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Mark S. Woodard
County Administrator

October 1, 2014

TO: The Honorable Chairman and
Members of the Board of County Commissioners

In accordance with our statutory responsibilities, we are pleased to present the **Adopted Fiscal Year 2015 Annual Operating and Capital Budget**. As a result of the Board's engagement and input throughout the budget development process, this adopted budget reflects the priorities you have defined for continuing to deliver outstanding service to our citizens, businesses and partners. We are grateful for the support and guidance the Board has provided.

Pinellas County Budget FY2015
Total \$1,955,111,360

<u>Governmental</u>	<u>Enterprise</u>	<u>Constitutional</u>	<u>Other</u>
\$656,141,130	\$624,938,460	\$317,300,230	\$356,731,540

There is no change to the General Fund countywide millage rate of 5.2755 mills, nor to the unincorporated area (MSTU) millage rate of 2.0857 mills. The General Fund is the primary operating fund of the County. The FY15 budget is \$596,139,730 representing an increase of \$20.1 million or 3.4% compared to FY14. This increase reflects a pay increase of 3.0% for all eligible County employees to recognize their hard work and keep the County competitive within the labor market. Within this balanced budget, the Board's funding priorities including public safety (Sheriff), Veterans Services and dental care for those in need are all met.

The overall budget of \$1,955,111,360 continues the County's tradition of providing high quality services to the Public while prudently managing public funds. The total FY15 Budget is \$182.0 million or 10.3% more than the total FY14 Budget, which reflects a net increase in operating, capital, reserves, and enterprise functions. Excluding enterprise capital, the net increase is 6.0%. Again, no increases in the countywide or MSTU millage rates were required to balance the budget and meet important needs.

This Adopted Budget was built upon three themes: A commitment to "doing things" that serve the Public, building constructive relationships with our partners and supporting the hard work of our employees.

Doing things that serve the Public - Our citizens and partners rely upon Pinellas County Government to deliver a diverse array of services that improve their daily lives. We will prioritize our resources to deliver core services that will bring about a higher level of trust, appreciation and recognition from our stakeholders. Our talented and dedicated staff are committed to public service and will derive a greater sense of satisfaction by seeing the positive benefits of their work in the community.

With partners we get more done - We are also committed to building constructive relationships with our partners in the community. By doing so, we will collectively improve the services for the benefit of all. In the past several months, we have resolved the Emergency Medical Services (EMS) issue. The Board approved an agreement with the City of St. Petersburg and other agreements are now being finalized. Also, the Veterans Services Office received more resources and an organizational realignment to improve support of our Veterans, payment in lieu of taxes for County-owned land in Pasco County was made, and relationships with various community partners have improved.

Grow our own talent and promote from within - We remain committed to our employees and will provide opportunities for career growth and learning while seeking to promote from within wherever possible. Significant resources have been dedicated to the High Performing Organization (HPO) initiative over the past three years, however, we believe the staff has demonstrated that it is already high performing. The results of our Annual Citizen Satisfaction Survey showing 87.3% of the public have trust and confidence in our work, supports this claim. Our staff has also proven to be subject matter experts in their respective jobs. As such, a number of management and strategic consulting contracts have been eliminated and those funds have been repurposed to providing services that directly benefit the Public. Finally, we will continue to administer the Achieve Global curriculum to each other to foster the basic principles: Focus on the situation, issue, or behavior, not on the person; maintain the self-confidence and self-esteem of others; maintain constructive relationships; take the initiative to make things better; lead by example; and think beyond the moment.

The Adopted Budget and its underlying assumptions are based on a positive, optimistic outlook for our future. As an example, our economy shows several signs of sustained improvement. Tourist development tax collections continue to set historical records, airport passenger growth is approaching all-time highs, development review activity is nearly twice as high as two years ago, building permits and inspections are demonstrating sustained growth, the real estate market continues to improve and sales tax revenues are showing modest growth.

This optimistic outlook coupled with a change in our budget approach created capacity to meet the needs and Board funding priorities. For example, we engaged the Board early and sought input to the Proposed Budget providing the Board additional flexibility and time for deliberation. Also, using historical trends and carefully reviewing our expenditure patterns, we were able to anticipate unspent funds as part

of budget development enabling the Board to meet its funding priorities and best serve the Public.

Further, we appropriated the Service Level Continuation Account (SLCA) that was established in FY14 to provide stability during the next recessionary period. Since we are forecasting positive trends for the next several years, these funds can provide more benefit to the Public today. Importantly, the use of the SLCA does not erode our 15% rainy day reserve account that is maintained in accordance with the Board's established budget policies.

The Adopted Budget also includes the new taxing district to support recreation services in the East Lake community approved by the Board last month. This decision resulted from a request from that community through the East Lake Youth Sports Association (ELYSA). In FY15, the millage rate for East Lake Recreation Services is 0.25 mills.

The Dunedin fire district rate has been decreased as a non-recurring capital project has been completed. All other operating and capital improvement budgets, not specifically mentioned in this letter, have been adjusted to achieve balance and maintain as high a level of service as possible based upon available revenues.

The Budget Message following this letter presents a comprehensive overview, with detailed information contained in the budget document.

CONCLUSION

The FY2015 Adopted Budget we have developed working together is sustainable over the forecast period based on the positive outlook of the economy and our careful management of funds. Our partnership in building this budget assures that it meets the needs defined by our talented staff and the Board as the community's elected representatives. By focusing on "doing things", building constructive relationships with our partners, and supporting our employees, Pinellas County Government will continue to demonstrate to the Public that it is high performing and dedicated to providing services that improve our daily lives.

I would like to add a special note of appreciation to my fellow employees for their support in producing this Adopted Budget.

Respectfully submitted,



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County Administrator

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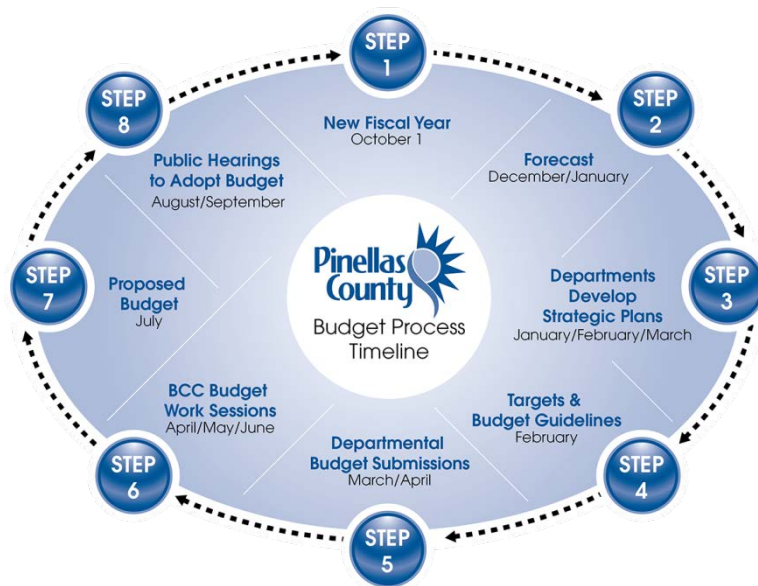
OVERVIEW OF THE FY2015 BUDGET

The *Overview of the FY2015 Budget* portion of the FY2015 Budget Message provides an overview of the budget process including:

- Annual Budget Process
- Citizen Engagement
- FY2015 Budget Strategy
- Board of County Commissioners and County Administrator Departments
- Constitutional Officers and Court Support
- Independent and Support Funded Agencies
- Fund Reserves
- Unincorporated Area (MSTU) Budget
- Future Impacts

Annual Budget Process

Preparing the County's annual operating and capital budget is a year-round process, as illustrated in the following diagram.



Budget Forecast (December/January)

After the fiscal year starts, the initial step in the annual budget process is to update the Forecast in order to develop the budget guidelines for the upcoming budget process.

The Forecast is built upon an individual assessment of ten of the County's major funds: the General Fund, Tourist Development Fund, Transportation Trust Fund, Capital Projects Fund, Emergency Medical Services Fund, Airport Fund, and the Water, Sewer, Solid Waste, and Surface Water Funds.

OVERVIEW OF THE FY2015 BUDGET

The process for developing the FY2015 Forecast included updating the projections for the prior fiscal year, FY2013, with actual revenue and expenditure information following the year-end closeout. At the same time, current FY2014 revenues and expenditures were projected on a preliminary basis by analyzing the actual year-to-date numbers and projecting the remaining months left in the fiscal year. These projections are further refined later in the process as departments provide their projections for revenue and expenditures. The forecast for the upcoming budget year, FY2015, was based on available information and formed the underlying basis for developing the strategy to balance the budget. In addition to focusing on the upcoming fiscal year, the Forecast's ten-year horizon helps determine the long-term financial position of the County's funds as well as the impact of today's budget decisions on the future. The out-years through FY2024 are forecasted using various projection methods such as trend analysis, linear regression, and moving averages. Developing a multi-year forecast provides decision-makers with at least three key benefits: (1) assessing the long-term financial sustainability of the County's funds; (2) understanding the impact of today's decisions on the future; and (3) providing a holistic financial picture.

Departments Develop Strategic Plans (January/February/March)

During this time period each BCC department and agency develops their strategic plans. Their strategic plans link to the various projects and programs funded in the Annual Budget. This helps ensure that sound strategy linked to the big picture drives budget decisions. The plans include a narrative comprised of a summarization of the scope and purpose of the Department and the specific challenges the Department must address in the coming years. Each specific challenge is supported by a short paragraph explaining and supporting the challenge. One or more Strategic Initiative forms are completed for each identified challenge. The forms show how the challenge will be addressed.

Targets/Budget Guidelines (February)

The targets or budget guidelines are developed by County administration based on the financial forecast. These are communicated to County's departments and agencies for use during their budget development. At this time all instructions and resources for preparing budget requests are also distributed.

Budget Submissions (March/April)

County departments and agencies submit their completed budget submissions at this time except for the Constitutional Officers which have a due date of May 1st. The budget submissions are analyzed by OMB staff in preparation for budget work sessions with the Board.

Budget Work Sessions (April/May/June)

During this time various budget work sessions are held with the Board to obtain feedback necessary to develop the Proposed Budget such as millage rate policy, proposed program enhancements or reductions, and revenue adjustments.

Proposed Budget (July)

The Proposed Budget is prepared by the County Administrator based on direction acquired from the various budget work sessions with the Board and priorities in the County's Strategic Plan. The Proposed Budget document presents a balanced budget for the coming year.

OVERVIEW OF THE FY2015 BUDGET

Public Hearings to Adopt Budget (August/September)

Once the Proposed Budget is distributed, additional budget work sessions with the Board may be held to provide further guidance to the county administrator. All changes to the Proposed Budget are now finalized and announced at each of the public hearings. The public hearings represent an opportunity for citizens to provide input to the Board regarding the budget process. At the first public hearing the Board approves the tentative millages and budgets. At the second public hearing the Board approves the adopted millages and budgets.

Adopted Budget (October)

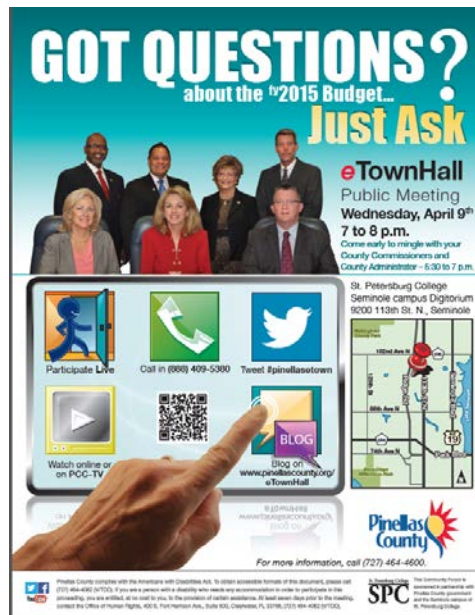
In October the new fiscal year begins based on the Adopted Budget and the annual budget process ends.

For specific dates applicable to the current budget process, see the Budget Calendar in the Appendix of this document.

Citizen Engagement

Community Input

The County incorporates considerable public and employee input into each year's budget process. Outreach this year included a Community Forum event, which consisted of an open house and live eTownHall, a statistically valid citizen's values phone survey, an online survey, citizen suggestions and employee suggestions through the County's website, and budget information work sessions.



Community Forum – April 9, 2014 @ St. Petersburg College, Seminole Campus

For the third year, the Pinellas County Community Forum fused traditional and virtual outreach in an open house and eTownHall format for the convenience of all citizens. Presented in partnership with the Seminole campus of St. Petersburg College, the overall event afforded

OVERVIEW OF THE FY2015 BUDGET

commissioners and staff the opportunity to personally connect and interact with residents, and to hear their concerns and ideas about developing the budget.

During the live eTownHall event, the Board of County Commissioners and the County Administrator answered citizen questions posed by moderator Mark Wilson. Questions were received via various avenues of communication, including the live audience, the eTownHall website blog, telephone outreach, viewers of PCC-TV, the city of St. Petersburg's television station, St. Petersburg College's cable channel and Twitter.

The screenshot displays the Pinellas County eTownHall website. At the top, the header reads "Pinellas County FLORIDA Your Online County Connection eTownHall". Below the header is a video player showing a replay of the "2015 Budget Public Meeting" from Wednesday, April 9, 2014. The video player includes a progress bar and a timestamp of 21:50 / 1:01:02. To the right of the video player is a blog post titled "Welcome to the Pinellas County FY2015 Budget Public Meeting Blog". The blog post includes a welcome message, a link to the meeting, and a date of Wednesday, April 9, 2014. Below the video player, there is a "Links:" section with several links: "Flyer on eTownHall Event - En español version", "How to Participate", "Terms of Participation", "Contact Us", "Citizens Guide to the Budget", and "Replay past eTownHall events".

A replay of the eTownHall can be found at:

<http://www.pinellascounty.org/etownhall/etownhall-budget-04-09-14.htm>

Telephone Citizen Values Survey

This is the fourth consecutive year that Pinellas County has conducted a statistically valid citizen survey (+/- 3.5 percent at 95-percent confidence level), with the first year used to collect feedback on residents' priorities in the midst of budget reductions. The goals of this year's survey were to measure citizen expectations and perceptions regarding key drivers that impact their overall quality of life, and to determine strengths and opportunities for improvement. To collect this year's results, HCP & Associates conducted 800 telephone interviews in each of the County's regions: north, mid, south and beaches. The survey was designed to ensure representation from various age groups, genders, unincorporated residents

OVERVIEW OF THE FY2015 BUDGET

and other demographic factors. The calls were made from Feb. 1 to Feb. 17. The survey results can be found at:

[http://www.pinellascounty.org/budget/pdf/2014 Telephonic Citizen.pdf](http://www.pinellascounty.org/budget/pdf/2014_Telephonic_Citizen.pdf)

On-line Survey of Citizen Values

Another input mechanism enabled citizens to participate in an on-line survey, which was posted on the County website following the telephone survey and remained open for five days, Feb. 24 to Feb. 28. The online survey was closed to non-residents; it is not considered statistically valid but results closely mirrored the results of the phone survey. Business owners and other stakeholders were directed to a submittal form so that they could offer input. Participation was limited to one submittal per computer (tracked by IP address; County-owned computers excluded). The survey results can be found at:

[http://www.pinellascounty.org/budget/pdf/2014 Citizen Report Online.pdf](http://www.pinellascounty.org/budget/pdf/2014_Citizen_Report_Online.pdf)

Citizens also have an opportunity to participate in multiple budget information work sessions throughout the budget cycle, with public hearings in September, 2014.



An ongoing schedule of key dates in the annual budget process can be found at:

http://www.pinellascounty.org/budget/date_schedule.htm#timetable

Citizen Suggestions

Citizens are encouraged to provide input throughout the budget process by submitting ideas through the County's "**Citizens' Guide to the Budget**" website at www.pinellascounty.org/budget. This website includes helpful information on the Pinellas County budget including video, presentations and handouts for all budget development meetings as well as useful information such as the budget timeline, the budget document, opportunities for citizen input, how the budget process works and other budget-related topics.

OVERVIEW OF THE FY2015 BUDGET



Employee Input

In 2009, the County created an internal website called “A Better Way” to communicate with employees regarding the budget process and set up a suggestion box to tap the wisdom of our employees. Since then, over 1,000 cost-saving and revenue ideas have been submitted, leading to many initiatives to generate savings, optimize business processes, and identify new or enhanced revenues. All ideas that have been submitted to date can be accessed on the website.



FY2015 Budget Strategy

Development of the Adopted Budget

Following the presentation of the Forecast in January, 2014, departments reporting to the BCC updated their strategic plans and prepared their detailed budget requests. The Constitutional Officers and Independent Agencies also prepared their budget requests and presented them to the BCC in a series of budget information work sessions.

An improvement implemented this year provided earlier opportunities to engage the Board in the preparation of the Proposed Budget. In recent years, the Board was not as engaged during the front end of the budget process. Therefore, to affect greater transparency and educate the Board of all resources available, the Board was more actively engaged during the early stages of the process. This yielded greater input for the Board and provided the Board opportunity to request budgetary priorities. During a series of work sessions, the Board reviewed their priorities and the requests of the Constitutional Officers and Independent Agencies. The County Administrator and staff then proposed funding options for addressing these needs. These options were included in the Proposed Budget.

After the presentation of the Proposed Budget, revisions were included based upon changes identified after the development of the Proposed Budget. These changes were described on pages A-25-26 of the Proposed Budget Message and discussed with the Board at a work session on July 22. Additional revisions were identified after the presentation of the Proposed Budget based on Board direction, updated revenue and expenditure projections for FY2015, and technical corrections. The Tentative Budget that included these revisions was presented to the Board at the first public hearing to adopt the FY2015 Budget on September 11. The FY2015 Budget was adopted at the second public hearing on September 23.

OVERVIEW OF THE FY2015 BUDGET

Balancing Strategy

As the County sustained reductions over the past several years as a result of the Great Recession and state-mandated revenue caps, the Forecast was utilized to predict when a recovery in revenues would be realized. The Board established a strategy to stabilize services provided by the County until the time at which growth in revenues and expenditures were aligned. This strategy bridged the gap between the final years of reductions and the recovery, thereby providing the organization with a “glide path for a soft landing.”

The economy “turned the corner” as reflected in growing taxable values for the FY2014 budget, as well as growth in sales taxes and other revenues. The overall strategy for preparing the FY2015 budget assumed that this growth would continue and that requests should be submitted to maintain current levels of service while continuing to pursue opportunities to improve efficiency and effectiveness.

General Fund Budget Targets

The Forecast included key assumptions related to inflation of expenditures, including employee salaries and benefits, commodities, fuel, and utilities. Therefore, departments under the County Administrator were instructed to submit FY2015 baseline budgets that were consistent with FY2014 recurring budget appropriations, as adjusted for inflation. Constitutional officers and Independent Agencies dependent upon General Fund appropriations were also provided budget targets reflecting anticipated inflation.

Targets for Other Funds

Targets for other funds were also developed depending on the circumstances for each fund. The funds most affected by current economic conditions include property tax (ad valorem) supported funds and Water and Sewer funds.

Ad valorem supported funds with separate property tax levies, such as the Health Department, the Feather Sound Community Services District, Palm Harbor Recreation and Library District, and the Public Library Cooperative, were asked to submit budgets that could be supported by their revenue streams at the current millage rate. In Utilities, the Water and Sewer systems were directed to meet expenditure targets that were consistent with the four-year rate plan approved by the Board in September, 2011.

Per statutory guidelines, the Property Appraiser releases certified taxable values for all taxing authorities no later than July 1 each year. The values certified for FY2015 were higher than the growth anticipated in the Forecast, providing additional resources to support the General Fund and the other funds with separate property tax levies. The results are discussed in the “Key FY2015 Issues” section of this Budget Message.

The improving fiscal climate also resulted in a new, more optimistic approach to preparing the budget. This involved anticipating lapsed funds in advance and using the resources which had been accumulated in the Service Level Continuation Account to address critical needs.

OVERVIEW OF THE FY2015 BUDGET

Board of County Commissioners and County Administrator Departments

The County's Annual Operating and Capital Budget includes agencies and departments that report to the Board of County Commissioners and the County Administrator, as well as the budgets of Constitutional Officers and Independent Agencies.

The **Board of County Commissioners (BCC)** is the legislative body of government responsible for the formulation of policy. The BCC appoints both the **County Attorney** and the **County Administrator**, who is responsible for implementing the Board's policies.

The departments reporting to the County Administrator are organized into five groups:

- Environment and Infrastructure;
- Health and Community Services;
- Planning and Development Services;
- Safety and Emergency Services; and
- Tourism, Parks, and Government Support Services.

More details about these units are presented in Section D of this document.

Constitutional Officers and Court Support

Constitutional Officers include the Clerk of the Circuit Court and Comptroller, Property Appraiser, Sheriff, Supervisor of Elections, and Tax Collector. The County also provides Court Support to the Judiciary, Public Defender, and State Attorney subject to Article V requirements and local options.

The **Clerk of the Circuit Court and Comptroller** serves as the accountant and clerk to the Board of County Commissioners, custodian of County funds and ex-officio County Auditor. The portion of the Clerk's budget that is classified as Board Support pursuant to Article V, Revision 7, is funded by the General Fund.

The **Property Appraiser** is responsible for valuing all property in Pinellas County and administering any tax exemptions for the purpose of levying taxes. The Property Appraiser's total budget is approved by the State Department of Revenue (not the Board of County Commissioners). The commissions that the Board must budget for the Property Appraiser are set by statute. Each taxing authority is billed a proportional amount based on its proportional share of total ad valorem taxes for the preceding year.

The **Sheriff** is the chief law enforcement officer within the County and provides basic services such as law enforcement, jail operations, and court security to all citizens in Pinellas County. The Sheriff serves as the primary law enforcement agency to the unincorporated areas of Pinellas County and to 13 of the County's 24 municipalities pursuant to contract. Additionally, the Sheriff provides a variety of law enforcement services to the other municipalities and contracts with many of these departments for specialized services. The Sheriff's operating budget is funded by the General Fund.

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The **Supervisor of Elections** is responsible for preparing and conducting all Federal, State, County, and Municipal elections in the County. The office registers, maintains changes and updates the records for all County voters and qualifies all candidates for County offices. The Supervisor of Elections recruits, trains and assigns all poll workers, locates and contracts with polling locations, surveys polling places and makes improvements to comply with Americans with Disabilities Act accessibility requirements, and purchases and maintains voting equipment and supplies. The Supervisor of Elections budget is funded by the General Fund.

