting 72 remote sites to the 9-1-1/Emergency Communications Center (62 fire stations, Sunstar, 7 admin facilities & sub-EOCs and 2 Law Enforcement Communications Centers). Additionally, the County owns and operates an EMS/Fire CAD system & wireless dispatch software on 286 mobile data computers in EMS/Fire and Command Staff vehicles.			
Budget Summary			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
General Fund	825,303	440,150	1,902,810
Intergovernmental Radio Communications	926,787	412,460	1,158,430
<b>Program Total</b>	<b>1,752,090</b>	<b>852,610</b>	<b>3,061,240</b>
<b>FTE (Full-Time Equivalent Positions)</b>		2.0	12.8
Performance Measures	FY12 Actual	FY13 Estimate	FY14 Target
Radio System Availability to all customers during peak system loading	>99.99%	99.99%	99.99%
911 Mainframe Computer System Availability for 24/7 Emergency Communications Center	>99.99%	99.99%	99.99%
Percentage of Verizon and EMS/Fire 911 database accuracy	>99.99%	99.99%	99.99%

Reserves			
Oversees the management and allocation of the county's financial reserves.			
Budget Summary			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
Emergency Medical Service	0	16,840,810	22,440,700
Emergency Communications 911 System	0	3,007,680	1,816,120
Intergovernmental Radio Communications	0	606,690	89,470
<b>Program Total</b>	<b>0</b>	<b>20,455,180</b>	<b>24,346,290</b>

## SAFETY AND EMERGENCY SERVICES

Department Budget Summary			
Expenditures by Program			
Program	FY12 Actual	FY13 Revised Budget	FY14 Budget
911 Emergency Communications	9,382,770	13,648,170	15,087,140
Emergency Medical Service Ambulance	40,985,486	44,634,180	47,773,040
Emergency Medical Service First Responders	43,615,668	45,978,720	46,691,090
Emergency Medical Service Grant	15,890	0	0
Fire - Regional Services	461,961	647,950	628,230
Radio & Technology	1,752,090	852,610	3,061,240
Reserves	0	20,455,180	24,346,290
<b>Total Expenditures</b>	<b>96,213,865</b>	<b>126,216,810</b>	<b>137,587,030</b>
Expenditures by Fund			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
Emergency Communications 911 System	5,513,517	12,864,980	14,393,190
General Fund	5,156,517	4,878,970	5,041,110
Emergency Medical Service	84,617,044	107,453,710	116,904,830
Intergovernmental Radio Communications	926,787	1,019,150	1,247,900
<b>Total Expenditures</b>	<b>96,213,865</b>	<b>126,216,810</b>	<b>137,587,030</b>
Personnel Summary by Program and Fund			
Program	Fund	FY13 Revised Budget	FY14 Budget
911 Emerg Comm	Emergency Communications 911 System	41.7	42.0
911 Emerg Comm	General Fund	39.2	28.0
EMS Ambulance	Emergency Medical Services	37.9	39.4
EMS First Responders	Emergency Medical Services	5.4	5.7
EMS Grant	Emergency Medical Services	0.0	0.0
Fire - Regional Services	General Fund	1.0	1.0
Radio & Technology	General Fund	2.0	12.8
Radio & Technology	Intergovernmental Radio Communications	0.0	0.0
<b>Total FTEs (Full-Time Equivalent Positions)</b>		<b>127.2</b>	<b>128.9</b>





## STRATEGIC PLANNING AND INITIATIVES

### Department Mission:

The Strategic Planning and Initiatives Department is committed to pro-active planning founded on public participation and a holistic approach that promotes stewardship of the County's natural, social, and economic resources, fosters quality communities, and assists the County organization in working together toward fulfilling its overall mission.

### Description:

The Strategic Planning and Initiatives Department has responsibilities that combine facets of long-range planning, community planning, strategic planning, and programs implementing established policy and statutory mandates. The Department has an important role in facilitating inter-agency coordination and collaboration among federal agencies, state and regional agencies, countywide agencies, the 24 municipalities within Pinellas County, and adjacent counties. The Department also helps facilitate County initiatives that involve multiple departments. In addition to supporting planning and related initiatives under the Board of County Commissioners (BCC), the Department also currently provides staff services to the Pinellas County Metropolitan Planning Organization (MPO). It is anticipated that sometime during FY 2013 or FY 2014 the staff serving the MPO will leave the Department and work for the new unified policy board of the MPO and Pinellas Planning Council under the direction of an executive director that will be hired by that board.