The **Tax Collector** is responsible for the billing, collection and distribution of all taxes for the County, Municipalities, School Board, Tourist Development Council, and all other taxing districts within Pinellas County. The Tax Collector issues licenses and titles for cars, trucks, boats and mobile homes, issues fishing and hunting licenses, and issues drivers licenses on behalf of the state. The County's portion of the budget reflects Tax Collector fees related to the collection of the Countywide and Unincorporated areas (MSTU) millage. The amount the Board must budget as fees and commissions for the Tax Collector is set by statutory formula. The Tax Collector's total budget request is approved by the Florida Department of Revenue (not the Board of County Commissioners).

The **Judiciary** includes operational and administrative support for the Circuit and County Courts within Pinellas County. The Board of County Commissioners provides funding for communications and technology, facilities, maintenance, furniture, the guardianship program, an alternative sanctions coordinator, and certain local options. All other operating expenses are the financial responsibility of the State.

The **Public Defender** provides legal advice, counsel, and defense services to needy and financially indigent citizens accused of crimes, as required by Florida law. The County portion of the budget funds Article V related technology requirements and a jail diversion program.

The **State Attorney** represents the State of Florida in the circuit and county courts and is responsible for conducting criminal prosecutions of all persons charged with violating state, county, and/or local laws and ordinances. The State Attorney reviews charges and complaints to determine whether they warrant prosecution and trial. The County portion of the budget funds Article V related technology requirements.

Independent and Support Funded Agencies

Independent and Support Funded Agencies in the County include the Construction Licensing Board, the East Lake Library Services District, the Feather Sound Community Services District, the Health Department, Human Resources, Medical Examiner, Office of Human Rights, Palm Harbor Community Services District, Pinellas Planning Council, and Business Technology Services.

The **Construction Licensing Board (CLB)** regulates the construction and home improvement industry through uniform contractor competency licensing, code adoption, and code interpretations. The programs and activities of the CLB are 100% funded by license renewal fees, fines, and citations, with no impact to the General Fund.

OVERVIEW OF THE FY2015 BUDGET

The **Feather Sound Community Services District (FSCSD)** is a special taxing district within unincorporated Pinellas County. This special taxing district was created by a vote of the residents of Feather Sound. The activities of this district are supported by ad valorem taxes and subject to a 1.0 mill cap. In FY2015, the taxable value of the district increased by 7.10% resulting in an \$8K increase in ad valorem revenue. The FSCSD will continue to support necessary ongoing operational requirements totaling \$220K by drawing down reserves (\$113K) accumulated by the FSCSD non-profit organization. This is consistent with the multi-year plan for drawing down FSCSD reserves approved during the FY2010 budget process. FSCSD has no paid staff members.

The **Health Department** promotes and protects the health of citizens and visitors to Pinellas County through programs of disease prevention, diagnosis and treatment of disease, and environmental monitoring. County funding to the Health Department is supported by ad valorem revenue and is in addition to State and other revenues. In FY2015, the taxable value of the district increased by 6.54% resulting in a \$217K increase in ad valorem revenue.

Human Resources provides a central personnel servicing function for the following Appointing Authorities: Board of County Commissioners, Clerk of the Circuit Court, Property Appraiser, Supervisor of Elections, Tax Collector, Office of Human Rights, Pinellas Planning Council, Business Technology Services, and the Construction Licensing Board. Human Resources is governed by the Personnel Board and is funded by the General Fund.

The **Medical Examiner** provides both forensic medicine service (investigation of sudden, unexpected, or suspicious death) and forensic laboratory service (chemical and drug analyses) to Pinellas County on a contractual basis. The non-professional services contract expenses portion of the Medical Examiner's budget is funded by the General Fund.

The **Office of Human Rights** provides the citizens of Pinellas County protection against discrimination pursuant to local, State, and Federal law. In particular, the office provides protection from discrimination based upon religion, political affiliation, race, color, age, gender, national origin, disabled/handicapped status or sexual orientation. Human Rights is funded by the General Fund.

The **Palm Harbor Community Services District** is a special taxing district within unincorporated Pinellas County. This special taxing district, formed by the residents of Palm Harbor, was established for the purpose of providing recreation facilities and library facilities and services to the residents of Palm Harbor. The Palm Harbor Community Services Agency, (PHCSA) created in 1985 per County Ordinance, provides administrative services for the Palm Harbor Community Services District library and recreation programs. PHCSA is governed by a seven (7) member board of directors each appointed to a two (2) year term. The recreation and library programs combined have one representative on the PHCSA Board. The activities of this district are supported by ad valorem taxes and subject to a 0.5 mill cap. In FY2015, the taxable value of the district increased by 6.04% resulting in a \$32K increase in ad valorem revenue. Staff members of the district are not employees of Pinellas County.

OVERVIEW OF THE FY2015 BUDGET

The **East Lake Library Services District** serves residents of Pinellas County in the northeastern unincorporated area. The library is operated by an independent board with PHCSA providing administrative oversight. The East Lake Library has one member on the PHCSA Board. The activities of this district are supported by ad valorem taxes and are subject to a 0.25 mill cap. In FY2015, the taxable value of the district increased by 5.82% resulting in a \$32K increase in ad valorem revenue. The staff members at East Lake Library are not Pinellas County employees.

On June 24, 2014, the Board of County Commissioners approved an Ordinance establishing the **East Lake Recreation Services District**. As with the Library District, the Recreation District serves residents of Pinellas County in the northeastern unincorporated area, and the activities of this district are supported by ad valorem taxes subject to a 0.25 mill cap. FY2015 will be the first year of funding for this recreation services and facilities district. As with East Lake Library, PHCSA will provide administrative oversight for the East Lake Recreation District. East Lake Youth Sports Association will provide advisory support to PHCSA and will have one member on the PHCSA Board. The .025 mill will generate approximately \$537,000 for recreation. Staff members of East Lake Recreation will not be Pinellas County employees.

The **Pinellas Planning Council (PPC)** is a dependent special district that acts as the advisory body to the Countywide Planning Authority. The budget for the PPC is not included in the County's budget, but the Board of County Commissioners has the right to review and adjust the PPC's approved budget and millage. The PPC's mission is to maintain and enhance a representative forum for countywide planning and provides for overall policy direction, plan consistency, interagency coordination and technical assistance in furtherance of a coherent, efficient, and effective countywide planning process. The activities of the PPC are supported by ad valorem taxes subject to a 0.1666 mill cap. In FY2015, the taxable value for the PPC millage increased by 6.54%, resulting in a \$47K increase in ad valorem revenue based on the recommended 0.0160 mills. The PPC is in the process of combining operations with the **Metropolitan Planning Organization (MPO)** and the budgets for both agencies are summarized in the [Appendix](#).

The **Pinellas Public Library Cooperative (PPLC)** serves eligible residents of Pinellas County and its member public libraries. The PPLC serves these groups through the management of county, state, and federal funds for library development and by facilitating the sharing of materials and resources among its members. The activities of the PPLC are supported by ad valorem taxes (0.5 mill cap) imposed exclusively in the unincorporated area excluding Palm Harbor Community Service District and the East Lake Library Services District.

In FY2015, the taxable value for the PPLC millage increased by 5.18%, resulting in a \$215K increase in ad valorem revenue at the recommended 0.5000 mills. Staff members of the PPLC are not Pinellas County employees.

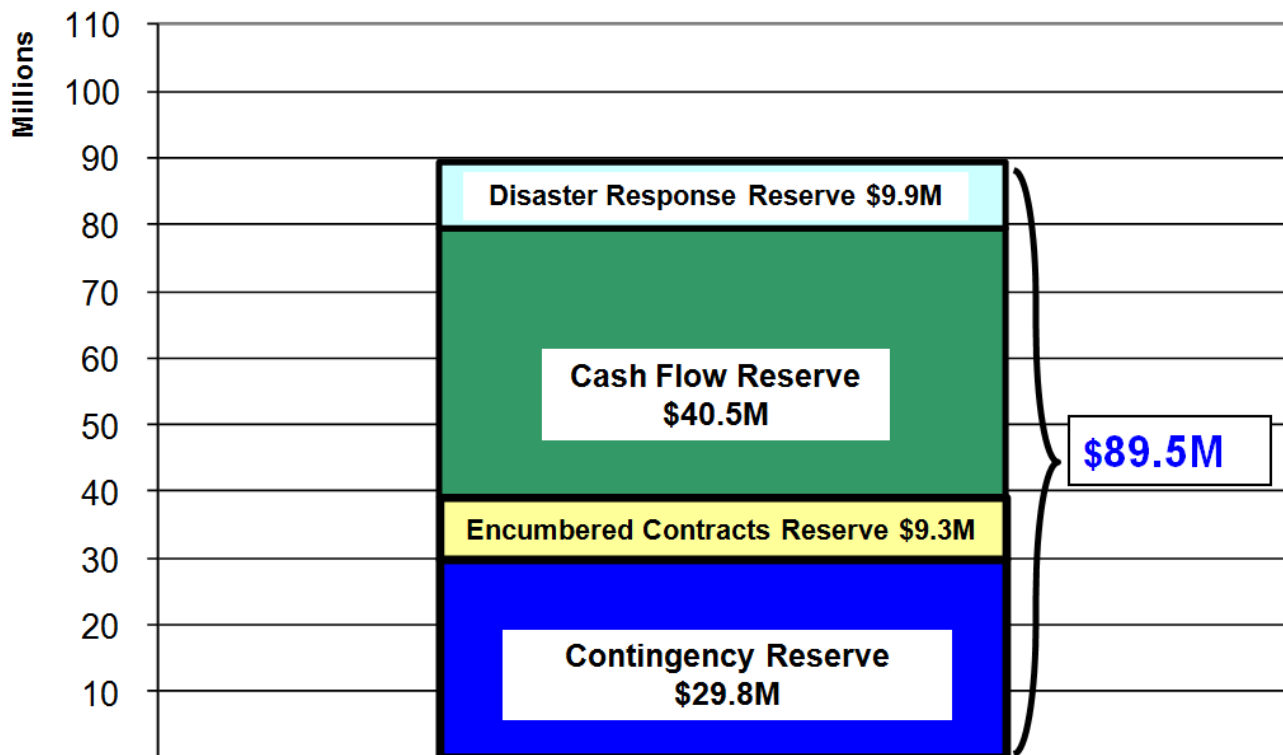
Business Technology Services (BTS) provides a full suite of technology services to all BCC Departments, as well as the Constitutional Officers, Independent Agencies, and the Courts. BTS is governed by the Business Technology Services Board. BTS is mostly funded by the General Fund.

OVERVIEW OF THE FY2015 BUDGET

Fund Reserves

Maintaining adequate reserves is key to the County's ability to deal with potential emergencies and unforeseen events such as fuel price increases, unanticipated dips in revenues or a natural disaster. The level of reserves maintained in each of the County's funds varies in accordance with the Board's established budget policies (as presented in the [Appendix](#)).

The FY2015 General Fund budget includes projected year-end reserves of \$89.5M, or 15%. The components of the General Fund reserves are Contingency, Encumbered Contracts, Cash Flow, and Disaster Response.



Contingency Reserve

The Contingency Reserve, which is budgeted at \$29.8M in FY2015, is an amount equal to 5% of resources to be used for unanticipated revenue shortfalls or expenditures. For example, fuel costs and electricity rate increases have been highly volatile and often exceed normal inflation. Another example is the need for accrued leave payouts due to unanticipated retirements.

Encumbered Contracts Reserve

During the year, at any given time there are purchase orders and service contracts that have been approved and are subject to payment as work is completed or goods delivered. The \$9.3M in the Encumbered Contracts Reserve for FY2015 represents the average amount that was encumbered at month's end for the 12-month period ending May 2014.

OVERVIEW OF THE FY2015 BUDGET

Cash Flow Reserve

The Cash Flow Reserve is required to meet cash flow needs. During the first two months of the fiscal year, expenditures exceed revenues because most of the property tax revenue is not received until December. Property tax revenue represents about 67% of the total General Fund revenue. The FY2015 amount for the Cash Flow reserve, \$40.5M, is equal to one-twelfth of all General Fund revenue budgeted for the fiscal year.

Disaster Response Reserve

As a high hazard coastal county, Pinellas needs to have Disaster Response Reserve funds on hand in case of an emergency such as a hurricane or other man-made or natural disasters. In FY2015, \$9.9M is budgeted in this reserve. Reimbursement from the Federal Emergency Management Agency (FEMA) and the State usually cover only a portion of the costs, is not available at the beginning of a disaster, and often is not received for many months or years.

Unincorporated Area Municipal Services Taxing Unit (MSTU)

The Municipal Services Taxing Unit (MSTU) is the part of the County budget that is devoted to providing services that are delivered exclusively to the unincorporated area. These services, such as law enforcement and building permitting, are similar to those which most cities provide. Florida Statutes require that MSTU services are to be provided "from funds derived from service charges, special assessments, or taxes within such unit only" {F.S. 125.01(1)(q)}. The Pinellas MSTU was established in 1975 and is codified as Chapter 114, Article X of the County Code.

The general operating revenue and expenditures for the MSTU funded primarily by property taxes are included within the County's General Fund. Two funds, the Building and Development Review Services Fund and the Surface Water Utility Fund, are entirely devoted to unincorporated area programs. MSTU-related operating expenditures budgeted in other funds, such as traffic sign and signal maintenance, and capital improvement expenditures such as Penny for Pinellas projects, are not included in this discussion of the unincorporated area budget.

MSTU Revenues

MSTU Revenues consist of the following:

- Property Taxes (also known as ad valorem taxes): A millage rate is adopted by the Board of County Commissioners and collected in the unincorporated area to support MSTU services. The millage rate for FY2015 is 2.0857 mills. This rate has remained the same since FY2008. The tax base for the MSTU increased by 5.54% compared to FY2014.
- Revenues Totally Generated by the MSTU: There are a number of County revenues that are totally generated by activity in the unincorporated area. These revenue sources have traditionally been credited to the Pinellas MSTU. In FY2015, these revenues include: communications services taxes; fees for building permits, tree removal, lot clearing, and zoning; surface water utility fees; and mobile home licenses.

OVERVIEW OF THE FY2015 BUDGET

- Revenues Specifically Allowed by State Law: Chapter 218.64 of the Florida Statutes authorizes the County to allocate a portion of the One-Half Cent Sales Tax state shared revenue) to the MSTU. Sales tax support for the MSTU is \$3.8M, which is based on the MSTU's percentage of total General Fund operating expenses.
- Other Revenues: Pinellas County has traditionally assigned a portion of other revenue sources to the MSTU, generally based on the ratio between the MSTU budget and the overall County General Fund budget. In FY2015, those revenues include interest income and excess fees for the Tax Collector and Property Appraiser. These revenues are related to specific MSTU expenditures or to the other MSTU revenues previously identified.

Unlike many cities, the Pinellas MSTU has no utility taxes or franchise fees, which add to the cost of utility services. For example, most city residents pay up to a 10% utility tax and a 6% franchise fee on their electricity bills.

MSTU Expenditures

MSTU Expenditures include both direct and indirect costs and consist of the following activities:

- Sheriff's Office Law Enforcement: The Sheriff provides law enforcement services (road patrol) to the unincorporated area. The budget is determined by the Sheriff's Office based on an analysis of the resources (patrol officers, vehicles, etc.) that are anticipated. The current methodology for this allocation was reviewed and revised by an independent consultant in 2003. Historically, approximately one-third of the Sheriff's law enforcement activity is dedicated to the MSTU.
- Departments or Programs entirely dedicated to the MSTU: Several agencies are engaged in providing services exclusively to the unincorporated area. In the FY2015 Budget, these activities are building inspection, development review services, code enforcement, surface water, and lot clearing.
- Departments or Programs partially dedicated to the MSTU: Departments whose services, and therefore costs, are allocated between countywide and MSTU activities include zoning services and Economic Incentive Grants for job creation.
- Activities associated with revenue collection: The budgets for the elected Property Appraiser and Tax Collector are determined by statutory formulas that spread their costs in proportion to the property tax and other revenue they are responsible for supporting. Their budgets are approved by the State Department of Revenue. At the end of the fiscal year, any charges in excess of what these agencies actually required to operate are returned in the same manner.

OVERVIEW OF THE FY2015 BUDGET

The following table summarizes the MSTU budget*:

Program	Fund	2014 Budget	2015 Budget
Sheriff	General	33,953,480	36,670,850
Surface Water	Surface Water	17,862,840	19,126,400
Building Permits	BDRS	4,633,750	5,211,390
Development Review Services	BDRS	2,478,350	2,254,420
Environmental Code Enforcement	General	1,642,380	1,792,050
Planning / Economic Development	General	1,724,720	1,719,730
Local Road Program	General	650,000	650,000
Tax Collector & Property Appraiser Fees	General & Surface Water	1,172,320	1,228,280
Total		64,117,840	68,653,120

**Note: Budget for General, BDRS, and Surface Water Utility funds. Does not include Reserves.*

Future Impacts

The following provides a description of impacts that are anticipated to affect future budgets. The impacts are categorized by department/agency.

Board of County Commissioners Departments

Environment and Infrastructure/Public Works

- During the First Public Hearing to adopt the FY2015 budget held on September 11, 2014, the Board adopted the Surface Water Utility assessment rate of \$116/Equivalent Residential Unit (ERU) with a request that staff re-evaluate the way ERUs were calculated. Substantial increases on selected residential and commercial properties for FY2015 were encountered due to a newly digitized imagery system that more accurately calculated the impervious surfaces for assessed properties. Responding to Board direction, staff removed such features such as private roads and walking paths from the assessment. These changes are anticipated to reduce the FY2015 assessment revenue by an estimated \$725K. Additionally, upcoming changes to the credit policy and an extension of the credit period will likely reduce future program revenue resulting in potential delays in stormwater maintenance and drainage improvements required to meet the level of service adopted by the Board.

Health and Community Services

- Indigent Dental Care: The Board approved additional funding for FY2015 of \$500K to support the provision of primary, preventative dental care to uninsured Pinellas residents, beyond the current “limited pain relief” model. While this increases the total program funding to almost \$936K, the original requests for supplementing this program were as high as \$6.0M. Board Chairman Seel facilitated a Dental Roundtable in June, 2014, to coordinate stakeholders and explore cooperative solution options and associated funding requirements. Desired impacts include providing improved health, economic, behavioral health, and other outcomes through better access to basic dental care for low income residents. Additional outcomes could

OVERVIEW OF THE FY2015 BUDGET

include a reduction in hospital emergency room (ER) visits (2012 saw 6,061 visits with \$7.6 million in charges, although this data is not limited to dental ER visits) and a reduction in severe tooth decay through preventive dental care.

Planning and Development Services: Economic Development

Industry Certification Training Center (ICTC): At its June 24, 2014 meeting, the Board established a commitment to provide an amount not to exceed \$400K in funding for a regional advanced manufacturing skills initiative. An interlocal agreement was subsequently executed by Pinellas, Pasco and Hernando Counties to establish an Industry Certification Training Center (ICTC) Governing Board to plan, manage, and administer the Tampa Bay Advanced Manufacturing Skills Initiative. The funding will be budgeted at \$200K in each of FY2016 and FY2017, although Pinellas County will receive a credit based on advancing \$18K in funding during FY2014 per request from the Governing Board.

General Government

- Unincorporated Municipal Services Taxing Unit (MSTU) Recreation: With the implementation of a new taxing district in FY2015 to support recreation services in the East Lake community, the Board is considering options for expanding active recreation offerings in other unincorporated areas. A workshop is scheduled on October 14, 2014 to discuss opportunities and potential partners.
- Arts Funding: The Board considered additional funding for FY2015 for arts infrastructure and programs, previously funded by Pinellas County, in support of our arts-based economic sector. The consideration was deferred pending a workshop scheduled for October 14, 2014, at which historical funding levels and sources, potential funding sources, and potential partners and impacts will be discussed.

Capital Improvement Program

- Lake Seminole Sediment Removal: The Lake Seminole Sediment Removal project is currently budgeted at \$16.9M for FY2014-FY2017 for dredging of sediment from Lake Seminole to improve lake water quality. The budget assumes 50% grant funding from the Southwest Florida Water Management District (SWFWMD). The first bid proposals received in July 2014 have been deemed non-responsive. Staff is currently reviewing the specifications and will be re-soliciting proposals. The project estimates could potentially require in excess of \$7.1M additional funding to proceed, also anticipating 50% will be grant funded. Delays or cancellation could result in enforcement actions against the County, loss of 50% grant funding, and a negative community response.
- City of St. Petersburg Penny Agreement: The County and the City of St. Petersburg entered into an interlocal agreement in 2008 in association with the renewal of the Penny for Pinellas infrastructure sales surtax for 2010-2020. The County has a remaining financial obligation and discussions are continuing between the County and the City to revise the agreement to better meet the needs of both parties.

OVERVIEW OF THE FY2015 BUDGET

Constitutional Officers

Clerk of the Circuit Court and Comptroller

- Pay Raises for State-Funded Employees: In a letter to the County Administrator dated August 22, 2014, the Clerk of the Circuit Court requested additional funding to award 3% pay raises to his state-funded employees. The requested pay raise is consistent with agreement by the Appointing Authorities to award this amount to all employees for FY2015. While the County budget includes this pay raise, the state denied this portion of the Clerk's budget request. The estimated fiscal impact for FY2015 is \$530K. It is anticipated that excess fees returned by the Clerk for FY2014 will provide sufficient funding to support this request.

Sheriff

- Pay Plan Implementation: The Sheriff has stated that an additional \$12.4M in recurring appropriation will be necessary for FY2016 to complete the pay plan implementation for sworn personnel that he presented to the Board on May 22, 2014. As part of the FY2015 budget development process, the Sheriff requested additional funding for FY2015 to support a multi-faceted, two-year plan to amend the agency's compensation system. Based on available resources, the Board supported additional funding of \$8.2M for FY2015.

Independent Agencies

Business Technology Services (BTS)

- Enterprise Asset Management (EAM) Project: Implementation vendor selection is underway for a new, unified Enterprise Asset Management (EAM) system to more efficiently and consistently manage assets throughout the county including people, resources, equipment, infrastructure, planning, budgeting, and analysis of business operations. Currently, the stakeholder departments of Real Estate Management (REM), Parks and Conservation Resources (PCR), Department of Environment and Infrastructure (DEI), and BTS, use multiple work management systems to enable business services within the enterprise. The system will extend the life cycle of assets and drive the prioritization of capital improvements through risk assessment and management, which will enable a higher level of service. The project timeline is estimated at 30 months and pre-negotiation cost estimates are \$7.9M. Primary funding sources are the General, Water, Sewer, and Solid Waste Funds.
- Microsoft Enterprise Agreement: As part of a budget reduction strategy in FY2009 in response to the economic downturn, BTS bought out the remaining term of the existing Enterprise Agreement (EA) with Microsoft which effectively allowed for ownership of the current products in perpetuity with no upgrade rights. This was a cost-savings initiative that was a short-term strategy because when the products reach their functional end of life and/or supported license term, the County would need to buy back into an agreement with Microsoft. Maintaining an EA with Microsoft ensures access to future releases of Microsoft products for which the County is licensed under the program. The County is also at risk of incompatibility issues to newer Microsoft technologies used by others outside the County. BTS requested \$1.2M as part of its \$4.7M in decision package requests for FY2015. The Board provided a lower supplemental appropriation and this request was not incorporated into the FY2015 budget by BTS. The amount required to buy back into a Microsoft EA will be re-evaluated based on licensing options including cloud-based opportunities.



NEW FUNDING INITIATIVES

The *New Funding Initiatives* portion of the FY2015 Budget Message provides an overview of supplemental appropriations included in the FY2015 budget based on discussions with the Board of County Commissioners. This section discusses the new appropriations grouped by Fund.

New Funding Impacting the General Fund: Board of County Commissioners Departments

Health and Community Services

- Dental Sealant Program (\$70K non-recurring): Funding support to the Juvenile Welfare Board (JWB) will enable the purchase of a van with cargo lift, three portable dental chairs, printed materials, and supplies. With this support, the JWB will provide 4-6 dental sealants to 1,000 students at 12 elementary schools. Students would also be referred to the Pinellas County Health Department for further treatment, if necessary. This is a prevention program aimed at our most needy children. The desired outcome is the prevention of cavities and emergency visits.
- Homeless Leadership Board (\$30.2K recurring): Additional funding will increase the total support of the Homeless Leadership Board (HLB) to \$100,000 in FY15. The supplemental appropriation will be used for both direct services and to defray administrative costs. HLB is the lead entity in the County to address homelessness. The desired outcome is a reduction in the number of homeless families in Pinellas County.
- Indigent Dental Care Program (\$500K recurring): Additional funding to support the provision of primary, preventative dental care to uninsured Pinellas residents, beyond the current “limited pain relief” model. Currently, the majority of Pinellas County clients are eligible only for relief of pain and a minority of services for those clients who have diabetes and/or heart conditions. A new model is being developed by stakeholders including community-based dental providers. Depending upon the solution options, additional funding may be requested. Desired impacts include providing improved health, economic, behavioral health, and other outcomes through better access to basic dental care for low income residents. Additional outcomes could include a reduction in hospital emergency room (ER) visits (2012 saw 6,061 visits with \$7.6 million in charges, although this data is not limited to dental ER visits) and a reduction in severe tooth decay through preventive dental care.
- Urban League – Community -Mobile Health Unit (\$75K one-time): Funding will support purchasing a vehicle for the “Highways to Health” program. Highways to Health is a three-year initiative funded by Allegany Franciscan Ministries, with supplemental funding from Bon Secours St. Petersburg Health System, which will utilize a Community Mobile Health Unit - (CMHU) to provide services county-wide. A variety of community partners are also committing resources to this program. Anticipated outcomes are to improve access to and knowledge of quality health care within medically underserved communities of Pinellas County.
- Veterans Services (\$150K recurring; 2.0 FTE): Effective in June, 2014, the Veterans Service Division was established as a separate program and budget reporting directly to the Director

NEW FUNDING INITIATIVES

of Health and Community Services (HCS). This provides for greater focus and direct access to the County Administrator's Office. During the reorganization that realigned Veterans Services into HCS, the office had been consolidated into the County's Health Program and was separated from the County Administrator's Office by five layers of management and supervision.

An administrative support position was also restored to the Veterans Services to relieve the officers from doing paperwork and enable them to refocus on outreach and service. Additionally, a vacant manager position was revised to a division director-level position.

The net budgetary impact of these changes is the highest historical staffing and budget level for Veterans Services – 7.5 FTE and \$663,720.

- Financial Assistance (\$2.0M recurring): Based on Board direction at a work session on July 16, 2014, appropriations were re-allocated from housing acquisition to financial assistance to re-activate this support activity. This resulted in no net impact on the Homeless Prevention and Self-Sufficiency Program or the total County budget.

Parks and Conservation Resources

- Land-Clearing Mulching Program (\$315K recurring): Funding will support contractual services for use of a land-clearing mulching machine on County-managed lands. The primary purpose will be to reduce fuel loads within the preserves and management areas to allow for an annual increase in prescribed burning, invasive exotic removal, and restoration activities, thereby improving wildlife and plant habitat and reducing the risk of catastrophic wildfire. The use of the machine will also have applications for the Countywide Horticulture program, particularly as it applies to invasive exotic removal on County rights-of-way and vacant lots, and within some of our regional parks such as Fort De Soto, Lake Seminole, Boca Ciega, Wall Springs and Walsingham. Since these activities are recurring, future consideration will be given to internalizing this operation via purchase of machine and addition of staff.

Planning and Development Services: Economic Development

International Trade Expansion (\$90K recurring): International markets are a large opportunity for Pinellas County and provide a great opportunity to expand and diversify our economic base. Due to the recession, the County significantly reduced its investment in these initiatives. With the recent development of direct flights to Panama and the Tampa Bay Export Alliance partnership with the Tampa Hillsborough Economic Development Corporation, this additional funding will support re-entry into this market. The additional resources will enable enhanced international trade opportunities and increased Pinellas County presence at international trade fairs and events. Anticipated outcomes are an increase in the number of high-paying jobs in Pinellas County due to international companies locating here and increased foreign trade/export opportunities for Pinellas County businesses.

New Funding Impacting the General Fund: Constitutional Officers

Clerk of the Circuit Court and Comptroller (\$98.9K recurring, 2.0 FTEs)

- Funding above the baseline continuation budget will support one additional position each in Board Records and Finance Division.

NEW FUNDING INITIATIVES

Property Appraiser (\$123.6K recurring)

- Funding above the baseline continuation budget will support increased costs for vehicle leases, temporary employees and interns, parcel fabric conversion (eGIS), and flood insurance related projects including building footprint placement, building elevation estimates, and customer surveys.

Sheriff (\$10.8M recurring)

- The Sheriff requested additional funding of \$15,317,850 above the baseline continuation budget to support a multi-faceted, two-year plan to amend the agency's compensation system and make operating and capital purchases essential to continuity of operations. Based on available resources, the Board supported additional funding of \$10,775,000. The Sheriff has allocated this funding as follows:

- \$8.2M begins to address the need to provide competitive salaries and rectify disparities in compensation;
- \$1.5M for capital lease payments to replace \$6.4M of vehicles that have reached or exceeded their useful life; and
- \$1.1M to replace network and other obsolete technology.

To complete the pay plan implementation for sworn personnel as presented by the Sheriff on May 22, 2014, an additional \$12.4 million in recurring appropriation is necessary for FY2016.

Supervisor of Elections (\$433.2K recurring, 2.0 FTEs)

- Funding above the baseline continuation budget will support additional personal services and operating costs associated with conducting a general election and early voting. The Supervisor added two additional early voting sites, for a total of five, and increased the number of early voting hours by 75% (14 days x 12 hours per day).

Tax Collector (\$110.5K one-time)

- Funding above the baseline continuation budget reflects an increase in capital outlay related to technology.

New Funding Impacting the General Fund: Independent Agencies

Metropolitan Planning Organization (MPO)

- County Local Match for Grant (\$50.7K recurring): County local match of 10% for the Metropolitan Planning Program 5305d (formerly the 5303) grant is required for this Federal Transit Administration grant that supports cooperative, continuous, and comprehensive planning program for transportation investment decision-making at the metropolitan area level. This amount may be adjusted based on the final amount of the grant award.
- Accrued Leave Liability for MPO Staff (\$155K one-time): The MPO becomes an independent agency in FY2015 and staff will be transferred from the County Planning Department to the MPO. Since the accrued leave liability for MPO staff will become an obligation of the agency, one-time funding equivalent to this liability is provided.

NEW FUNDING INITIATIVES

Public Defender

- Jail Diversion for Chronic Inebriate Clients (\$250K recurring): This jail diversion program for chronic inebriate clients involves medical detoxification, placement, and case management and has been funded for the past three years through a \$750,000 grant from the Department of Children and Families. The program has served 161 clients and reduced arrests within this client population by 96%, with an average cost per client of only \$3,400. Funding will enable continuation of this program.
- SOAR Program (\$60K recurring, 1.0 FTE): The SSI/SSDI Outreach, Access, and Recovery (SOAR) program allows for Social Security disability benefits to be received in three to six months, as opposed to the one to three years on a regular application. Funding will support one position in the Public Defender's Office to assist clients in having benefits available when they are released from jail, thereby allowing clients to put down deposits for rental and utilities. It also prevents clients from receiving a very large check since the benefits are calculated from the date of application and delays result in as many as three years of benefits in one payment. Clients are better served by having a steady benefit stream from the time they are released from jail.

Business Technology Services (BTS)

BTS requested \$4.7M in funding above the baseline continuation budget in support of enhanced technology services. Based on available resources, the Board supported additional appropriation of \$2.0M. In addition, BTS designated another \$0.5M from prior year lapse appropriation. BTS has designated this funding as follows:

- Capital Improvement Plan (CIP) (\$770K recurring): The BTS CIP contains all refresh and growth of systems in support of BTS provided services. However, due to overall growth in technology, additional funding is necessary to fully fund the program. Examples of CIP expenditures include servers, network, telephony, and storage resources. This recurring increase will fully fund the FY15-24 plan, although cash flow requirements may necessitate adjustments from year to year.
- Security Enhancements (\$720K recurring, 2.0 FTEs + \$310K non-recurring *): Funding will support implementation and maintenance of several security recommendations from an audit performed last year. NOTE: Non-recurring appropriation will yield additional \$30K recurring obligation effective FY2016.
- Microsoft Client Access Licenses (\$111K non-recurring): Funding will support updating client access licenses required by all Microsoft platform based systems including backend servers & personal computers. These licenses will support the planned future update of the Microsoft Enterprise Agreement necessary to upgrade Microsoft Office, Email and other Microsoft products.
- Phone Survey ACD (\$60K non-recurring; \$12K recurring effective FY2016): Funding will enable transitioning post-call satisfaction survey functions to the County's current Unify

NEW FUNDING INITIATIVES

telephone system through the integration of a 3rd party (ASC) that already performs call recording. This capability will be immediately leveraged by existing large scale call centers operated within the County (Tax Collector, Clerk, DEI, & BTS). Current surveys are accommodated through a legacy end-of-life system for which scalability is limited and changes are not cost effective. Surveys are used by call centers and changed often in support of measuring customer satisfaction. This solution can also be leveraged to support 311 type systems.

- GIS Monitoring Tools (\$20K non-recurring; \$4K recurring effective FY2016): Systems monitoring software package tailored to monitor ESRI ArcGIS Server and ArcSDE databases will enable proactive monitoring of the GIS service for the County. This tool will allow BTS to monitor and capture service availability data to fine tune service support and enable proactive responses to anticipated system outages.
- Personnel (\$540K recurring, 5.0 FTEs): The following additional positions are added to enhance service delivery in several functional areas:
 - Business Relationship Manager (1.0 FTE) is the main liaison and account manager for each line of business and BTS. During FY2014, BTS implemented a model that leverages three full-time personnel representing main areas within County government (Justice, BCC, Constitutionals). As part of the BTS re-organization in early 2014, two vacant positions were re-purposed for the BCC and Constitutionals. The third position will serve the Justice area. Previously, BTS leveraged existing managerial staff to deliver this service to customers, but that model proved to not be as effective as needed to improve partnerships and solution delivery to customers.
 - Organizational Change Management (OCM) (2.0 FTE) focuses on the people side of change – integrating people, processes, and technology. During technology implementations, upgrades, or new functionality releases, County departments and agencies experience changes in business processes, changes in the technology systems, and changes in the way employees use and interact with these systems. Effective OCM is necessary to successfully guide the County through the stages of change presented by these initiatives.
 - Oracle User Productivity Kit (UPK) (1.0 FTE) position will develop and maintain training materials necessary for the various Oracle eBusiness Suite (OPUS) course offerings for County staff that use OPUS. Centralizing UPK Support ensures consistency in training material standardization and enables BTS to prepare for enterprise wide expansion of the UPK training material development application as other enterprise technology solutions are introduced in the production environment.
 - Business Intelligence (BI) (1.0 FTE) is a set of theories, methodologies, architectures, and technologies that transform raw data into meaningful and useful information for business purposes. Common functions of business intelligence technologies are reporting, online analytical processing, analytics, and data mining. Customer demand for leveraging the Oracle Business

NEW FUNDING INITIATIVES

Intelligence tools continues to grow and this position will enable BTS to deliver solutions to customers in a timeframe that better meets business needs. This position will also reduce dependence on contractors in this area. An example of current use of BI is the Clerk's Spending in the Sunshine website that earned NaCO's 2014 Achievement Award in the category of Civic Education and Public Information.

New Funding Impacting Other Funds

Planning and Development Services: Building Services

- Personnel (\$166K recurring, 3.0 FTEs): Building Services will be adding three positions to reduce wait times for customers applying for building permits. The Building Services fund reserves are reduced to enable this change, but did not fall below the target 15% reserve level.

FUND FORECASTS UPDATE

The *Fund Forecasts Update* portion of the FY2015 Budget Message describes the changes in the ten-year forecasts for ten of the County's major funds:

- General Fund
- Tourist Development Council Fund
- Transportation Trust Fund
- Capital Projects Fund
- Emergency Medical Services Fund
- Airport Fund
- Water Funds
- Sewer Funds
- Solid Waste Funds
- Surface Water Fund

This section is presented in two parts:

- **Changes to Key Forecast Assumptions** discusses the most significant changes to the basic assumptions used in preparing the forecast as compared to the assumptions in the January document
- **Updated Individual Fund Forecasts and Forecast Pro-Formas** summarizes the impact of the changes in assumptions and the proposed FY2015 Budget on the long-term outlook for each fund, and presents the major assumptions and the revenue and expenditure forecast for the fund for the forecast period. The Surface Water Fund has additional detailed information, since this fund was not included in the January forecast.

Changes to Key Forecast Assumptions

In January, 2014, a comprehensive forecast for fiscal years 2015 through 2024 was presented to the Board of County Commissioners as an initial step in the FY2015 budget preparation process. This document assessed the long-term financial sustainability of the County's funds and provided the context for making decisions in view of their impact on future revenues and expenditures.

As in January, the current consensus of leading economists anticipates continued slow growth and moderate inflation and does not include an economic downturn. We have not attempted to project significant future events such as recessions, oil embargos, or natural disasters.

In establishing revenue and expenditure assumptions, we reviewed data and forecasts from a variety of economists, government agencies, industry associations, and other sources. In particular, we referenced the State of Florida's Revenue Estimating Conferences. The State

FUND FORECASTS UPDATE

utilizes a professional, nonpartisan consensus process involving the Legislature, the Governor's Office, and the State's Division of Economic and Demographic Research in developing national and state economic forecasts that are used in all state planning and budgeting actions. The current Conference projections end at FY2023. The projections are available online at <http://edr.state.fl.us/Content/conferences/index.cfm>

We also referenced federal agencies such as the Bureau of Labor Statistics, the Census Bureau, the Congressional Budget Office, and several Federal Reserve banks; as well as private research firms and educational institutions. County department and agency staff provided valuable input and review of the assumptions to help ensure that they are reasonable, consistent, and reflect the best judgment of those most familiar with the subject areas.

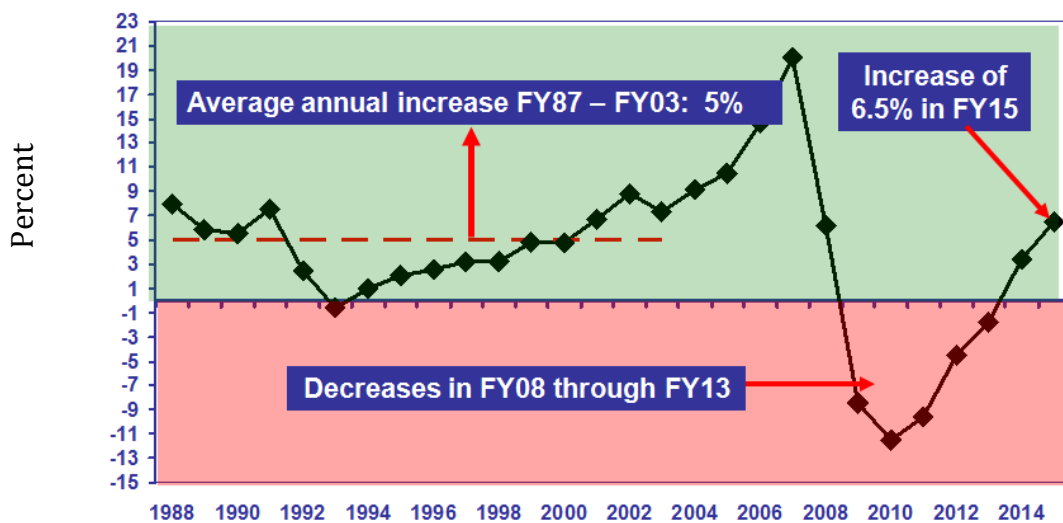
Revised Revenue Assumptions

Property Taxes – General Fund

After five years of decline, County-wide taxable values increased by 3.4% in FY2014. The January forecast anticipated an increase in County-wide taxable values of 3.0% in FY2015. The actual increase certified by the Property Appraiser for FY2015 is 6.5%. The forecast has been revised to reflect stronger growth in the short term as the recovery in the real estate market continues.

	Change in Taxable Values – County-wide									
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Forecast	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Budget	6.5%	4.5%	4.0%	3.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

Countywide Taxable Values Annual Rate of Change



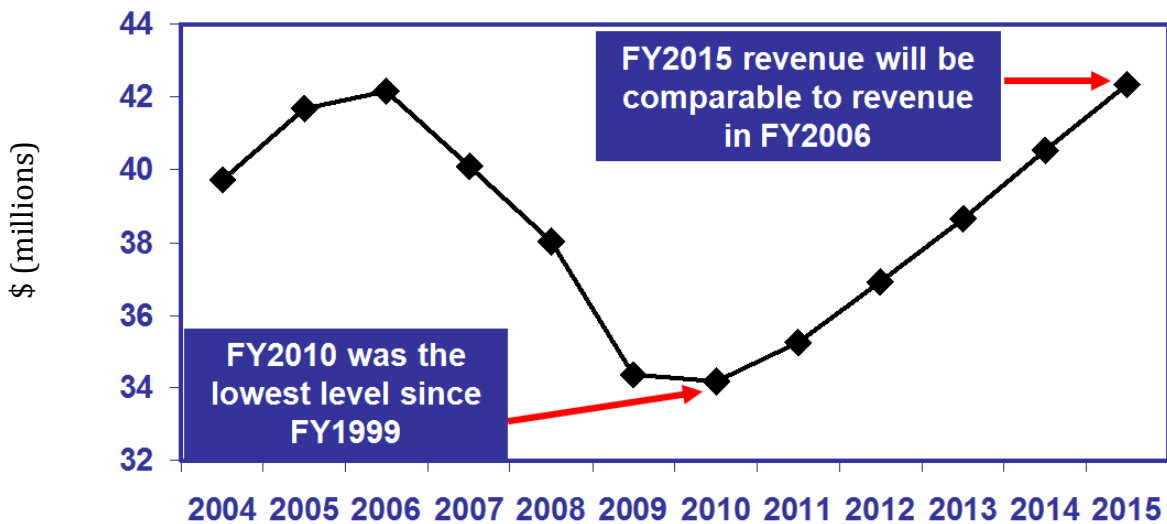
The General Fund MSTU property tax projections have also been updated based on the actual FY15 certified values.

FUND FORECASTS UPDATE

Sales Taxes – General Fund and Capital Projects Fund

Sales tax revenues are highly elastic, increasing and falling with the health of the overall economy. Sales tax revenue growth in FY2014 has been better than anticipated. This trend is expected to continue in the near term, so the FY2015 growth rate for the Half-Cent Sales Tax and the Infrastructure Sales Tax (Penny for Pinellas) have been increased to 4.5% and 4.0% respectively in FY15. The growth rate for the Half-Cent Sales Tax has also been increased for FY2016 and FY2017.

Half-Cent Sales Tax (FY2004-FY2015)



	Change in Half-Cent Sales Tax Revenue									
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Forecast	4.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Budget	4.5%	4.0%	4.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%

The growth rate in the Capital Projects Fund for the Penny sales tax is slightly lower than the Half-Cent growth rate, because the Courts & Jail allocation is a fixed amount that does not grow over time, resulting in a slightly smaller growth rate for the County's overall share of the Penny. The Capital Projects Fund Forecast does not assume renewal of the Penny for Pinellas in 2020.

	Change in Infrastructure Sales Tax (Penny for Pinellas) Revenue									
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Forecast	3.5%	3.5%	3.5%	3.0%	3.0%	3.0%	N/A	N/A	N/A	N/A
Budget	4.0%	3.5%	3.5%	3.0%	3.0%	3.0%	N/A	N/A	N/A	N/A

FUND FORECASTS UPDATE

Other Fund-Specific Revenues

Tourist Development Tax- TDC Fund

Tourism is a key driver of the economy in Pinellas County. The County imposes a 5% tourist development tax (i.e. bed tax) on rents collected for temporary lodgings. The revenue, highly sensitive to general economic and other conditions, is driven by several factors, including the number of visitors, the length of stay, and the Average Daily Rate (ADR) that hotels are able to collect for rentals.

Tourist Development tax revenues have been steadily improving since Spring 2010 and reached record levels in FY2012 and FY2013. Continued strong growth has resulted in revised projections. FY2014 revenues are now estimated to grow 11.1% compared to the original FY2014 budget, and are anticipated to increase another 4.3% in FY2015. The forecast continues to estimate that revenue will increase by 3.0% annually through the remainder of the forecast period, matching anticipated gradual growth as part of the recovery in the broader U.S. economy.

	Change in Tourist Development Tax Revenue*									
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Forecast	5.1%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Budget	4.3%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
<i>*trend percentages do not reflect potential sunseting of 4th & 5th cent authorization in 2021</i>										

Revised Expenditure Assumptions

Personal Services –All Funds

The cost of Personal Services (salaries and benefits) is generally the single largest category of expense for local governments. Personal Services costs for FY15 for each department or agency are based on position-by-position projections and reflect reorganizations, changes in the number of positions, vacancies, and other factors specific to each entity.

The January forecast anticipated annual growth in Personal Services costs in FY2016 through 2024 of 4.3%. This is the net effect of anticipated wage adjustments and other factors such as changes in health insurance costs and State-mandated employer contributions to the Florida Retirement System (FRS).