### Analysis:

The FY14 Budget for Strategic Planning and Initiatives increased by \$249,020 or 9.5% from the FY13 Revised Budget. The FY14 Board of Adjustment program decreased by \$790 or 0.9%. This was due to a slight reduction in Operating Expenses. Increases to the Comprehensive & Strategic Planning, Future Land Use and Zoning, and the Quality Communities programs are due to the addition of two staff positions to support the Department's new responsibilities. The department plans on over hauling the County's 20-year old Land Development Codes; and providing guidance to other Departments through the strategic planning processes. These programs increased \$88,510 or 8.8% and \$73,610 or 19.8%, respectively.

The Metropolitan Planning Organization program increased by \$87,690 or 7.5%. This increase is due to staff being hired into positions that were vacant during FY13 Budget development. The FY14 Budget does not take into account the merger between the Pinellas Planning Council and the Metropolitan Planning Organization.

### Budget by Program

Board of Adjustment			
Supports the Board of Adjustment in reviewing requests for variances, special exceptions, and other development proposals as provided for in the Zoning Code.			
Budget Summary			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
General Fund	145,680	83,670	83,380
<b>Program Total</b>	<b>145,680</b>	<b>83,670</b>	<b>83,380</b>
<b>FTE (Full-Time Equivalent Positions)</b>		0.7	0.7
Performance Measures	FY12 Actual	FY13 Estimate	FY14 Target
Number of Board members trained in using the updated Zoning section of the LDC	n/a	n/a	7
Percentage of agenda packets that meet deadline requirements	100%	100%	n/a

## STRATEGIC PLANNING AND INITIATIVES

<b>Comprehensive &amp; Strategic Planning, Future Land Use &amp; Zoning</b>			
Responsible for development of the County's Comprehensive Plan and the Strategic Plan. Responsible for Zoning and the Future Land Use Map for the unincorporated area. Supports the countywide planning responsibilities of the Board of County Commissioners.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	1,146,915	1,001,600	1,090,110
<b>Program Total</b>	<b>1,146,915</b>	<b>1,001,600</b>	<b>1,090,110</b>
<b>FTE (Full-Time Equivalent Positions)</b>		11.0	11.6
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of objectives initiated or achieved within the timeframe identified in the Comprehensive Plan	67%	75%	90%
Percentage of key strategies in Dept. of Strategic Plan completed for ensuring the County's transportation planning responsibilities are funded and in place following the MPO/PPC merger	n/a	n/a	100%
Incorporate the Florida Community Planning Act requirements in the Quality Pinellas Community Plan	n/a	n/a	15%

<b>Metropolitan Planning Organization (MPO)</b>			
This program provides for Strategic Planning Initiative staff to perform services to the Metropolitan Planning Organization (MPO), an independent agency.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	1,264,381	1,171,530	1,259,220
<b>Program Total</b>	<b>1,264,381</b>	<b>1,171,530</b>	<b>1,259,220</b>
<b>FTE (Full-Time Equivalent Positions)</b>		13.0	13.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage completion of MPO Bd. Reapportionment Activities	100%	100%	n/a%
Percentage completion of MPO/PPC unification steps (e.g., staffing, budgets, agreements)	90.0%	100%	100%
Funding Priorities adopted each year by October 1st.	100%	100%	100%
Percentage completion of long range plan update activities (update due in 2014)	50.0%	75.0%	100%

## STRATEGIC PLANNING AND INITIATIVES

<b>Quality Communities</b>			
Improve communities through effective development regulations, urban revitalization initiatives, historic preservation, and productive relationships with the public and other governmental agencies			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	99,902	371,160	444,770
<b>Program Total</b>	<b>99,902</b>	<b>371,160</b>	<b>444,770</b>
<b>FTE (Full-Time Equivalent Positions)</b>		3.3	3.8
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage completion of the zoning, stormwater and floodplain sections of the update to the Pinellas County Land development Code			100%