As of June, 2013, the FRS system was 86.2% funded. The January forecast anticipated that FRS rates would be adjusted upward by approximately 0.5% in FY2015 to maintain the plan to reach full funding of the system. While the Regular Class rate (which apply to most County employees) increased by 0.42%, the other categories (Special Risk, Senior Management, and Elected Officials) increased by larger amounts. This resulted in higher than anticipated cost increases in some agencies, particularly the Sheriff and the Board of County Commissioners. The forecast continues to assume that having reached a fully funded level, the FRS rates should stabilize.

FUND FORECASTS UPDATE

Operating Expenses and Capital Outlay- All Funds

There were no significant changes to the State's projections for cost inflation at recent Economic Estimating Conferences. The forecast continues to reflect Consumer Price Index (CPI) inflation adjustments of approximately 2% per year for non-specific expenditures. Other factors are used when warranted by analysis of historical trends and projected conditions. These factors are shown in the fund forecast pro-formas.

Other Fund-Specific Expenditures

Capital Outlay – Water, Sewer, and Solid Waste Funds

The Water, Sewer, and Solid Waste capital outlay forecasts reflect the construction and purchase needs as estimated by the Pinellas County Department of Environment and Infrastructure Engineering Division in the CIP ten year work plan. The timing of projects in these funds has been revised as presented in the updated capital improvement work plan.

Updated Individual Fund Forecasts and Forecast Pro-Formas

The following pages present the long-term outlook for each of the major funds. A description of the fund and a summary of the forecast are followed by the major assumptions and detailed revenue and expenditure forecast for the fund for the forecast period. The forecast charts are shaded for the years after FY2019 to indicate that the projections beyond this date are necessarily less certain due to intervening events and conditions.



GENERAL FUND

Description

The General Fund includes the primary governmental functions of the County that are not completely supported by dedicated resources. These activities include, but are not limited to Sheriff's law enforcement, detention, and corrections; health and human services; emergency management and communications; parks and leisure services; and the operations of the Property Appraiser, Tax Collector, and Supervisor of Elections.

The General Fund includes operations for both county-wide functions and the unincorporated area. These segments are tracked separately within the fund. The unincorporated area is commonly referred to as the MSTU (Municipal Services Taxing Unit). MSTU expenditures are about 9% of the total.

Summary

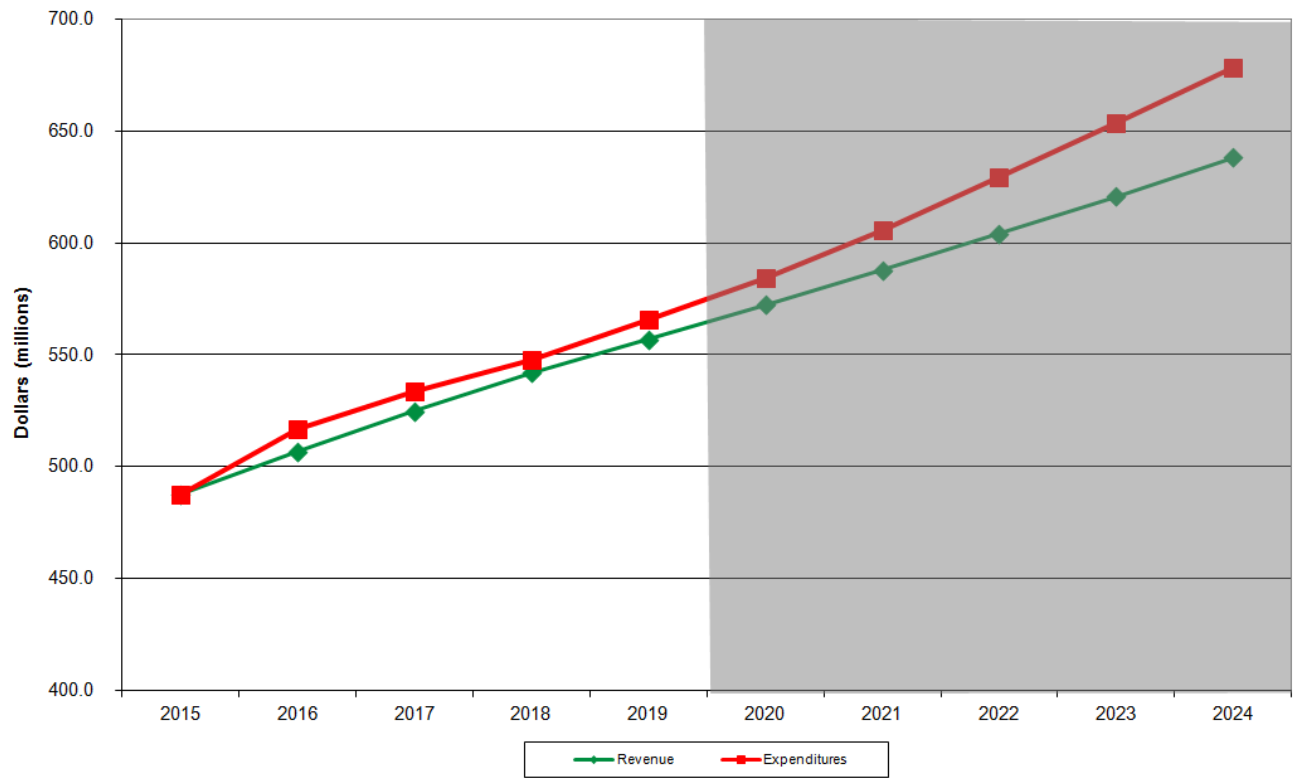
The General Fund encompasses the principal governmental activities of the County that are not primarily supported by dedicated revenues or by user fees. The four main revenue sources for the General Fund are Property Taxes, State Shared Half-Cent Sales Taxes, State Revenue Sharing, and Communications Services Taxes.

There have been several significant changes to the forecast as presented in January 2014. At that time, county-wide taxable values were anticipated to increase only 3% in FY2015. The actual increase certified by the Property Appraiser for the FY15 Budget is 6.5%. Since property taxes are about two-thirds of total General Fund revenue, this had a major impact on the budget, and therefore the forecast. The more optimistic outlook on the economic recovery also is reflected in property tax revenue growth projections for the next several years, and in the projections for sales tax revenues. On the expenditure side, measures such as the elimination of general consulting contracts allowed the inclusion of the additional funding discussed in this budget message. The forecast also reflects revised assumptions on the amount of non-recurring funding included in the budget.

The revised forecast projects that in FY2016 through FY2020 recurring expenditures could exceed recurring revenues in the General Fund by an estimated \$7M to \$13M. This is about 2% of projected expenditures and should be manageable with continued efforts to improve the efficiency of operations. This structural gap could increase to approximately \$40M by the end of the forecast period, but it is anticipated that prudent fiscal management would initiate corrective action well before this would occur.

GENERAL FUND

General Fund Forecast FY2015 - FY2024



GENERAL FUND FORECAST
Fund 0001

Forecast Assumptions	2016	2017	2018	2019	2020	2021	2022	2023	2024
REVENUES									
Property Taxes - Countywide *	4.5%	4.0%	3.5%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Property Taxes - MSTU *	4.0%	3.5%	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Half Cent Sales Tax	4.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Revenue Sharing	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Communications Svc Tax	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%
Charges for Services	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
Transfers from Other Funds	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other revenues	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EXPENDITURES									
Personal Services	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Operating Expenses	1.9%	1.6%	-0.4%	1.7%	1.8%	3.4%	3.3%	3.4%	3.3%
Capital Outlay	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
Grants & Aids	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
<u>Projected Economic Conditions / Indicators:</u>									
Consumer Price Index, % change	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
FL Per Capita Personal Income Growth	2.1%	2.7%	2.5%	2.0%	1.9%	1.4%	1.3%	1.5%	1.5%
Estimated New Construction % of tax base	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
* Property Tax percentages are changes in Taxable Value									

GENERAL FUND FORECAST
Fund 0001

(in \$ millions)

(in \$ millions)	FORECAST													
	Actual 2013	Budget 2014	Estimated 2014	Budget 2015	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020	Estimated 2021	Estimated 2022	Estimated 2023	Estimated 2024
BEGINNING FUND BALANCE	128.2	109.0	111.1	110.4	110.4	98.9	87.2	76.4	68.4	57.7	44.7	26.3	0.4	(33.4)
REVENUES														
Property Taxes -Countywide	263.5	281.6	284.6	299.5	299.5	313.0	325.5	336.9	347.0	357.4	368.1	379.1	390.5	402.2
Property Taxes - MSTU	28.0	28.3	28.6	29.8	29.8	31.0	32.1	33.1	33.9	34.7	35.6	36.5	37.4	38.3
Half Cent Sales Tax	38.7	40.2	40.5	42.3	42.3	44.0	45.5	47.1	48.7	50.4	52.2	54.0	55.9	57.9
Revenue Sharing	15.2	14.7	15.7	15.7	15.7	16.1	16.5	16.9	17.3	17.7	18.1	18.6	19.1	19.6
Communications Svc Tax	10.6	10.6	10.6	10.5	10.5	10.4	10.3	10.2	10.1	10.0	9.9	9.8	9.7	9.6
Grants (fed/state/local)	10.2	4.9	12.8	8.0	8.0	8.2	8.4	8.6	8.8	9.0	9.2	9.4	9.6	9.8
Interest	0.5	1.0	0.5	0.5	0.5	0.5	0.9	1.5	1.7	1.4	1.1	0.7	-	-
Charges for Services	62.6	66.6	67.9	69.1	69.1	70.9	72.5	74.2	75.9	77.6	79.5	81.4	83.3	85.4
Other revenues	9.6	13.1	10.6	10.3	10.3	9.5	9.7	9.9	10.1	10.3	10.5	10.7	10.9	11.1
Adjust Property Taxes to 96%	-	-	-	-	3.5	3.6	3.8	3.9	4.0	4.1	4.2	4.4	4.5	4.6
Adjust Major Revenue to 98%	-	-	-	-	2.2	2.2	2.3	2.3	2.4	2.5	2.5	2.6	2.7	2.8
Adjust Other Revenue to 97%	-	-	-	-	1.9	1.9	1.9	2.0	2.0	2.1	2.1	2.2	2.2	2.2
TOTAL REVENUES	438.9	461.0	471.8	485.7	493.3	511.3	529.4	546.6	561.9	577.2	593.0	609.4	625.8	643.5
% vs prior year	-2%		7%		5%	4%	4%	3%	3%	3%	3%	3%	3%	3%
TOTAL RESOURCES	567.1	570.0	582.9	596.1	603.7	610.2	616.6	623.0	630.3	634.9	637.7	635.7	626.2	610.1
EXPENDITURES														
Personal Services	62.2	67.6	67.0	72.7	72.7	75.8	79.1	82.5	86.0	89.7	93.6	97.6	101.8	106.2
Operating Expenses	104.0	103.8	106.0	114.2	114.2	116.4	118.3	117.8	119.8	122.0	126.1	130.3	134.7	139.2
Capital Outlay	1.1	1.1	1.3	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
Grants & Aids	14.1	20.0	15.7	19.9	19.9	20.6	21.1	21.7	22.3	22.9	23.5	24.1	24.7	25.3
Transfers	266.2	273.9	274.9	296.7	296.7	307.5	318.9	330.0	341.8	354.0	367.0	380.5	395.7	411.6
Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service Level Continuation Acct	-	10.7	-	-	-	-	-	-	-	-	-	-	-	-
Non-recurring expenditures	2.6	1.6	2.9	-	-	-	-	-	-	-	-	-	-	-
Expenditure Lapse 1% *	-	-	-	-	(1.8)	(1.8)	(1.8)	(1.9)	(1.9)	(2.0)	(2.0)	(2.1)	(2.2)	(2.3)
Potential Issues:														
Non-recurring Transfers to CIP	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	0.5	-	-	-	-
BTS non-recurring project costs	4.3	3.2	3.2	-	-	-	-	-	-	-	-	-	-	-
Homeless Initiatives (G&A)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CIP Operating Impacts (cumulative)	-	-	-	-	-	1.4	1.5	1.4	1.5	1.5	1.6	3.3	3.3	3.3
TOTAL EXPENDITURES	456.0	483.4	472.5	506.6	504.8	523.0	540.2	554.6	572.6	590.2	611.4	635.3	659.6	684.9
% vs prior year	3%		4%		7%	4%	3%	3%	3%	3%	4%	4%	4%	4%
ENDING FUND BALANCE	111.1	86.6	110.4	89.5	98.9	87.2	76.4	68.4	57.7	44.7	26.3	0.4	(33.4)	(74.8)
ASSUMING NO ACTION TAKEN TO RESOLVE SHORTFALLS														
Ending balance as % of Resources	20%	16%	19%	16%	16%	14%	12%	11%	9%	7%	4%	0%	-5%	-12%
TOTAL REQUIREMENTS	567.1	570.0	582.9	596.1	603.7	610.2	616.6	623.0	630.3	634.9	637.7	635.7	626.2	610.1
REVENUE minus EXPENDITURES	(17.1)	(22.4)	(0.7)	(20.9)	(11.5)	(11.7)	(10.8)	(8.0)	(10.7)	(13.0)	(18.4)	(25.9)	(33.8)	(41.4)
(NOT cumulative)														
note: non-recurring expenditures	8.4	17.1	7.7	11.5	11.5	1.5	1.5	1.5	1.5	0.5	-	-	-	-
net recurring rev- exp	(8.7)	(5.3)	7.0	(9.4)	-	(10.2)	(9.3)	(6.5)	(9.2)	(12.5)	(18.4)	(25.9)	(33.8)	(41.4)

* Expenditure lapse is calculated on Personal Services, Operating Expenses, Capital Outlay, and Grants & Aids only.
FY13 ad valorem and other revenue adjusted for delinquent taxes and tax redemptions

TOURIST DEVELOPMENT COUNCIL FUND

Description

The Tourist Development Council (TDC) Fund is a special revenue fund that accounts for the 5.0% Tourist Development Tax on rents collected for temporary lodgings. Section 125.0104, Florida Statutes, was enacted by the State in 1977. The Board of County Commissioners (BCC) enacted an ordinance in 1978 to levy a 2.0% tax to promote tourism in Pinellas County. The Tax was approved at a referendum held on October 5, 1978. In 1988, the ordinance was amended to increase the tax by an additional 1.0% with one-half of this amount earmarked to fund beach re-nourishment projects. In January 1996, an additional 1.0% was levied to provide additional funds for promotional activities, beach re-nourishment, and to service debt on the County's obligation to the City of St. Petersburg's bonds for Tropicana Field. In December 2005, an additional 1.0% was levied to provide funding for promoting and advertising tourism. The 4th and 5th percent of the 'bed tax' are set to expire at the end of FY2021 and the forecast does not extend the 4th and 5th percent of the tax past FY2021.

The Fund supports the Tourist Development Council, serving as Visit St. Pete/Clearwater through the collection of the Tourist Development Tax, known as the 'bed tax.' The 'bed tax' is used to enhance the County's economy by increasing tourism and direct visitor expenditures through marketing and promoting the destination.

Summary

The Tourist Development Council Fund is primarily funded by Tourist Development Taxes that are sensitive to general economic conditions. Tourist Development Tax revenues have been steadily improving since Spring 2010 and reached record levels in both FY2012 and again in FY2013. FY2014 revenues are estimated to grow 11.1% compared to FY2014 budget. In FY2015, 'bed tax' revenues adjusted to 100% are projected to increase another 4.3% in FY2015. From FY2016 to FY2021, revenues are projected to increase by 3.0% annually, matching anticipated growth as part of the recovery in the broader U.S. economy. The 4th and 5th percent of the 'bed tax' are set to expire at the end of FY2021. Revenue in FY2022 through FY2024, after adjusting for the loss of the 4th and 5th percent, is projected to increase by 3.0% annually.

With record setting revenues in FY2012 and FY2013, the TDC was able rebuild their fund balance level to 27.0% at the end of FY2013. In FY2014 and FY2015, TDC will use fund balance above the stated goal of 15.0% on non-recurring expenditures. Beginning in FY2016, the fund is forecast to have additional capacity once the debt service on Tropicana Field and the Dunedin Spring Training Facility is paid off in September 2015 and February 2016, respectively. The additional capacity could be dedicated to new capital outlay, as with the Board approved Salvador Dali Museum funding beginning in FY2016, new debt service, or to supplement the promotional activities budget. In the forecast, this additional capacity is identified as "Undesignated" to separate it from current operations. In FY2010, the BCC revised the Tourist Development Plan to allow funding of capital projects for non-profit museums that are open to the public. The BCC also approved a review of the Tourist Development Plan every five years and has begun that process.

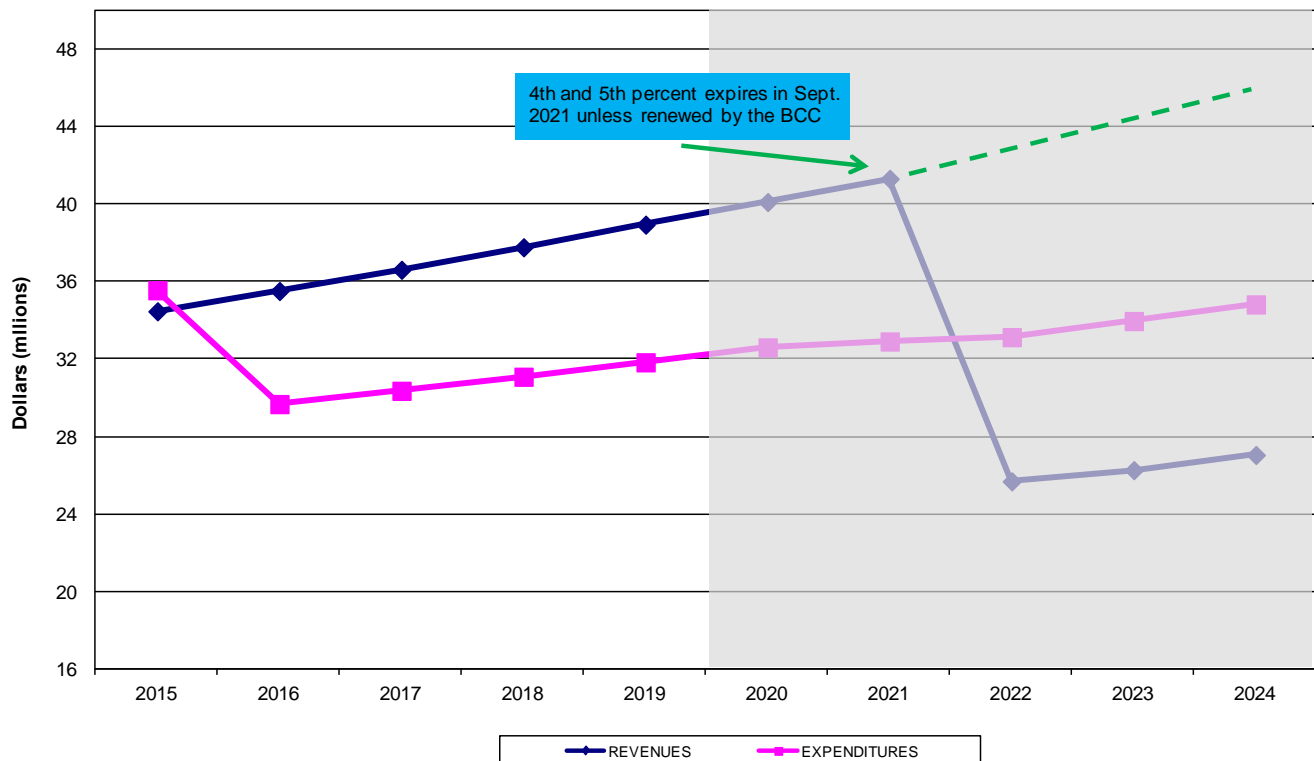
The 4th percent of the Tourist Development Tax, which is currently dedicated to paying a portion of the debt on Tropicana Field, is scheduled to expire on September 30, 2021. Without the 4th percent in place, the 5th percent would expire as well. The forecast reduces the base revenue in

TOURIST DEVELOPMENT COUNCIL FUND

FY2022 to 60% of FY2021 Tourist Development Tax revenues before factoring in expected growth. On the expenditure side, the forecast does not reduce spending due to the drop in revenues.

During 2013, Pinellas County collected more than \$31.8M in Tourist Development Tax revenue for the first time. This led to the State of Florida designating Pinellas County a 'high tourism impact' county. This designation allows the County to raise the current 'bed tax' rate from 5.0% to 6.0%. This designation does not require the County to increase the tax rate, but should the TDC request, and the BCC approves, the increase, the additional revenue could be used to promote Pinellas County in a number of ways.

**Tourist Development Council Fund Forecast FY2015 - FY2024
Excluding Undesignated Expenditures**



TOURIST DEVELOPMENT COUNCIL FUND FORECAST
Fund 1040

Forecast Assumptions	2016	2017	2018	2019	2020	2021	2022	2023	2024
REVENUES									
Tourist Development Taxes	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Other revenues (Int - TC)	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EXPENDITURES									
Personal Services	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Operating Expenses	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
Advertising Expense	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
Capital Outlay	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
Projected Economic Conditions / Indicators:									
Consumer Price Index, % change	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
FL Per Capita Personal Income Growth	2.1%	2.7%	2.5%	2.0%	1.9%	1.4%	1.3%	1.5%	1.5%

TOURIST DEVELOPMENT COUNCIL FUND FORECAST
Fund 1040

(in \$ thousands)

	Actual 2013	Budget 2014	Estimated 2014	Budget 2015	FORECAST (@100% Revenue)									
					Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020	Estimated 2021	Estimated 2022	Estimated 2023	Estimated 2024
BEGINNING FUND BALANCE	8,001.2	9,237.2	10,803.0	10,220.4	9,017.6	7,944.4	7,599.8	7,688.6	8,244.5	8,855.7	9,499.0	9,966.4	2,336.0	(5,550.6)
REVENUES														
Tourist Development Taxes @ 95%	31,098.4	29,518.1	32,808.8	33,864.4	33,864.4	34,880.3	35,926.7	37,004.5	38,114.7	39,258.1	40,435.9	24,989.4	25,739.0	26,511.2
Interest	24.9	33.2	26.9	24.7	24.7	39.7	76.0	153.8	206.1	221.4	237.5	249.2	58.4	-
Cty Off Fees (TC)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other revenues (Int - TC)	705.9	296.0	621.0	226.3	226.3	230.8	235.4	240.2	245.0	249.9	254.9	259.9	265.1	270.4
Adjust Tax Revenues to 100%	-	-	-	-	1,795.4	1,849.2	1,904.7	1,961.8	2,020.7	2,081.3	2,143.8	1,324.8	1,364.6	1,405.5
Adjust other Revenues to 100%	-	-	-	-	-	-	-	-	-	-	-	-	-	-
REVENUES	31,829.2	29,847.3	33,456.7	34,115.4	35,910.8	37,000.1	38,142.9	39,360.3	40,586.4	41,810.7	43,072.0	26,823.3	27,427.2	28,187.2
% vs prior year	10.6%	3.7%	12.1%		7.3%	3.0%	3.1%	3.2%	3.1%	3.0%	3.0%	-37.7%	2.3%	2.8%
TOTAL RESOURCES	39,830.4	39,084.5	44,259.7	44,335.8	44,928.4	44,944.5	45,742.6	47,048.9	48,831.0	50,666.4	52,571.0	36,789.7	29,763.2	22,636.6
EXPENDITURES														
Personal Services	2,659.5	3,693.0	3,102.4	3,974.8	3,974.8	4,145.7	4,324.0	4,509.9	4,703.8	4,906.1	5,117.1	5,337.1	5,566.6	5,806.0
Operating Expenses	7,543.8	8,148.0	9,048.0	9,188.6	9,188.6	9,363.2	9,541.1	9,731.9	9,926.5	10,125.1	10,337.7	10,544.5	10,755.3	10,970.5
Advertising Expense	8,062.0	11,072.7	11,822.7	11,974.6	11,974.6	12,202.1	12,434.0	12,682.6	12,936.3	13,195.0	13,472.1	13,741.6	14,016.4	14,296.7
Undesignated	-	-	-	-	-	6,500.0	6,500.0	6,500.0	6,900.0	7,300.0	8,400.0	-	-	-
Capital Outlay	31.8	4.3	23.8	7.7	7.7	8.0	8.0	8.2	8.3	8.5	8.7	8.8	9.0	9.2
Capital Outlay - Dali Museum	-	-	-	-	-	500.0	500.0	500.0	500.0	500.0	-	-	-	-
Transfer - Tax Collector	478.4	463.8	511.1	534.1	534.1	550.1	566.6	583.6	601.1	619.2	637.7	656.9	676.6	696.9
Transfer - Beach Renourishment	3,242.4	3,286.7	3,286.7	3,645.7	3,645.7	3,488.0	3,592.7	3,700.5	3,811.5	3,925.8	4,043.6	4,164.9	4,289.8	4,418.5
Debt Service	7,009.6	7,100.0	7,447.4	7,658.5	7,658.5	587.7	587.7	587.7	587.7	587.7	587.7	-	-	-
EXPENDITURES	29,027.5	33,768.5	35,242.1	36,984.0	36,984.0	37,344.7	38,054.0	38,804.4	39,975.3	41,167.4	42,604.6	34,453.7	35,313.8	36,197.7
% vs prior year	7%	24%	4%	5%	5%	1%	2%	2%	3%	3%	3%	-19%	2%	3%
ENDING FUND BALANCE	10,803.0	5,316.0	9,017.6	7,351.8	7,944.4	7,599.8	7,688.6	8,244.5	8,855.7	9,499.0	9,966.4	2,336.0	(5,550.6)	(13,561.1)
Ending balance as % of Resources	27%	14%	20%	17%	18%	17%	17%	18%	18%	19%	19%	6%	-19%	-60%
TOTAL REQUIREMENTS	39,830.5	39,084.5	44,259.7	44,335.8	44,928.4	44,944.5	45,742.6	47,048.9	48,831.0	50,666.4	52,571.0	36,789.7	29,763.2	22,636.6
REVENUE minus EXPENDITURES (NOT cumulative)	2,801.7	(3,921.2)	(1,785.4)	(2,868.6)	(1,073.2)	(344.6)	88.9	555.9	611.2	643.3	467.4	(7,630.4)	(7,886.6)	(8,010.5)

- 1) The Transfer for Beach Renourishment in FY2014 reflects an additional amount due based on reconciled actual tax collections versus budget in prior years. The FY2015 amount returns to the base annual transfer of 1/2 of one cent from the estimated collections.
- 2) The significant reduction in Debt Service in FY2016 reflects the end of Tropicana Field and Dunedin Spring Training Facility payments in FY2015.
- 3) The reduction in Debt Service in FY2022 reflects the end of Clearwater Spring Training Facility payments in FY2021.
- 4) Annual payments of \$500k to the Dali Museum are scheduled to end in FY2020.
- 5) The Transfer for Tax Collector services in FY14 reflects a recovery formula based on actual annual cost. It increases 3% per year in the forecast for anticipated increases in future personal services and operating expenses.
- 6) The "Undesignated" line under Expenditures shows a potential amount of funds that could be allocated above the target 15% reserve, based on all other assumptions in the forecast.
- 7) FY22 revenue from Tourist Development Tax drops to 60% of FY21 total as the 4th and 5th cent expires on 30-Sep-2021

TRANSPORTATION TRUST FUND

Description

The County Transportation Trust Fund is a special revenue fund required by Florida Statute 336.022 to account for revenues and expenditures used for the operation and maintenance of transportation facilities and associated drainage infrastructure. Activities include road and right-of-way maintenance (e.g., patching, mowing), bridge maintenance and operation, traffic engineering, traffic signal operation including Intelligent Transportation Systems, traffic control signage and striping, sidewalk repair and construction, and maintenance of ditches, culverts and other drainage facilities. Resources to support these activities are provided from gas taxes collected and distributed on a shared basis to all Florida Counties by the State of Florida, and local option gas taxes levied by the County. The revenue from the surface water assessment fee in the unincorporated area which began in FY2014 supports operation and maintenance activities related to drainage infrastructure for this area, thereby relieving the County Transportation Trust Fund of these expenditures.

Two local option taxes have been imposed by the Board of County Commissioners. The most recent was a one-cent levy (referred to by statute as the “Ninth Cent”) that began January, 2007. It is dedicated to the installation, operation, and maintenance of advanced technological traffic signal and messaging systems (Intelligent Transportation Systems). The other local levy is the six cents per gallon tax that is shared by interlocal agreement between the County and all municipalities within Pinellas County. The County’s share of collections is 60% of total receipts and the municipalities receive portions of the remaining 40%. The interlocal agreement and levy will expire August 31, 2017.

Summary

The Transportation Trust Fund is primarily funded by state and local fuel taxes and has been impacted by a downturn in collections due to the Great Recession's prior impact on the number of miles driven and gallons of fuel sold. Future revenue is projected to continue its slow decline and not keep pace with inflationary increases for expenditures in this fund. This reflects the built out nature of Pinellas County, more efficient cars, and fuel conservation efforts, as well as restrictions imposed by State law that does not allow indexing fuel taxes for inflation.

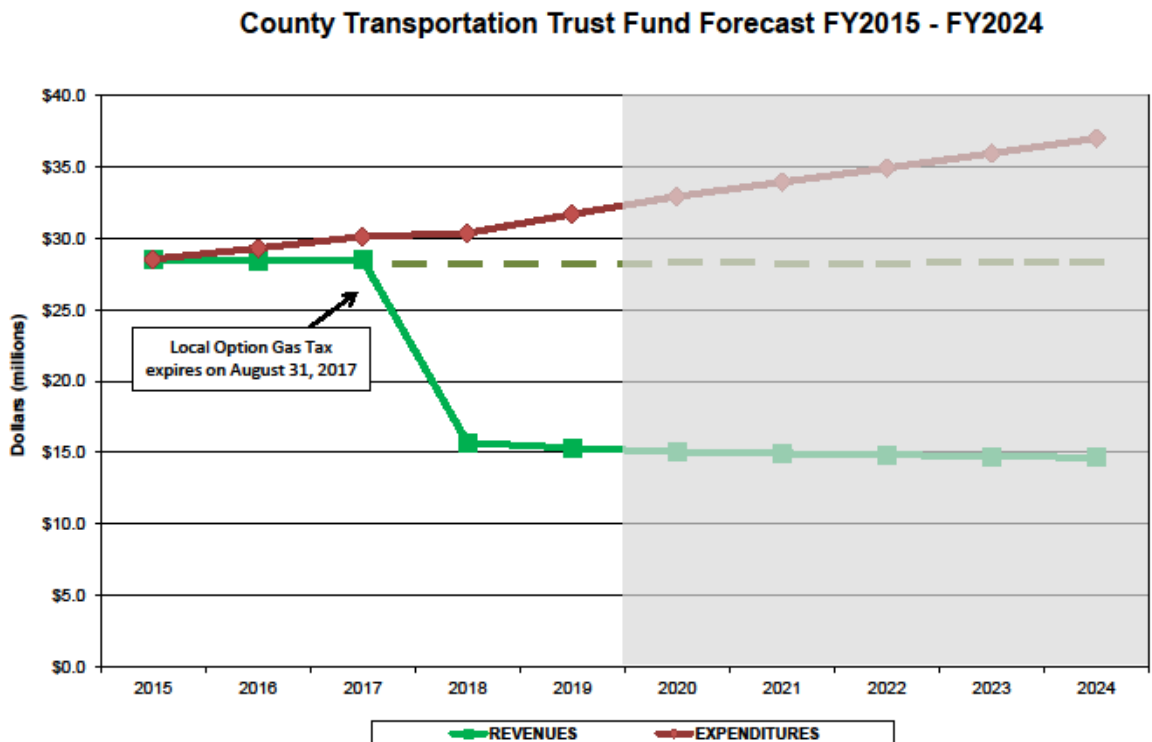
There are no significant changes to the forecast as presented in January 2014. The forecast for the Transportation Trust Fund indicates that the fund is not in balance beginning in FY2015. When combined with the expiration of the six-cent local option gas tax in August, 2017, the fund balance will be depleted by FY2019.

Since the inception of the Ninth Cent gas tax, a transfer takes place annually from the Transportation Trust Fund to the Capital Projects Fund. This transfer pays for the installation of capital structures needed to implement the Intelligent Transportation System (ITS). Approximately \$2.2 million is transferred annually to the Capital Projects Fund to match state and federal grants available to implement the system on major County and State road corridors. However, in FY2015, this transfer amount is proposed to be reduced to \$1.8 million as the

TRANSPORTATION TRUST FUND

operating and maintenance portion of this ITS program is increasing and the capital portion is decreasing, which was part of the initial ATMS/ITS proposed plan.

The removal of operation and maintenance activities related to drainage infrastructure for the unincorporated area improved the financial forecast, but is more than offset by the loss of the six-cent local option gas tax in 2017. If this tax is renewed, action will still be necessary by FY2021 due to an imbalance primarily resulting from inflationary pressures on expenditures coupled with the projected reduction in gas tax collections that are based upon the volume of fuel sold. Potential actions to consider are revenue transfers from the General Fund, imposition of additional local option gas taxes (beyond the current amounts), or reductions in current service levels.



TRANSPORTATION TRUST FUND FORECAST
Fund 1001

Forecast Assumptions	2016	2017	2018	2019	2020	2021	2022	2023	2024
REVENUES									
Ninth Cent Gas Tax	-0.5%	-0.5%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%
State Shared Gas Taxes	-0.5%	-0.5%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%
Local Option Gas Taxes	-0.5%	-0.5%	<i>Local Option Gas Tax authorization expires August 31, 2017</i>						
Other revenues	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EXPENDITURES									
Personal Services	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Operating Expenses	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
Capital Outlay	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
Grants & Aids	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
Projected Economic Conditions / Indicators:									
Consumer Price Index, % change	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
FL Per Capita Personal Income Growth	2.1%	2.7%	2.5%	2.0%	1.9%	1.4%	1.3%	1.5%	1.5%

TRANSPORTATION TRUST FUND FORECAST
Fund 1001

(in \$ thousands)

	Actual 2013	Budget 2014	Estimated 2014	Budget 2015	FORECAST (@100%)									
					Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020	Estimated 2021	Estimated 2022	Estimated 2023	Estimated 2024
BEGINNING FUND BALANCE	17,508.5	14,446.8	22,575.0	24,500.8	24,500.8	24,436.9	23,579.7	21,935.6	7,263.6	(9,107.1)	(27,018.1)	(46,015.8)	(66,099.8)	(87,303.5)
REVENUES														
Ninth Cent Gas Tax	3,886.8	3,778.0	3,959.7	3,939.9	3,939.9	3,920.2	3,900.5	3,861.5	3,822.9	3,784.7	3,746.9	3,709.4	3,672.3	3,635.6
State Shared Gas Taxes	9,510.9	9,440.8	9,990.2	9,940.3	9,940.3	9,890.6	9,841.1	9,742.7	9,645.3	9,548.8	9,453.3	9,358.8	9,265.2	9,172.6
Local Option Gas Tax ***	12,950.5	12,650.0	13,083.3	13,017.9	13,017.9	12,952.8	12,888.0	-	-	-	-	-	-	-
Interest	38.0	32.0	45.2	49.0	49.0	122.2	235.8	438.7	181.6	-	-	-	-	-
Other revenues	1,801.9	1,465.0	1,448.9	1,484.5	1,484.5	1,514.2	1,544.5	1,575.3	1,606.8	1,639.0	1,671.8	1,705.2	1,739.3	1,774.1
Transfer from other Funds	1,744.2	-	-	-	-	-	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0
Adjust Other Revenue to 98%				48.4	51.7	56.2	63.6	56.5	51.8	52.8	53.8	54.9	56.0	56.0
TOTAL REVENUES	29,932.3	27,365.8	28,527.3	28,431.5	28,479.9	28,451.5	28,467.2	15,683.9	15,316.1	15,028.3	14,929.7	14,833.2	14,738.7	14,646.2
% vs prior year	7%	-3%	-5%	4%	0%	0%	0%	-45%	-2%	-2%	-1%	-1%	-1%	-1%
TOTAL RESOURCES	47,440.8	41,812.6	51,102.3	52,932.3	52,980.7	52,888.5	52,046.9	37,619.5	22,579.7	5,921.2	(12,088.3)	(31,182.6)	(51,361.0)	(72,657.3)
EXPENDITURES														
Personal Services	12,706.1	11,042.9	10,480.9	12,190.5	12,190.5	12,714.7	13,261.5	13,831.7	14,426.5	15,046.8	15,693.8	16,368.7	17,072.5	17,806.6
Operating Expenses *	7,947.2	11,133.5	12,042.7	11,200.6	11,200.6	11,413.4	11,630.3	11,862.9	12,100.1	12,342.1	12,601.3	12,853.3	13,110.4	13,372.6
Capital Outlay	110.9	190.3	200.5	467.3	467.3	476.2	485.3	495.0	504.9	515.0	525.8	536.3	547.0	558.0
Grants & Aids	22.4	32.7	32.7	33.3	33.3	33.9	34.6	35.3	36.0	36.7	37.5	38.2	39.0	39.8
Full Cost Allocation	1,923.2	1,688.8	1,688.8	2,189.8	2,189.8	2,200.7	2,222.7	2,267.2	2,323.8	2,381.9	2,441.5	2,502.5	2,565.1	2,629.2
Transfers to other Funds	2,156.0	2,156.0	2,156.0	1,784.2	1,784.2	1,784.2	1,784.2	1,784.2	1,784.2	1,784.2	1,784.2	1,784.2	1,784.2	1,784.2
Expenditure Lapse 1% **				(238.9)	(238.9)	(246.4)	(254.1)	(262.2)	(270.7)	(279.4)	(288.6)	(298.0)	(307.7)	(317.8)
Potential Issues:														
CIP Operating Impacts				917.0	917.0	932.0	947.0	342.0	782.0	1,112.0	1,132.0	1,132.0	1,132.0	1,132.0
TOTAL EXPENDITURES	24,865.8	26,244.2	26,601.5	28,782.7	28,543.8	29,308.8	30,111.3	30,355.9	31,686.8	32,939.3	33,927.4	34,917.2	35,942.5	37,005.6
% vs prior year	-1%	2%	7%	10%	7%	3%	3%	1%	4%	4%	3%	3%	3%	3%
ENDING FUND BALANCE	22,575.0	15,568.4	24,500.8	24,149.6	24,436.9	23,579.7	21,935.6	7,263.6	(9,107.1)	(27,018.1)	(46,015.8)	(66,099.8)	(87,303.5)	(109,662.8)
ASSUMING NO ACTION TAKEN TO RESOLVE SHORTFALLS														
Ending balance as % of Resources	48%	37%	48%	46%	46%	45%	42%	19%	-40%	-456%	381%	212%	170%	151%
TOTAL REQUIREMENTS	47,440.8	41,812.6	51,102.3	52,932.3	52,980.7	52,888.5	52,046.9	37,619.5	22,579.7	5,921.2	(12,088.3)	(31,182.6)	(51,361.0)	(72,657.3)
REVENUE minus EXPENDITURES (NOT cumulative)	5,066.5	1,121.6	1,925.8	(351.2)	(63.8)	(857.2)	(1,644.1)	(14,672.0)	(16,370.6)	(17,911.0)	(18,997.7)	(20,084.0)	(21,203.7)	(22,359.3)
note: non-recurring expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-	-
net recurring rev- exp	5,066.5	1,121.6	1,925.8	(351.2)	(63.8)	(857.2)	(1,644.1)	(14,672.0)	(16,370.6)	(17,911.0)	(18,997.7)	(20,084.0)	(21,203.7)	(22,359.3)

* Operating Expenses net of Full Cost Allocation

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

*** Local Option Gas Tax expires August 31, 2017. The forecast assumes no renewal after 2017.

CAPITAL PROJECTS FUND

Description

The Capital Projects Fund is used to account for all governmental capital projects throughout the County. Such projects include roads, bridges, drainage, beach nourishment, park development, and construction of facilities necessary to provide County services.

Summary

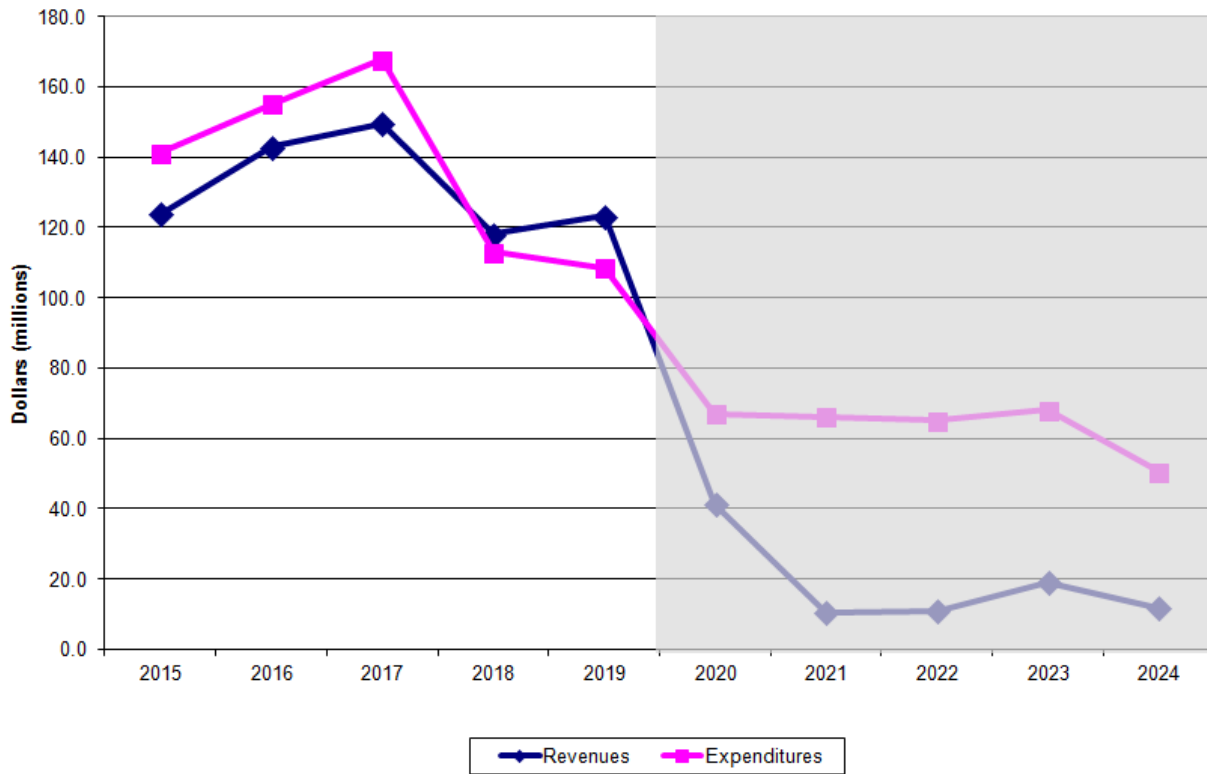
This fund's primary revenue source is the "Penny for Pinellas" one cent local option sales tax that is sensitive to general economic conditions. Penny tax revenues declined for several years instead of increasing at the original projected rate due to the Great Recession, but are predicted to increase gradually during the forecast period matching general economic growth as part of the recovery in the local, state, and national economy.

There have been several changes to the forecast as presented in January 2014. At that time the "Penny for Pinellas" sales tax was estimated to increase in FY2015 by 3.5%. Based upon last year's actual revenue and current year-to-date revenue received, the estimate for FY2015 is an increase of 4%. The January 2014 forecast included an interfund loan from the Solid Waste Renewal & Replacement Fund throughout the forecast period. The total of the loan was \$85M, with the initial outstanding principal of \$15M taken in FY2010. Due to slightly higher revenues and timing of projects' schedules, the revised forecast pays off the initial principal in FY2015, and estimates an additional \$25M needed in each FY2016 and FY2017 for a revised loan total of \$65M.

With the planned use of fund balance, the forecast for the Capital Projects Fund shows that the fund is balanced over the forecast period through FY2020. The current "Penny for Pinellas" one cent local option sales tax ends December 31, 2019. Projects that would need to continue such as sidewalks, paving and bridges are shown in the forecast as "unfunded" for FY2020-FY2024. This is a preliminary estimate of projects that would require a funding source regardless if the Penny is not renewed. During several years of the forecast, expenditures exceed revenues due to project schedules. As noted above, additional cash flow required to fund projects is being addressed through an interfund loan from the Solid Waste Renewal & Replacement Fund.