<b>Department Budget Summary</b>			
<b>Expenditures by Program</b>			
<b>Program</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Board of Adjustment	145,680	83,670	82,880
Comprehensive & Strategic Planning, Future Land Use & Zoning	1,146,915	1,001,600	1,090,110
Metropolitan Planning Organization (MPO)	1,264,381	1,171,530	1,259,220
Quality Communities	99,902	371,160	444,770
<b>Total Expenditures</b>	<b>2,656,878</b>	<b>2,627,960</b>	<b>2,876,980</b>
<b>Expenditures by Fund</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
General Fund	2,656,878	2,627,960	2,876,980
<b>Total Expenditures</b>	<b>2,656,878</b>	<b>2,627,960</b>	<b>2,876,980</b>

<b>Personnel Summary</b>			
<b>Program</b>	<b>Fund</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Board of Adjustment	General Fund	0.7	0.7
Comprehensive & Strategic Planning, Future Land Use & Zoning	General Fund	11.0	11.6
Metropolitan Planning Organization (MPO)	General Fund	13.0	13.0
Quality Communities	General Fund	3.3	3.8
<b>Total FTEs (Full-Time Equivalent Positions)</b>		<b>28.0</b>	<b>29.1</b>



## TOURIST DEVELOPMENT COUNCIL

### Department Mission:

The Tourist Development Council (TDC) d/b/a Visit St. Petersburg/Clearwater is a department of Pinellas County Government and is the official tourism marketing and destination management organization for the St. Petersburg/Clearwater Area. The TDC is charged with enhancing the county's economy by increasing direct visitor expenditures and job development, training and retention in the tourism industry. The organization works domestically and internationally to develop and enhance sustainable tourism in both the leisure and meetings markets and targets consumers, travel media, the travel industry, meeting and conference planners, sports promoters and film producers with research driven marketing programs touting beaches, sports, arts and culture and nature-based opportunities. The TDC also leads a community-based team to market the benefits of tourism to local residents while working with varied interests to assist in the development of new attractions and the redevelopment of others.

### Description:

The primary objective of the TDC is to market Pinellas County as a tourist destination. Florida Statute 125.0104 establishes the rights of Florida counties to collect a Tourist Development Tax on short-term accommodations within a county. Chapter 118 Article 2 of the Pinellas County Code outlines the Tourist Development Plan (TDP) directing that the tax revenues received pursuant to this article shall be used to fund the County TDP to promote and advertise tourism on the state, national and international levels and to fund convention bureaus and tourist bureaus as county agencies, or by contract with the chambers of commerce or similar associations in the County.



### Analysis:

The FY2014 budget for the Tourist Development Council (TDC) increased by \$4.6M, or 13.4%, from FY2013.

The TDC is supported by the collection of a 5% Tourist Development Tax on rents collected for temporary lodging, also known as the 'bed tax'. As the economy continues to recover, tourists have returned to the beaches of Pinellas County, increasing the revenue collected from this tax to record levels in FY2013, with FY2014 expected to exceed these levels. Revenue from the 'bed tax' is expected to increase by \$2.4M in FY2014, or 8.9%.

The use of 'bed tax' revenue is restricted to certain uses. Approximately 30% of the revenue is to be used to promote tourism in Pinellas County. The TDC uses these proceeds to secure advertising in targeted markets in both the United States and select international markets in Europe and South America. The budget for advertising increased by \$2.3M, or 24.7%, from FY2013 budget.

Another restricted use of the revenue is for the re-nourishment of Pinellas County owned beaches. Half of the '3<sup>rd</sup> Cent' is dedicated to capital improvement projects for the beaches. The budget for re-nourishment increased by \$44K, or 1.3%.

The '4<sup>th</sup> Cent' is dedicated to the debt service obligation for Tropicana Field in St. Petersburg. The County's obligation to this debt expires at the end of FY2015, along with the debt service payment for the Spring Training facility in Dunedin in February 2016. The debt service obligation for the Spring Training facility in Clearwater expires in FY2021. The budget for debt service for Tropicana Field increased by \$510K, or 7.7%, from FY2013. The debt service on the two Spring Training facilities remains constant at \$298K for Dunedin and \$588K for Clearwater.