CAPITAL PROJECTS FUND

Capital Projects Fund Forecast FY2015-FY2024



CAPITAL PROJECTS FUND FORECAST
Fund 3001

Forecast Assumptions	2016	2017	2018	2019	2020	2021	2022	2023	2024
REVENUES									
Infrastructure Sales Tax	3.5%	3.5%	3.0%	3.0%	3.0%				
Ninth Cent Gas Tax (from Transp Trust)	-0.5%	-0.5%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%
Impact Fees (from Special Revenue Fund)	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Grants	-33.9%	18.2%	-47.4%	15.6%	-63.9%	-96.4%	365.1%	1011.6%	-93.6%
Transfer from TDC Fund	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Reimbursements	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Interest Rate	0.5%	1.0%	2.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Other revenues	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EXPENDITURES									
n/a									
Projected Economic Conditions / Indicators:									
Consumer Price Index, % change	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%

CAPITAL PROJECTS FUND FORECAST
Fund 3001

(in \$ thousands)	FORECAST													
	Actual 2013	Budget 2014	Estimated 2014	Budget 2015	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020	Estimated 2021	Estimated 2022	Estimated 2023	Estimated 2024
BEGINNING FUND BALANCE	82,455.4	56,105.0	74,576.6	71,917.9	71,917.9	54,614.2	42,330.9	24,253.3	29,480.7	44,281.3	18,421.8	(37,143.8)	(91,308.0)	(140,427.0)
REVENUES														
Infrastructure Sales Tax														
(Penny for Pinellas)	80,876.5	79,515.0	84,183.7	83,173.5	87,551.1	90,615.4	93,786.9	96,600.5	99,498.6	25,620.9				
Grants	10,453.6	34,563.7	19,306.1	25,762.1	25,762.1	17,019.6	20,109.2	10,572.5	12,221.3	4,417.8	157.5	732.5	8,142.5	525.0
Reimbursements	174.8				-									
Ninth Cent Gas Tax (Transfer from Transportation Trust Fund)	2,156.0	2,156.0	2,156.0	1,784.2	1,784.2	1,665.6	1,646.8	1,523.4	1,486.2	1,339.4	1,339.4	1,339.4	1,339.4	1,339.4
Transportation Impact Fees (from Special Revenue Fund)	1,640.7	1,345.4	1,345.4	1,594.2	1,594.2	1,753.6	1,929.0	2,121.9	2,334.1	2,567.5	2,824.2	3,106.6	3,417.3	3,759.0
Transfer from General Fund	1,800.0	2,450.0	2,450.0	2,450.0	2,450.0	2,450.0	2,450.0	2,450.0	2,450.0	1,450.0	950.0	950.0	950.0	950.0
Transfer from TDC Fund	3,242.4	3,286.7	3,286.7	3,645.7	3,645.7	3,338.8	3,438.9	3,542.1	3,648.3	3,757.8	3,870.5	3,986.6	4,106.2	4,229.4
Sutherland Bayou Marina Mitig. Pymnt	9.7		1.2	-	-	-	-	-	-	-	-	-	-	-
Sale-Surplus County Land														
Interest	1,438.8	357.9	357.9	367.8	387.2	273.1	423.3	485.1	737.0	1,107.0	460.5	894.1	912.0	930.3
Other revenues	3,854.5	7.9	118.0	777.9	778.4	794.0	809.8	826.0	842.6	859.4	876.6			
Interfund Loan-Solid Waste-Chiller		11,000.0	-	-	-	-	-	-	-	-	-	-	-	-
Interfund Loan-Solid Waste	-	14,500.0	-	-	-	25,000.0	25,000.0	-	-	-	-	-	-	-
TOTAL REVENUES	105,647.0	149,182.6	113,205.0	119,555.4	123,952.9	142,910.0	149,594.0	118,121.5	123,218.0	41,119.8	10,478.8	11,009.3	18,867.5	11,733.1
% vs prior year														
TOTAL RESOURCES	188,102.4	205,287.6	187,781.6	191,473.3	195,870.8	197,524.2	191,924.9	142,374.8	152,698.7	85,401.1	28,900.7	(26,134.5)	(72,440.5)	(128,693.9)
EXPENDITURES														
Capital Projects	113,500.0	191,295.5	115,836.0	137,256.6	126,256.6	155,188.9	167,614.5	92,811.5	88,377.0	23,579.6	6,544.5	8,173.5	22,101.5	7,112.5
Unfunded					-	-	-	-	-	33,397.8	59,500.0	57,000.0	45,885.0	43,455.0
Debt Service on Interfund Loan	26.3	75.0	27.7	-	-	4.4	57.1	82.6	40.4	1.9				
Payment on SW Loan-Chiller	-	1,500.0	-	-	-	-	-	-	-	-				
Payment on SW Loan			-	15,000.0	15,000.0	-	-	20,000.0	20,000.0	10,000.0				
TOTAL EXPENDITURES	113,526.3	192,870.5	115,863.7	152,256.6	141,256.6	155,193.3	167,671.6	112,894.1	108,417.4	66,979.3	66,044.5	65,173.5	67,986.5	50,567.5
ENDING FUND BALANCE	74,576.1	12,417.1	71,917.9	39,216.7	54,614.2	42,330.9	24,253.3	29,480.7	44,281.3	18,421.8	(37,143.8)	(91,308.0)	(140,427.0)	(179,261.4)
TOTAL REQUIREMENTS	188,102.4	205,287.6	187,781.6	191,473.3	195,870.8	197,524.2	191,924.9	142,374.8	152,698.7	85,401.1	28,900.7	(26,134.5)	(72,440.5)	(128,693.9)
REVENUE minus EXPENDITURES (NOT cumulative)	(7,879.3)	(43,687.9)	(2,658.7)	(32,701.2)	(17,303.7)	(12,283.3)	(18,077.6)	5,227.4	14,800.6	(25,859.5)	(55,565.7)	(54,164.2)	(49,119.0)	(38,834.4)
net recurring rev- exp	(7,879.3)	(43,687.9)	(2,658.7)	(32,701.2)	(17,303.7)	(12,283.3)	(18,077.6)	5,227.4	14,800.6	(25,859.5)	(55,565.7)	(54,164.2)	(49,119.0)	(38,834.4)

Note: Current Penny ends 12-31-19. Projects that would need to continue such as sidewalks, paving, bridges, etc. are shown as "unfunded" for the remainder of FY20, FY21-FY23.

EMERGENCY MEDICAL SERVICE FUND

Description

The Emergency Medical Service (EMS) Fund is a special revenue fund established by referendum in 1980, which allows up to 1.5 mills to be levied annually on a county-wide basis to finance the operation of a comprehensive county-wide emergency medical service system. This system provides advanced life support, emergency medical response and transport services to all residents and visitors of Pinellas County. The County maintains EMS contracts with 18 fire service agencies (first responders), and one ambulance provider (Paramedics Plus, operating in Pinellas County under the trade name "Sunstar"). The EMS System is funded by a combination of property taxes and ambulance user fees. The ambulance user fees support the ambulance contractual expenditures, and property taxes support the first responder expenditures.

The EMS System was established by referendum in 1980 by the Special Act (Chapter 80-585, Laws of Florida) that created the EMS Authority as a Dependent Special District. In 1988, Pinellas County Ordinance 88-12 solidified the current EMS system design. The Fiscal Policy guidelines within Ordinance 88-12 state that the Board of County Commissioners, sitting as the Emergency Medical Services Authority, directs the following fiscal policy guidelines that govern the financial operations of the County's EMS system: (a) to establish sound business controls and long term cost containment incentives throughout the County EMS system; (b) to provide adequate funding to upgrade all EMS components to state-of-the-art-levels, and to maintain that progress in future years; (c) to provide for long term financial stability sufficient to sustain quality EMS operations far into the future; (d) to reduce the County EMS system's excessive dependence upon local tax support by developing a more balanced approach to EMS funding; and (e) to provide the Board of County Commissioners with a wider range of EMS financing options than have been available in the past.

Summary

The Emergency Medical Service Fund is sensitive to property values as it is funded by ad valorem (property) tax revenue collected from property owners countywide. Property tax revenues declined dramatically from FY2008 through FY2012 due to the impact of statewide legislation on millage rates and a downturn in property values. With the continued economic recovery, taxable property values are projected to increase 6.85%, from \$51,944,014,548 in FY2014 to \$55,502,015,083 in FY2015.

While projections for the EMS Fund still indicate the Fund is not balanced over the forecast period, several significant factors have changed since January 2014. The outlook has improved due to savings in the ambulance contract with Paramedics Plus, savings in the first responder agreements with the 18 service providers, and increased revenue from growth in property values. With these known changes, the current millage of 0.9158, adopted in FY2013, is now projected to support the current service delivery system and continue to meet the Board adopted reserve target of 25% through FY2021. The potential for maintaining the 25% reserve without a millage rate increase will be affected by: a new ambulance service contract; changes in property values; potential changes to Medicare/Medicaid reimbursements; and adjustments in future service agreements with the first responders.

EMERGENCY MEDICAL SERVICE FUND

First responder expenses for FY2015 through FY2017 reflect the recently negotiated agreements. The forecast projects annual adjustments for first responder agreements beyond FY2017 at a level equal to the lesser of the percentage increase in the Consumer Price Index (CPI) or 125% of the annual percentage increase in taxable property values. Beginning in FY2018, this forecast projects first responder expense growth at the lesser increase of 2% per year, the same assumption for annual growth in the CPI.

The current ambulance service contract is in effect through FY2015 and will be re-bid during the year for a new service contract effective with FY2016. First responder contracts are currently funded based on actual first responder costs as defined in Board Resolution 09-38. The consulting firm Fitch & Associates studied the current EMS system in 2013 and recommended system alterations designed to reduce costs associated with identified excess capacity. Though specific recommendations were not adopted, the information was used in contract negotiations to reduce cost and address long term financial stability.

Progress in containing costs, combined with better than anticipated growth in revenue, improves the outlook for the EMS Fund over the next five years. Long term sustainability will require continued growth in revenue and diligent management of system costs.

EMERGENCY MEDICAL SERVICES FUND FORECAST
Fund 1006

Forecast Assumptions	2016	2017	2018	2019	2020	2021	2022	2023	2024
REVENUES									
Ad Valorem Revenue (@95%)	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Ambulance Svc Contract Fees	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Ambulance Annual Members Fees	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grant Revenue (EMS Trust Fund)	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Other revenues (refund of prior yrs exp)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
EXPENDITURES									
Personal Services	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Operating Expenses	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
Operating Expenses-First Resp Med Supplies	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Capital Outlay	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
Ambulance Contract	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
EMS Trust Fund Grant Expenditures	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Grants & Aids (First Responder Agmts) @ lesser of CPI or Ad Valorem increase	4.3%	4.1%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
Projected Economic Conditions / Indicators:									
Consumer Price Index, % change	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
FL Per Capita Personal Income Growth	2.1%	2.7%	2.5%	2.0%	1.9%	1.4%	1.3%	1.5%	1.5%
Estimated New Construction % of tax base	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%

EMERGENCY MEDICAL SERVICES FUND FORECAST
Fund 1006

(in \$ thousands)	FORECAST (@ 96% Ad Valorem Revenue and @100% Ambulance Revenue)													
	Actual 2013	Budget 2014	Estimated 2014	Budget 2015	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020	Estimated 2021	Estimated 2022	Estimated 2023	Estimated 2024
BEGINNING FUND BALANCE	23,686.0	23,406.9	23,930.8	24,096.9	24,096.9	27,259.6	29,123.5	29,820.4	30,343.4	30,515.5	30,143.2	29,120.5	27,445.3	25,059.4
REVENUES														
Ad Valorem Revenue @95%	44,527.6	45,374.8	45,767.5	48,287.3	48,287.3	49,735.9	51,228.0	52,764.8	54,347.8	55,978.2	57,657.6	59,387.3	61,168.9	63,004.0
Ambulance Svc Contract Fees @ 95%	46,188.7	43,568.4	46,771.7	45,964.3	45,964.3	46,883.6	47,821.3	48,777.7	49,753.2	50,748.3	51,763.3	52,798.5	53,854.5	54,931.6
Ambulance Annual Members Fees	216.5	262.9	244.0	237.5	237.5	237.5	237.5	237.5	237.5	237.5	237.5	237.5	237.5	237.5
Grant Revenue (EMS Trust Fund)	200.0	200.0	200.0	225.0	225.0	229.5	234.1	238.8	243.5	248.4	253.4	258.5	263.6	268.9
City Off Fees (TC & PA)	289.6	267.6	281.2	276.3	276.3	279.1	281.9	284.7	287.5	290.4	293.3	296.2	299.2	302.2
Interest	95.7	155.4	95.0	90.2	90.2	136.3	291.2	596.4	758.6	762.9	753.6	728.0	686.1	626.5
Other revenues (refund of prior yrs exp)	80.2	50.0	47.0	44.7	44.7	44.7	44.7	44.7	44.7	44.7	44.7	44.7	44.7	44.7
Adjust Tax Revenues to 96%					508.3	523.5	539.2	555.4	572.1	589.2	606.9	625.1	643.9	663.2
Adjust Ambulance Revenues to 100%					2,419.2	2,467.6	2,516.9	2,567.2	2,618.6	2,671.0	2,724.4	2,778.9	2,834.4	2,891.1
TOTAL REVENUES	91,598.3	89,879.1	93,406.4	95,125.3	98,052.8	100,537.7	103,194.8	106,067.2	108,863.6	111,570.6	114,334.6	117,154.7	120,032.9	122,969.7
% vs prior year	5%	-2%	2%	2%	5%	3%	3%	3%	3%	2%	2%	2%	2%	2%
TOTAL RESOURCES	115,284.3	113,286.0	117,337.2	119,222.2	122,149.7	127,797.3	132,318.3	135,887.7	139,206.9	142,086.2	144,477.8	146,275.3	147,478.2	148,029.0
EXPENDITURES														
Personal Services	2,841.3	3,268.2	3,227.7	3,499.5	3,499.5	3,650.0	3,806.9	3,970.6	4,141.4	4,319.4	4,505.2	4,698.9	4,901.0	5,111.7
Operating Expenses w/ CMS payment in FY13	7,904.4	5,514.2	5,427.6	5,636.4	5,636.4	5,743.5	5,852.6	5,969.7	6,089.1	6,210.8	6,341.3	6,468.1	6,597.5	6,729.4
Operating Expenses - First Responder														
Medical Supplies	1,214.7	1,260.0	1,265.0	1,318.2	1,318.2	1,357.7	1,398.5	1,440.4	1,483.6	1,528.2	1,574.0	1,621.2	1,669.9	1,720.0
Capital Outlay	812.4	1,598.0	1,376.2	585.0	585.0	596.1	607.4	619.6	632.0	644.6	658.2	671.3	684.7	698.4
Ambulance Contract	36,948.7	40,140.0	39,208.0	40,651.7	40,651.7	42,277.8	43,968.9	45,727.6	47,556.7	49,459.0	51,437.4	53,494.9	55,634.7	57,860.0
EMS Trust Fund Grant Expenditures	200.0	200.0	259.1	225.0	225.0	229.5	234.1	238.8	243.5	248.4	253.4	258.5	263.6	268.9
Grants & Aids (First Responder Agmts)*	40,155.9	41,040.8	41,093.4	41,526.2	41,526.2	43,311.4	45,076.4	45,977.9	46,897.5	47,835.4	48,840.0	49,816.8	50,813.1	51,829.4
Trfrs to PA & TC	1,276.1	1,382.6	1,383.3	1,448.1	1,448.1	1,507.8	1,553.0	1,599.6	1,647.6	1,697.0	1,747.9	1,800.4	1,854.4	1,910.0
Expenditure Lapse 1%														
* Amt Includes Eckerd Contract														
TOTAL EXPENDITURES	91,353.5	94,403.8	93,240.3	94,890.1	94,890.1	98,673.8	102,497.9	105,544.3	108,691.4	111,942.9	115,357.3	118,830.0	122,418.8	126,127.8
% vs prior year	8%	3%	2%	2%	2%	4%	4%	3%	3%	3%	3%	3%	3%	3%
ENDING FUND BALANCE	23,930.8	18,882.2	24,096.9	24,332.1	27,259.6	29,123.5	29,820.4	30,343.4	30,515.5	30,143.2	29,120.5	27,445.3	25,059.4	21,901.2
Ending balance as % of Expenditures	26.2%	20.0%	25.8%	25.6%	28.7%	29.5%	29.1%	28.7%	28.1%	26.9%	25.2%	23.1%	20.5%	17.4%
TOTAL REQUIREMENTS	115,284.3	113,286.0	117,337.2	119,222.2	122,149.7	127,797.3	132,318.3	135,887.7	139,206.9	142,086.2	144,477.8	146,275.3	147,478.2	148,029.0
REVENUE minus EXPENDITURES	244.8	(4,524.7)	166.1	235.2	3,162.7	1,863.9	696.9	523.0	172.1	(372.3)	(1,022.7)	(1,675.3)	(2,385.9)	(3,158.2)
(NOT cumulative)														
note: non-recurring expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-	-
net recurring rev- exp	244.8	(4,524.7)	166.1	235.2	3,162.7	1,863.9	696.9	523.0	172.1	(372.3)	(1,022.7)	(1,675.3)	(2,385.9)	(3,158.2)

- 1) FY2013 reflects the new ordinance passed by Board action on December 20th, 2011, to maintain as close as possible, a 25% Beginning Fund Balance. The balance falls below 25% by the end of FY2022.
- 2) EMS Millage increased from 0.5832 in FY11 to 0.8506 in FY12, then increased to 0.9158 in FY13, remained flat in FY14, and is assumed at 0.9158 through the remainder of the forecast period. Maximum annual EMS levy is 1.5000 mills.
- 3) Forecast years assume estimated Ad Valorem revenue is at 96%, except the FY14 and FY15 Adopted Budgets, which remain at 95% per statute.
- 4) Forecast years assume estimated ambulance revenue is at 100%, except the FY14 and FY15 Adopted Budgets, which remain at 95% per statute.
- 5) The First Responder Agreements reflect the negotiated compensation for FY2015 through FY2017, with no changes in service.
- 6) The First Responder Agreements for FY2018 to FY2024 reflect potential 1-year extensions, with an annual adjustment based on the lesser of the Consumer Price Index (CPI) or Ad Valorem Tax increase.
- 7) The Expenditure lapse is not calculated on this fund as the majority of the expenditures within this fund are contractual and are fully expended each year.

AIRPORT FUND

Description

In March 1941 construction started for the St. Pete-Clearwater International Airport (Airport) at its present site. After Pearl Harbor, the Airport, known as Pinellas Army Airfield, was used as a military flight-training base. After World War II, many army airfields were declared surplus and turned over to cities, counties, and state sponsors to manage. The Pinellas Army Airfield property was granted to Pinellas County by the U.S. Government to operate as a commercial airport. It was originally called the Pinellas International Airport, and given the airport call letters, PIE.

The Airport Revenue and Operating Fund is used to account for the self-supporting operations of the Airport. Of the Airport's 2,000 acres, approximately half is dedicated to the airfield, terminal building, and car parking. The remaining acreage includes the 129 acre future planned development site (formerly the Airco Golf course), a 200 acre Airport Business Center, and leased industrial, commercial, and governmental operations. All of the Airport property is designated as a Foreign Trade Zone. All activities necessary for airport operations (e.g. administration, operating, and maintenance expenses) are included in this fund. Also included are airport capital improvements, which typically receive federal and state grant funding of up to 95% of costs, depending on the type of project.

The Airport realized a 17% increase in airline passengers in CY2013. This was principally a result of Allegiant Airlines, the Airport's largest airline, adding seven (7) new cities to its schedule. Allegiant flew non-stop from the Airport to 31 destinations. The Airport served 1,017,049 passengers in 2013.

In February 2013, the Airport unveiled a major re-branding effort which included a new slogan, logo, and entrance signs to better promote the Airport. This is the first update of its logo since 1976 and includes a shortened version of its name: St. Pete-Clearwater International. The new brand highlights the airport's main business: convenient, low-cost, nonstop leisure travel flights for Tampa Bay residents.

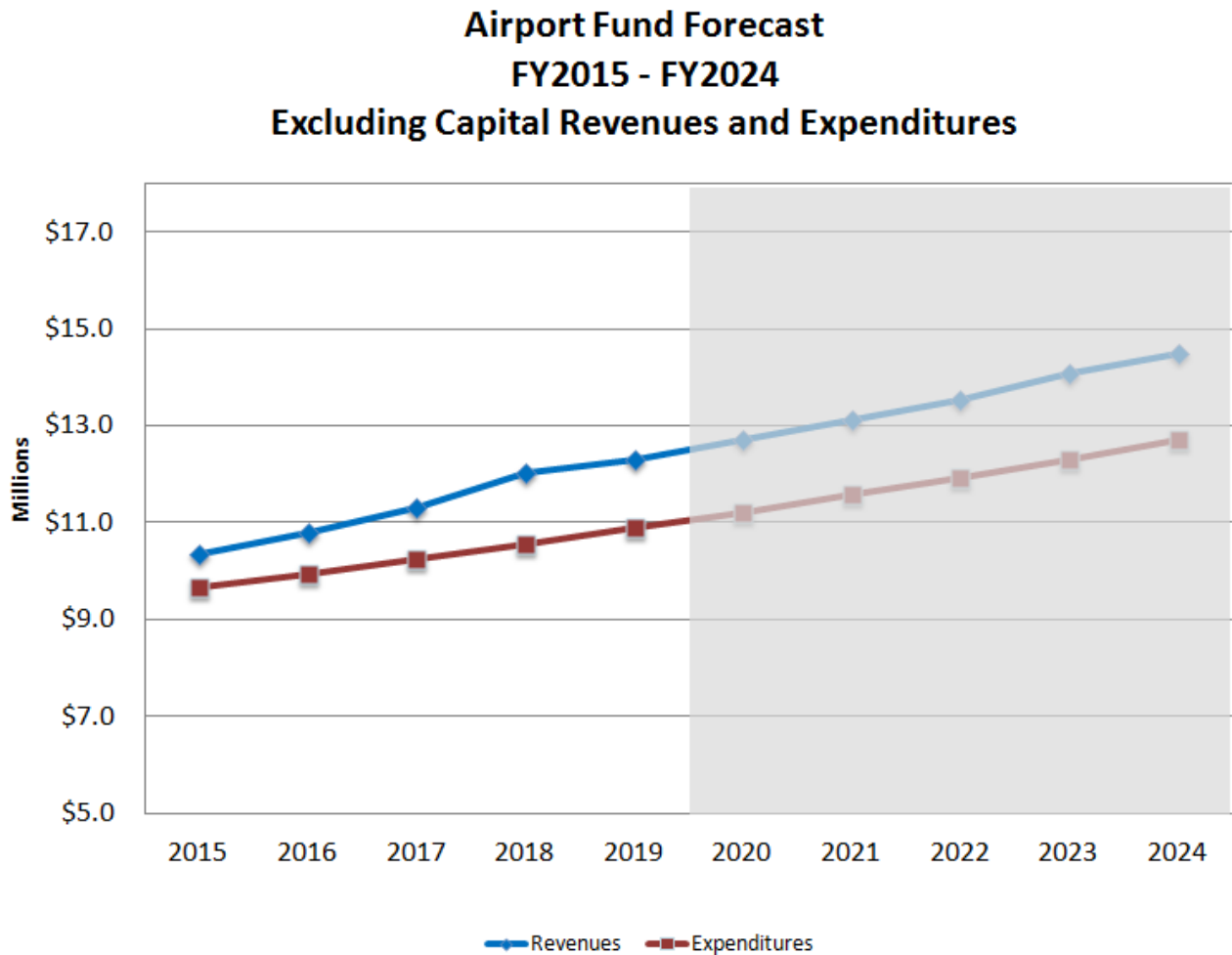
Summary

The Airport Operating and Revenue Fund is an enterprise fund that accounts for all revenues and expenditures at the Airport. This includes management of passenger and cargo airline operations, military, and general aviation, along with commercial and industrial airport property. The Airport is entirely self-supporting, meaning that no property tax dollars are used to support the operation of the airport.

Airport airline and concession revenues have grown in recent years due to increased service from Allegiant Airlines. Revenues are forecast to increase by four percent (4%) per year over the forecast period based on the Airport's new five-year agreement with Allegiant and with the continued recovery of the U.S. economy. The forecast for availability of capital contributions and other grant funding is based on current Federal and State funding participation ratios. FY2013 numbers shown in the charts are based on actual results, except where noted.

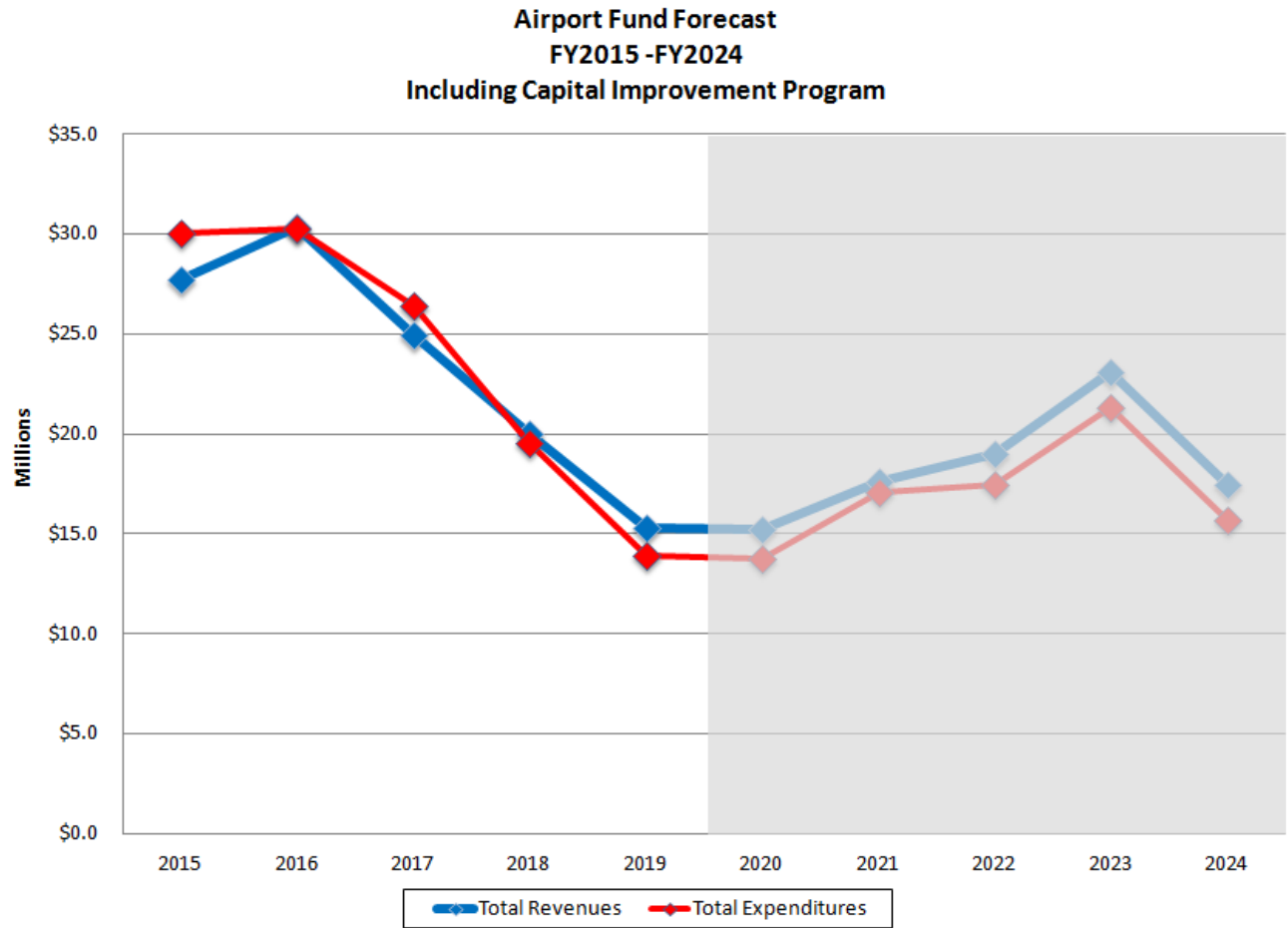
AIRPORT FUND

There are no significant changes to the forecast as presented in January 2014. The forecast for the Airport Revenue and Operating Fund shows that the fund is balanced throughout the forecast period. This presumes the timing of capital projects may need to be adjusted to reflect the timing and amounts of any grant revenues, and other adjustments to operating expenses may be required to match operating revenues.



With the addition of the Capital expenditures and revenues, the chart below tracks the estimated revenues and expenditures in the fund through the forecast period.

AIRPORT FUND



AIRPORT FUND FORECAST
Fund 4001

Forecast Assumptions	2016	2017	2018	2019	2020	2021	2022	2023	2024
REVENUES									
Airfield/Flight Lines	2.9%	5.2%	1.4%	1.2%	1.5%	2.1%	2.3%	1.6%	1.3%
Rents/Leases/Concessions	5.1%	3.3%	7.0%	2.9%	3.6%	3.8%	3.3%	4.7%	3.3%
Capital Contributions	186.8%	12.6%	-30.4%	-41.2%	-62.5%	-16.7%	80.0%	22.2%	63.6%
Other revenues	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EXPENDITURES									
Personal Services	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Operating Expenses	1.9%	1.9%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Capital Outlay	1.9%	1.9%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Grants & Aids	1.9%	1.9%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Projected Economic Conditions / Indicators:									
Consumer Price Index, % change	1.9%	1.9%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
FL Per Capita Personal Income Growth	2.1%	2.7%	2.5%	2.0%	1.9%	1.4%	1.3%	1.5%	1.5%

AIRPORT FUND FORECAST

Fund 4001

(in \$ thousands)					FORECAST									
	Actual 2013	Budget 2014	Estimated 2014	Budget 2015	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020	Estimated 2021	Estimated 2022	Estimated 2023	Estimated 2024
BEGINNING FUND BALANCE	15,775.7	16,922.6	18,533.0	18,298.5	18,298.4	16,027.0	16,144.3	14,610.3	15,075.7	16,502.4	17,978.3	18,540.9	20,140.7	21,898.8
REVENUES														
Airfield/Flight Lines *	2,581.7	2,967.0	3,151.5	3,070.0	3,070.0	3,157.5	3,322.0	3,367.5	3,406.6	3,457.7	3,528.6	3,610.8	3,666.7	3,715.9
Rents/Leases/Concessions *	7,444.4	6,268.2	7,281.0	7,114.2	7,114.2	7,478.4	7,726.0	8,263.7	8,502.5	8,809.5	9,145.1	9,450.6	9,895.7	10,224.2
New Property Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants-Operating	174.2	88.2	88.2	88.2	88.2	90.0	91.8	93.6	95.5	97.4	99.3	101.3	103.3	103.3
Capital Contributions	3,293.7	7,229.5	6,055.8	17,367.4	17,367.4	19,550.0	13,600.0	8,000.0	3,000.0	2,500.0	4,500.0	5,500.0	9,000.0	3,000.0
Interest	46.3	88.9	93.6	88.9	88.9	80.1	161.4	292.2	301.5	330.0	359.6	370.8	402.8	438.0
Other revenues	79.4	1.3	5.4	1.3	1.3	1.3	1.4	1.4	1.4	1.4	1.5	1.5	1.5	1.5
	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	13,619.7	16,643.1	16,675.5	27,730.0	27,730.0	30,357.4	24,902.5	20,018.4	15,307.5	15,196.0	17,634.0	19,035.0	23,070.1	17,482.9
	7%	-12%	0%		66%	9%	-18%	-20%	-24%	-1%	16%	8%	21%	-24%
TOTAL RESOURCES	29,395.3	33,565.7	35,208.5	46,028.5	46,028.4	46,384.4	41,046.8	34,628.7	30,383.2	31,698.4	35,612.3	37,575.9	43,210.8	39,381.8
EXPENDITURES														
Personal Services	4,130.8	4,431.9	4,158.9	4,608.7	4,608.7	4,806.9	5,013.6	5,229.2	5,454.0	5,688.5	5,933.1	6,188.3	6,454.4	6,731.9
Operating Expenses **	3,632.5	4,636.5	4,168.8	4,781.5	4,781.5	4,872.3	4,964.9	5,064.2	5,165.5	5,268.8	5,374.2	5,481.7	5,591.3	5,703.1
Capital Outlay	215.7	135.0	135.9	66.6	66.6	67.9	69.2	70.5	71.9	73.4	74.9	76.4	77.9	79.4
Full Cost Allocation	511.1	468.2	468.2	483.0	483.0	485.4	490.3	500.1	510.1	520.3	530.7	541.3	552.1	563.2
Debt Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-recurring CIP expenditures	2,345.6	8,890.0	7,978.3	20,345.3	20,345.3	20,300.0	16,200.0	9,000.0	3,000.0	2,500.0	5,500.0	5,500.0	9,000.0	3,000.0
Expenditure Lapse 3% ***			-	(283.7)	(283.7)	(292.4)	(301.4)	(310.9)	(320.7)	(330.9)	(341.5)	(352.4)	(363.7)	(375.4)
TOTAL EXPENDITURES	10,835.7	18,561.6	16,910.1	30,285.1	30,001.4	30,240.1	26,436.5	19,553.1	13,880.8	13,720.1	17,071.4	17,435.2	21,312.0	15,702.2
	-6%	4%	-9%		77%	1%	-13%	-26%	-29%	-1%	24%	2%	22%	-26%
ENDING FUND BALANCE	18,559.6	15,004.1	18,298.4	15,743.4	16,027.0	16,144.3	14,610.3	15,075.7	16,502.4	17,978.3	18,540.9	20,140.7	21,898.8	23,679.6
ASSUMING NO ACTION TAKEN TO RESOLVE SHORTFALLS														
Ending balance as % of Resources	63%	45%	52%	34%	35%	35%	36%	44%	54%	57%	52%	54%	51%	60%
TOTAL REQUIREMENTS	29,395.3	33,565.7	35,208.5	46,028.5	46,028.4	46,384.4	41,046.8	34,628.7	30,383.2	31,698.4	35,612.3	37,575.9	43,210.8	39,381.8
REVENUE minus EXPENDITURES	2,784.0	(1,918.5)	(234.6)	(2,555.1)	(2,271.4)	117.3	(1,533.9)	465.3	1,426.7	1,475.9	562.6	1,599.8	1,758.1	1,780.7
note: non-recurring CIP expenditures	2,345.6	8,890.0	7,978.3		20,345.3	20,300.0	16,200.0	9,000.0	3,000.0	2,500.0	5,500.0	5,500.0	9,000.0	3,000.0
non-recurring rev(capital contrib)	(3,293.7)	(7,229.5)	(6,055.8)		(17,367.4)	(19,550.0)	(13,600.0)	(8,000.0)	(3,000.0)	(2,500.0)	(4,500.0)	(5,500.0)	(9,000.0)	(3,000.0)
net recurring rev- exp	1,835.9	(258.0)	1,687.9		706.5	867.3	1,066.1	1,465.3	1,426.7	1,475.9	1,562.6	1,599.8	1,758.1	1,780.7

* Operating Revenues are forecast at 100%

** Operating Expenses net of Full Cost Allocation

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



WATER FUNDS

Description

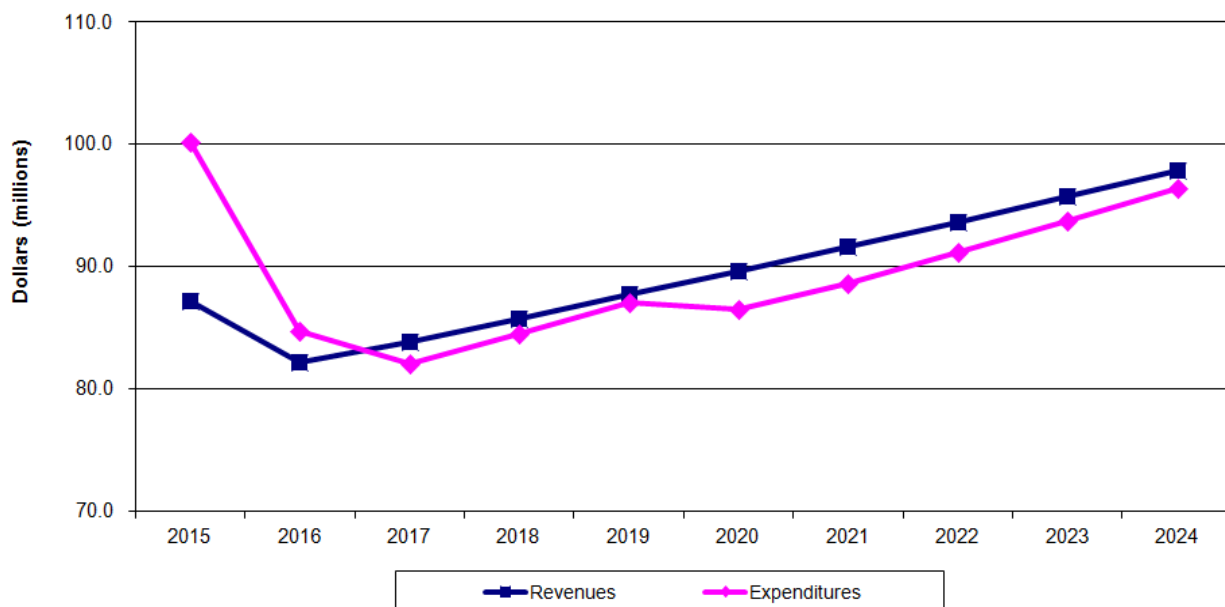
The Pinellas County Water System is responsible for providing quality, cost effective potable water service to County retail and wholesale customers. The Water System must adhere to State and Federal laws, rules and regulations while operating and maintaining this delivery system. The Water System is continually being upgraded to provide customers with a safe and sufficient water supply for domestic needs as well as an ample supply for fire protection. The Water System also continues to educate its customers on important water conservation issues.

The Water Funds are enterprise funds, and are committed solely to support Water System functions. The Pinellas County Water System utilizes four funds: Revenue and Operating, Renewal and Replacement (capital), Water Certificate, and Impact Fees. This forecast covers all four funds.

Summary

There are no significant changes to the forecast as presented in January 2014. The forecast for the Water System Funds shows that the multi-year rate increases approved as part of the FY2012 budget process will provide sufficient revenues to maintain reserves and fund capital replacement needs through FY2015. The forecast revenues include an additional 2% annual increase in rates from FY2016 through FY2024, as recommended in the FY2012 Utilities Rates Study performed by Burton & Associates, an independent utility rates consultant. The Department of Environment and Infrastructure will perform a comprehensive rate study in FY2014 to analyze the future rate structure. In FY2015 and FY2016, recurring expenditures will exceed recurring revenues as fund balance is used to complete major capital projects. The Water Funds are structurally balanced for the forecast period.

**Water System Funds Forecast FY2015 - FY2024
with Rate Increases**



WATER FUNDS FORECAST
Fund 4031, 4033, 4034 & 4036

Forecast Assumptions	2016	2017	2018	2019	2020	2021	2022	2023	2024
REVENUES									
Water Sales-Retail *	10.5%	2.1%	2.2%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%
Water Sales-Wholesale *	-54.1%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Interest	0.5%	1.0%	2.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Other revenues	-26.5%	-2.7%	-0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
EXPENDITURES									
Personal Services	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Operating Expenses	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
Purchase of Water **	-13.7%	1.1%	0.5%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
Power	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Chemicals	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%
Projected Economic Conditions / Indicators:									
Consumer Price Index, % change	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
FL Per Capita Personal Income Growth	2.1%	2.7%	2.5%	2.0%	1.9%	1.4%	1.3%	1.5%	1.5%
* Revenue percentages reflect the combined impact of changes in rates and/or levels of consumption. ** Purchase of water percentages reflect the combined impact of changes in Tampa Bay Water rates and/or changes in consumption including decreases in wholesale customer base.									

WATER FUNDS FORECAST
Fund 4031, 4033, 4034 & 4036

(in \$ thousands)	FORECAST (@100%)													
	Actual 2013	Budget 2014	Estimated 2014	Budget 2015	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020	Estimated 2021	Estimated 2022	Estimated 2023	Estimated 2024
BEGINNING FUND BALANCE*	48,276.8	37,837.4	49,376.8	42,649.4	42,649.4	29,653.2	27,179.5	28,940.0	30,298.0	31,113.9	34,315.3	37,392.2	39,973.4	42,070.4
REVENUES														
Water Sales - Retail	62,348.8	58,832.7	62,343.2	59,669.9	62,810.4	69,380.5	70,831.5	72,377.5	74,023.0	75,705.4	77,425.5	79,184.0	81,005.3	82,868.4
Water Sales - Wholesale	18,072.7	14,758.0	19,620.2	17,759.8	18,694.6	8,573.0	8,744.5	8,919.4	9,097.7	9,279.7	9,465.3	9,654.6	9,847.7	10,044.6
Interest	167.3	209.0	170.0	150.3	158.2	148.3	271.8	578.8	757.4	777.8	857.9	934.8	999.3	1,051.8
Other Revenues	6,072.6	4,855.2	5,528.7	5,231.4	5,506.8	4,049.5	3,942.0	3,906.0	3,906.9	3,907.9	3,908.8	3,909.8	3,909.8	3,909.8
TOTAL REVENUES	86,661.4	78,654.9	87,662.1	82,811.5	87,170.0	82,151.2	83,789.8	85,781.7	87,785.2	89,670.8	91,657.5	93,683.2	95,762.1	97,874.6
% vs prior year			1%	5%	-1%	-6%	2%	2%	2%	2%	2%	2%	2%	2%
TOTAL RESOURCES	134,938.2	116,492.2	137,038.9	125,460.9	129,819.4	111,804.5	110,969.4	114,721.7	118,083.1	120,784.7	125,972.7	131,075.4	135,735.4	139,944.9
EXPENDITURES														
Personal Services	12,299.0	13,455.5	13,034.1	12,549.5	12,549.5	13,089.1	13,652.0	14,239.0	14,851.3	15,489.9	16,155.9	16,850.6	17,575.2	18,331.0
OPEB	1,186.2	1,333.3	1,333.3	1,333.3	1,333.3	1,390.6	1,450.4	1,512.8	1,577.8	1,645.7	1,716.4	1,790.3	1,867.2	1,947.5
Operating Expenses	8,697.7	5,564.8	5,429.8	5,663.6	5,663.6	5,771.2	5,880.8	5,998.4	6,118.4	6,240.8	6,371.8	6,499.3	6,629.2	6,761.8
Purchase of Water	47,096.5	46,600.0	46,600.0	44,500.0	44,500.0	38,399.1	38,829.2	39,040.6	40,107.9	41,204.2	42,330.3	43,487.0	44,661.1	45,867.0
Power	1,548.4	1,921.1	1,745.2	1,648.7	1,648.7	1,731.1	1,817.7	1,908.6	2,004.0	2,104.2	2,209.4	2,319.9	2,435.9	2,557.6
Chemicals	693.5	823.5	700.0	892.8	892.8	955.3	1,022.2	1,093.7	1,170.3	1,252.2	1,339.9	1,433.6	1,534.0	1,641.4
Grants & Aids	916.1	959.3	959.9	919.8	919.8	970.4	1,021.8	1,078.2	1,139.7	1,230.8	1,293.7	1,376.7	1,459.3	1,546.9
Cost Allocation	6,415.6	5,999.8	5,910.4	8,030.7	8,030.7	8,183.3	8,338.8	8,505.6	8,675.7	8,849.2	9,035.0	9,215.7	9,400.1	9,588.1
Expenditure Lapse**	-		(757.1)		(755.4)	(704.9)	(720.1)	(733.8)	(756.5)	(780.2)	(804.5)	(829.7)	(855.6)	(882.4)
Debt Service	1.2	10.0	4.0	3.0	3.0	-	-	-	-	-	-	-	-	-
Capital Equipment	571.1	669.3	657.0	2,414.3	2,414.3	260.6	260.6	260.6	260.6	260.6	260.6	260.6	260.6	260.6
Capital Outlay	7,486.6	21,402.5	18,773.0	22,966.0	22,966.0	14,579.0	10,476.0	11,520.0	11,820.0	8,972.0	8,672.0	8,698.0	8,698.0	8,698.0
TOTAL EXPENDITURES	86,911.9	98,739.2	94,389.5	100,921.6	100,166.2	84,624.9	82,029.3	84,423.7	86,969.2	86,469.4	88,580.6	91,102.0	93,665.1	96,317.5
% vs prior year	-1%		5%	2%	6%	-16%	-3%	3%	3%	-1%	2%	3%	3%	3%
TOTAL ENDING FUND BALANCE	48,026.3	17,753.0	42,649.4	24,539.3	29,653.2	27,179.5	28,940.0	30,298.0	31,113.9	34,315.3	37,392.2	39,973.4	42,070.4	43,627.5
Ending balance as % of Resources	36%	15%	31%	20%	23%	24%	26%	26%	26%	28%	30%	30%	31%	31%
TOTAL REQUIREMENTS	134,938.2	116,492.2	137,038.9	125,460.9	129,819.4	111,804.5	110,969.4	114,721.7	118,083.1	120,784.7	125,972.7	131,075.4	135,735.4	139,944.9
REVENUE minus EXPENDITURES (NOT cumulative)	(250.5)	(20,084.3)	(6,727.4)	(18,110.1)	(12,996.2)	(2,473.6)	1,760.5	1,358.0	815.9	3,201.4	3,076.9	2,581.2	2,097.0	1,557.1

*Includes OPEB Impact
**Expenditure lapse of 1% is calculated on all expenses excluding Debt Service and Capital Outlay.
Revenues reflect the combined impact of changes in rates and/or levels of consumption.
Estimated revenues forecasted at 100%.