With increased expenditures for advertising, debt service, and personal services, the TDC Fund maintains the desired reserves of 15% for FY2014.

In addition to the proposed budget, the TDC has requested a decision package of \$412K for additional staffing and professional service contracts. See the Additional Funding Requests section of the Budget Message for more information.

### Budget by Program

Debt Service			
Payments on debt service associated with Tropicana Field, City of Clearwater and City of Dunedin baseball stadiums.			
Budget Summary			
Fund	FY12 Actual	FY13 Revised Budget	FY14 Budget
Tourist Development Council	6,994,682	6,590,350	7,099,980
<b>Program Total</b>	<b>6,994,682</b>	<b>6,590,350</b>	<b>7,099,980</b>

## TOURIST DEVELOPMENT COUNCIL

<b>Reserves</b>			
Oversees the management and allocation of the county's financial reserves.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Tourist Development Council	0	5,554,460	5,805,960
<b>Program Total</b>	<b>0</b>	<b>5,554,460</b>	<b>5,805,960</b>

<b>Sales &amp; Marketing</b>			
Increase visitor volume, visitor spending and economic impact to the destination through specific and targeted sales and marketing initiatives.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Tourist Development Council	16,099,081	16,976,580	20,555,150
<b>Program Total</b>	<b>16,099,081</b>	<b>16,976,580</b>	<b>20,555,150</b>
<b>FTE (Full-Time Equivalent Positions)</b>		36.0	36.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Number of room nights resulting from sales and marketing initiatives in the sports and meetings markets.	196,839	205,000	208,000
Generate and respond to qualified leads from producers of network and cable television, video, multi-media and print photography projects.	229	250	250

<b>Tourism Support</b>			
Increase visitor volume, visitor spending and the length of stay in the destination through support of local events visitor centers, sports facilities, beach nourishment, education and sound research.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Tourist Development Council	1,013,735	2,049,530	2,273,550
<b>Program Total</b>	<b>1,013,735</b>	<b>2,049,530</b>	<b>2,273,550</b>
<b>FTE (Full-Time Equivalent Positions)</b>		1.0	1.0
<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Estimate</b>	<b>FY14 Target</b>
Percentage of visitors planning a return trip to the destination.	91.1%*	90.0%	90.0%
Percentage of visitors who rate their experience in the destination as satisfying.	95.8%*	96.0%	95.0%
Generate an increase in Tourist Development Tax Revenue.	28.7M	29.8M	30.9M

\*Research Data Services, Inc. Annual Visitor Profile

## TOURIST DEVELOPMENT COUNCIL

<b>Transfers</b>			
Oversees the transfer of intra- and intergovernmental funds.			
<b>Budget Summary</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Tourist Development Council	3,099,749	3,242,360	3,286,690
<b>Program Total</b>	<b>3,099,749</b>	<b>3,242,360</b>	<b>3,286,690</b>

<b>Department Budget Summary</b>			
<b>Expenditures by Program</b>			
<b>Program</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Debt Service	6,994,682	6,590,350	7,099,980
Reserves	0	5,554,460	5,805,960
Sales and Marketing	16,099,081	16,976,580	20,555,150
Tourism Support	1,013,735	2,049,530	2,273,550
Transfers	3,099,749	3,242,360	3,286,690
<b>Total Expenditures</b>	<b>27,207,247</b>	<b>34,413,280</b>	<b>39,021,330</b>
<b>Expenditures by Fund</b>			
<b>Fund</b>	<b>FY12 Actual</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Tourist Development Council	27,207,247	34,413,280	39,021,330
<b>Total Expenditures</b>	<b>27,207,247</b>	<b>34,413,280</b>	<b>39,021,330</b>

<b>Personnel Summary by Program and Fund</b>			
<b>Program</b>	<b>Fund</b>	<b>FY13 Revised Budget</b>	<b>FY14 Budget</b>
Sales and Marketing	Tourist Development Council	36.0	36.0
Tourist Support	Tourist Development Council	1.0	1.0
<b>Total FTEs (Full-Time Equivalent Positions)</b>		<b>37.0</b>	<b>37.0</b>