SEWER FUNDS

Description

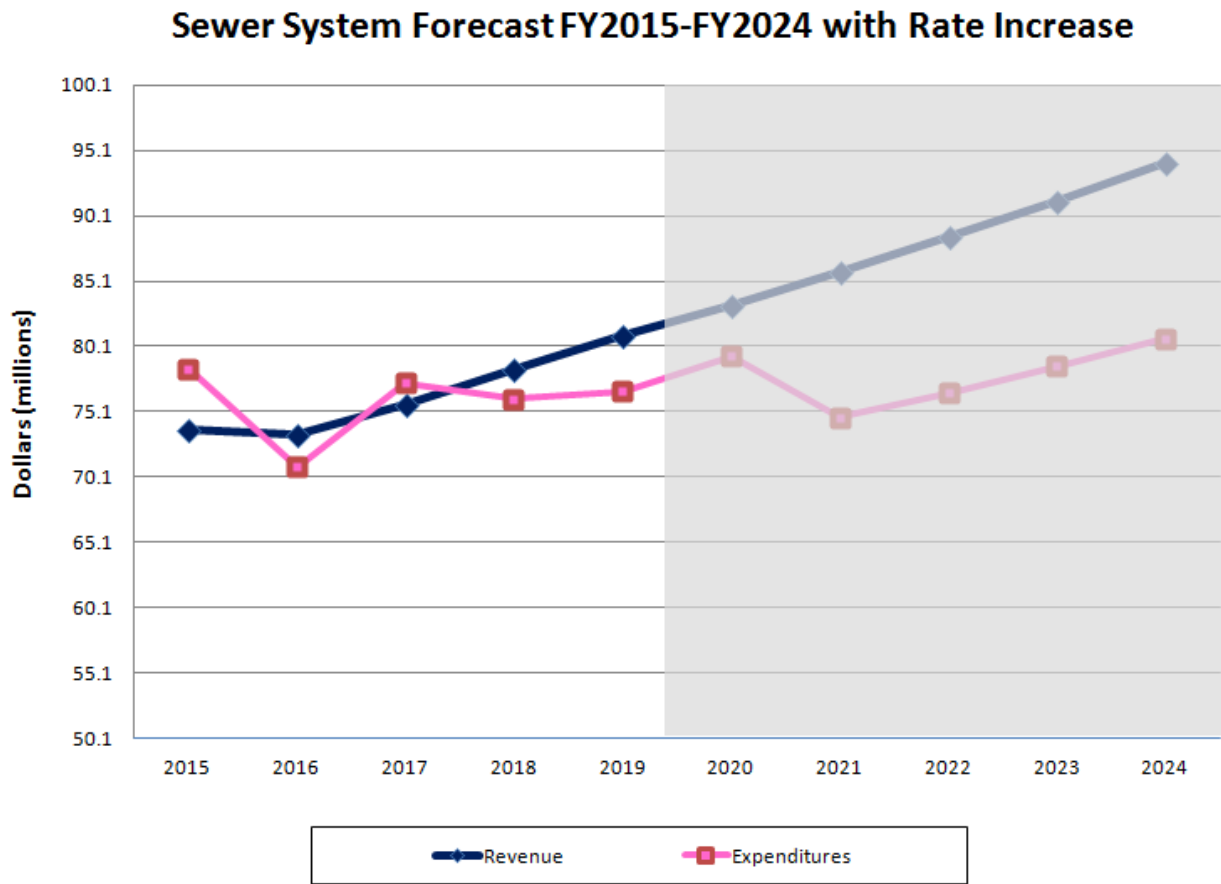
The Pinellas County Sewer System is responsible for providing quality, cost effective, sewer service to the citizens and business owners within the County sewer service areas. The Sewer System must adhere to State and Federal laws, rules and regulations while operating and maintaining this system. The System provides an environmentally safe and sanitary means of collecting and transmitting discharged domestic waste from residential, commercial, and industrial users. The Sewer System provides for the treatment and disposal of objectionable materials and organisms from the waste in order to protect public health, property, and environment.

The Sewer Funds are enterprise funds, and are committed solely to support Sewer System functions. The Pinellas County Sewer System utilizes four funds: Revenue and Operating, Renewal and Replacement (capital), Interest and Sinking (Debt Service), and Sewer Construction. The Sewer System is required to maintain a debt service coverage ratio of 1.25x per the bond covenants, however the fund is maintained at a debt service coverage ratio of at least 1.50x to sustain the current bond ratings.

Summary

The Pinellas County Sewer Funds are proprietary funds dedicated solely to supporting the Pinellas County Sewer System (Sewer System). The only significant change to the forecast as presented in January 2014 is the purchase of the Indian Rocks Beach Sanitary Sewer Collection System on 10/01/2014. The impact reflected is \$2.3 million in FY2015 and \$300,000 in each fiscal year 2016 through 2019. The forecast for the Sewer System Funds shows that the multi-year rate increases approved in FY2012 will provide sufficient revenues to maintain reserves, sustain the recommended debt service coverage ratio of 1.50x, and fund capital replacement needs through FY2015. The forecast revenues include an additional 2.75% annual increase in rates from FY2016 through FY2024, as recommended in the FY2012 Utilities Rates Study performed by Burton & Associates, an independent utility rates consultant. The Department of Environment and Infrastructure will perform a comprehensive rate study in FY2014 to analyze the future rate structure. In FY2015 and FY2017, recurring expenditures will exceed recurring revenues as fund balance is used to complete major capital projects. The Sewer Funds are structurally balanced for the forecast period.

SEWER FUNDS



SEWER FUNDS FORECAST
Fund 4051, 4052, 4053 & 4055

Forecast Assumptions	2016	2017	2018	2019	2020	2021	2022	2023	2024
REVENUES									
Sewer Charges - Retail *	0.2%	2.8%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%
Sewer Charges - Wholesale *	-0.5%	2.8%	2.9%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Reclaimed - Retail *	8.1%	2.8%	2.7%	2.8%	2.7%	2.8%	2.7%	2.8%	2.7%
Reclaimed - Wholesale *	34.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other revenues	-64.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
EXPENDITURE									
Personal Services	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Operating Expenses	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
Power	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Chemicals	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%
Projected Economic Conditions / Indicators:									
Consumer Price Index, % change	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
FL Per Capita Personal Income Growth	2.1%	2.7%	2.5%	2.0%	1.9%	1.4%	1.3%	1.5%	1.5%
*Revenue percentages reflect the combined impact of changes in rates and/or levels of consumption.									

SEWER FUNDS FORECAST
Fund 4051, 4052, 4053 & 4055

(in \$ thousands)

(in \$ thousands)					FORECAST (@100%)									
	Actual 2013	Budget 2014	Estimated 2014	Budget 2015	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020	Estimated 2021	Estimated 2022	Estimated 2023	Estimated 2024
BEGINNING FUND BALANCE*	51,922.9	34,007.6	53,569.5	57,843.0	57,843.0	53,170.5	55,644.1	54,010.2	56,230.0	60,469.4	64,402.7	75,497.4	87,386.3	100,045.3
REVENUES														
Sewer Charges - Retail	51,724.2	48,775.3	54,191.9	55,755.3	58,689.9	58,806.2	60,458.7	62,193.9	64,016.1	65,891.4	67,821.5	69,808.0	71,832.4	73,915.5
Sewer Charges - Wholesale	8,634.1	9,020.7	9,094.5	8,272.8	8,708.2	8,660.6	8,905.0	9,162.9	9,434.8	9,714.8	10,003.0	10,299.8	10,608.8	10,927.0
Reclaimed - Retail	4,027.5	3,505.6	4,140.0	4,169.0	4,388.4	4,745.3	4,875.8	5,009.8	5,147.6	5,289.2	5,434.6	5,584.1	5,740.4	5,895.4
Reclaimed - Wholesale	295.2	318.2	247.1	234.7	247.0	332.7	332.7	332.7	332.7	332.7	332.7	332.7	332.7	332.7
Interest	155.8	244.7	259.6	233.9	246.2	265.9	556.4	1,080.2	1,405.8	1,511.7	1,610.1	1,887.4	2,184.7	2,501.1
Other Revenues**	1,939.2	1,203.1	1,476.1	1,343.5	1,414.3	498.6	498.6	498.6	498.6	498.6	498.6	498.6	498.6	498.6
TOTAL REVENUES	66,776.0	63,067.5	69,409.2	70,009.2	73,694.0	73,309.1	75,627.1	78,278.0	80,835.5	83,238.3	85,700.5	88,410.4	91,197.4	94,070.3
% vs prior year	13%	-6%	4%	1%	6%	-1%	3%	4%	3%	3%	3%	3%	3%	3%
TOTAL RESOURCES	118,698.9	97,075.1	122,978.7	127,852.2	131,536.9	126,479.6	131,271.2	132,288.2	137,065.5	143,707.8	150,103.1	163,907.9	178,583.7	194,115.6
EXPENDITURES														
Personal Services	14,905.8	16,469.7	15,203.6	15,279.0	15,279.0	15,935.9	16,621.2	17,335.9	18,081.3	18,858.8	19,669.8	20,515.6	21,397.7	22,317.8
OPEB	1,166.9	1,214.8	1,214.8	1,267.0	1,267.0	1,321.5	1,378.3	1,437.6	1,499.4	1,563.9	1,631.1	1,701.2	1,774.4	1,850.7
Operating Expenses	10,980.3	11,762.0	11,014.2	9,801.1	9,801.1	9,987.3	10,177.1	10,380.6	10,588.2	10,800.0	11,026.8	11,247.3	11,472.3	11,701.7
Power	4,199.3	5,378.9	4,616.4	4,812.4	4,812.4	5,053.0	5,305.7	5,571.0	5,849.5	6,142.0	6,449.1	6,771.5	7,110.1	7,465.6
Chemicals	2,892.9	3,668.1	3,535.4	3,747.0	3,747.0	4,009.3	4,289.9	4,590.2	4,911.5	5,255.3	5,623.2	6,016.8	6,438.0	6,888.7
Cost Allocation	4,936.4	4,784.9	4,706.0	8,211.3	8,211.3	8,367.3	8,526.3	8,696.9	8,870.8	9,048.2	9,238.2	9,423.0	9,611.4	9,803.7
Expenditure Lapse***			(402.9)		(431.2)	(446.7)	(463.0)	(480.1)	(498.0)	(516.7)	(536.4)	(556.8)	(578.0)	(600.3)
Transfer from Water	(916.1)	(959.3)	(959.3)	(919.8)	(919.8)	(970.4)	(1,021.8)	(1,078.2)	(1,139.7)	(1,230.8)	(1,293.7)	(1,376.7)	(1,459.3)	(1,546.9)
Debt Service	14,453.0	14,469.2	11,104.2	14,386.0	14,386.0	14,392.7	14,371.6	14,371.8	14,596.3	14,593.7	14,572.0	14,553.9	14,546.1	14,545.1
Capital Equipment	818.8	1,182.1	1,189.4	2,926.7	2,926.7	398.7	398.7	398.7	398.7	398.7	398.7	398.7	398.7	398.7
Capital Outlay	13,312.4	12,117.9	13,914.0	19,287.0	19,287.0	12,787.0	17,677.0	14,834.0	13,438.0	14,392.0	7,827.0	7,827.0	7,827.0	7,827.0
TOTAL EXPENDITURES	66,749.7	70,088.3	65,135.7	78,797.6	78,366.4	70,835.6	77,261.0	76,058.2	76,596.0	79,305.1	74,605.7	76,521.6	78,538.4	80,651.8
% vs prior year	-7%	5%	-2%	21%	20%	-10%	9%	-2%	1%	4%	-6%	3%	3%	3%
TOTAL ENDING FUND BALANCE	51,949.2	26,986.8	57,843.0	49,054.6	53,170.5	55,644.1	54,010.2	56,230.0	60,469.4	64,402.7	75,497.4	87,386.3	100,045.3	113,463.8
Ending balance as % of Resources	44%	28%	47%	38%	40%	44%	41%	43%	44%	45%	50%	53%	56%	58%
TOTAL REQUIREMENTS	118,698.9	97,075.1	122,978.7	127,852.2	131,536.9	126,479.6	131,271.2	132,288.2	137,065.5	143,707.8	150,103.1	163,907.9	178,583.6	194,115.6
Debt Service Coverage	1.93	1.39	2.69	1.89	2.18	2.05	2.08	2.12	2.12	2.16	2.19	2.23	2.26	2.29
REVENUE minus EXPENDITURES (NOT cumulative)	26.3	(7,020.8)	4,273.5	(8,788.4)	(4,672.4)	2,473.5	(1,633.9)	2,219.8	4,239.4	3,933.2	11,094.8	11,888.8	12,659.0	13,418.5

*Includes OPEB Impact

** Does not include Capital Contribution from the Water Fund for Reclaimed Water

*** Expenditure lapse of 1% is calculated on all expenses excluding Debt Service and Capital Outlay.

Revenues reflect the combined impact of changes in rate and/or levels of consumption.

Estimated revenues forecasted at 100%

SOLID WASTE FUNDS

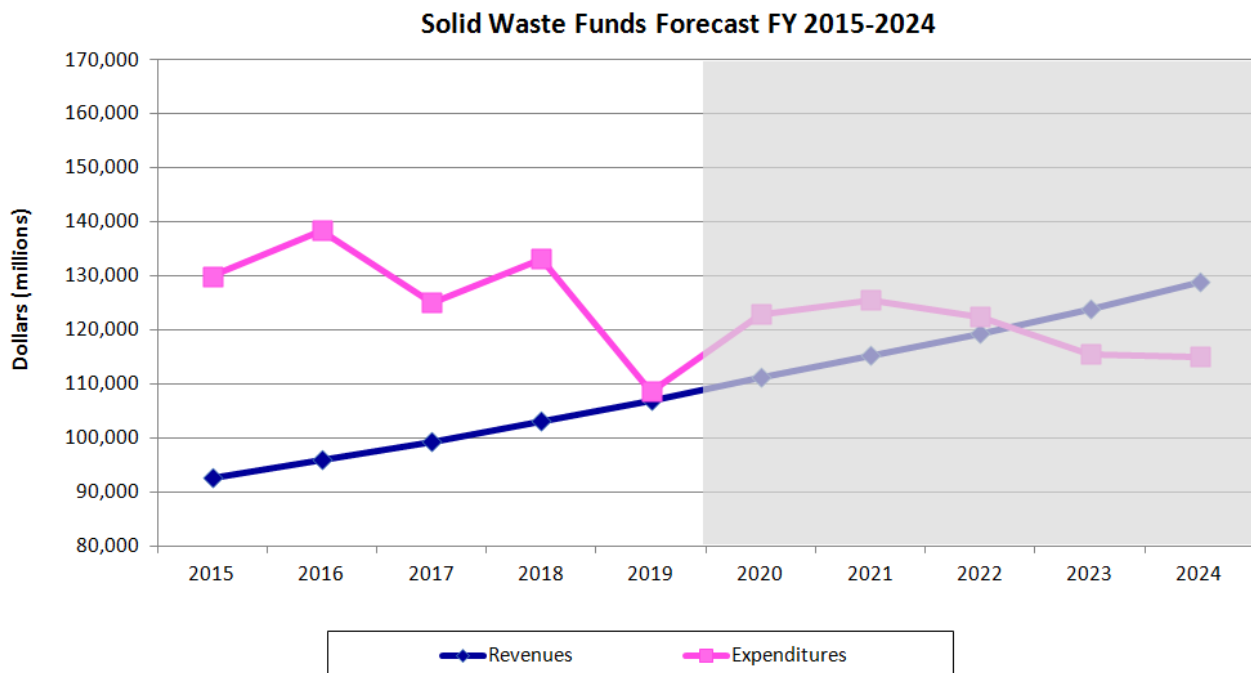
Description

Pinellas County Solid Waste provides safe and environmentally sound integrated solid waste services to all citizens of Pinellas County. These services emphasize public awareness and communication to enable the citizens to make educated choices concerning proper management of their solid waste and to help maintain the quality of life in Pinellas County. In support of that mission, Solid Waste operates the landfill, the waste-to-energy plant, hazardous waste collection, recycling programs, and litter-reduction program.

The Solid Waste Funds are enterprise funds, and are committed solely to support Solid Waste functions. Solid Waste utilizes two funds: Revenue and Operating, and Renewal and Replacement (capital).

Summary

The Pinellas County Solid Waste Funds are enterprise funds dedicated solely to supporting the Solid Waste functions. There are some timing changes for capital expenditures since the forecast was presented in January 2014. The forecast for the Solid Waste Funds shows that the fund is balanced through the forecast period. Expenditures are forecast to be higher than revenues, as reserves are being spent down for capital replacement needs consistent with the Solid Waste 25-year capital plan. In addition, operating expenditures have increased in anticipation of a new operating contract for the waste-to-energy plant. Solid Waste tipping fees and electricity sales revenues have declined with the slower economy, but will remain sufficient to fund operations and maintain sufficient reserves during the forecast period.



SOLID WASTE FUNDS FORECAST
Fund 4021 & 4023

Forecast Assumptions	2016	2017	2018	2019	2020	2021	2022	2023	2024
REVENUES									
Tipping Fees	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Electricity Sales	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%	0.5%
Electrical Capacity	6.4%	6.4%	6.4%	6.4%	6.4%	6.4%	6.4%	6.4%	6.4%
Recycling Revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other revenues	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EXPENDITURES									
Personal Services	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Operating Expenses	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
WTE Service Fee	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%	3.7%
Landfill Service Fee	1.9%	1.9%	2.0%	2.0%	1.9%	1.9%	2.0%	2.0%	2.0%
HEC3 Costs	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%
Grants & Aids	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Projected Economic Conditions / Indicators:									
Consumer Price Index, % change	1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
FL Per Capita Personal Income Growth	2.1%	2.7%	2.5%	2.0%	1.9%	1.4%	1.3%	1.5%	1.5%
* Revenue percentages reflect the combined impact of changes in rates and/or levels of consumption.									

SOLID WASTE FUNDS FORECAST
Fund 4021 & 4023

(in \$ thousands)	FORECAST (@100%)													
	Actual 2013	Budget 2014	Estimated 2014	Budget 2015	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020	Estimated 2021	Estimated 2022	Estimated 2023	Estimated 2024
BEGINNING FUND BALANCE *	189,521.7	214,306.6	214,306.6	223,010.4	223,010.4	199,271.9	131,733.5	81,116.1	71,144.0	89,432.7	87,861.4	77,666.6	74,546.8	82,871.6
REVENUES														
Tipping Fees	33,915.7	32,119.5	33,810.0	32,119.5	33,810.0	33,979.1	34,148.9	34,319.7	34,491.3	34,663.7	34,837.1	35,011.2	35,186.3	35,362.2
Electricity Sales	10,359.2	10,994.3	11,572.9	10,994.3	11,572.9	11,630.8	11,688.9	11,747.4	11,806.1	11,865.1	11,924.5	11,984.1	12,044.0	12,104.2
Electrical Capacity	39,244.3	39,650.7	41,737.6	42,170.7	44,390.2	47,212.0	50,219.0	53,412.0	56,814.0	60,433.0	64,278.0	68,372.0	72,728.0	77,361.8
Recycling Revenue	2,802.6	1,673.7	3,422.4	1,746.8	1,838.7	1,838.7	1,838.7	1,838.7	1,838.7	1,838.7	1,838.7	1,838.7	1,838.7	1,838.7
Interest	529.5	1,459.2	775.0	845.2	889.7	996.4	1,317.3	1,622.3	1,778.6	2,235.8	2,196.5	1,941.7	1,863.7	2,071.8
Other revenues	88.9	97.1	419.3	102.5	107.1	109.2	111.4	113.7	115.9	118.2	120.6	123.0	125.5	128.0
Debt Service on Loan from Capital Fund	26.3	71.3	27.7	0.0	0.0	4.4	57.1	82.6	40.4	1.9	0.0	0.0	0.0	0.0
Loan repayment from Capital Fund (Chiller)	0.0	1,500.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Loan repayment from Capital Fund	0.0	0.0	1,500.0	13,500.0	13,500.0	0.0	0.0	20,000.0	20,000.0	10,000.0	0.0	0.0	0.0	0.0
TOTAL REVENUES	86,966.4	87,565.7	93,264.9	101,478.9	106,108.6	95,770.5	99,381.4	123,136.4	126,885.0	121,156.6	115,195.4	119,270.7	123,786.2	128,866.7
% vs prior year					14%	-10%	4%	24%	3%	-5%	-5%	4%	4%	4%
TOTAL RESOURCES	276,488.1	301,872.4	307,571.5	324,489.3	329,119.0	295,042.4	231,115.0	204,252.6	198,029.0	210,589.3	203,056.8	196,937.4	198,332.9	211,738.3
EXPENDITURES														
Personal Services	4,619.3	5,246.8	5,060.0	5,029.1	5,029.1	5,245.4	5,470.9	5,706.2	5,951.5	6,207.4	6,474.4	6,752.8	7,043.1	7,346.0
OPEB	467.9	487.1	487.1	508.0	508.0	529.8	552.6	576.4	601.2	627.0	654.0	682.1	711.4	742.0
Operating Expenses **	5,494.8	9,446.4	9,915.7	7,076.7	7,076.7	7,211.2	7,348.2	7,495.2	7,645.1	7,798.0	7,961.7	8,121.0	8,283.4	8,449.0
WTE Service Fee	25,470.9	29,843.8	44,509.3	65,424.5	65,424.5	55,307.4	57,353.7	59,475.8	61,676.4	63,958.5	66,324.9	68,778.9	71,323.8	73,962.7
Landfill Service Fee	8,322.8	10,815.1	10,635.1	10,962.0	10,962.0	11,170.3	11,382.5	11,610.2	11,842.4	12,067.4	12,296.7	12,542.6	12,793.4	13,049.3
HEC3 Costs	1,246.1	2,049.1	1,743.7	2,072.2	2,072.2	2,119.9	2,168.6	2,218.5	2,269.6	2,321.8	2,375.2	2,429.8	2,485.7	2,542.8
Grants & Aids	493.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0	500.0
Cost Allocations	3,135.4	3,969.0	3,901.9	6,527.8	6,527.8	6,651.8	6,778.2	6,913.7	7,052.0	7,193.0	7,344.1	7,491.0	7,640.8	7,793.6
Capital Equipment	215.0	1,578.8	1,496.0	856.8	856.8	102.6	102.6	102.6	102.6	102.6	102.6	102.6	102.6	102.6
Capital Outlay	13,691.3	40,084.0	7,080.0	31,871.0	31,871.0	50,358.0	34,257.0	39,455.0	11,931.0	22,959.0	22,396.0	16,063.0	5,685.0	1,685.0
Interfund Loan to Capital Fund	0.0	25,500.0	0.0	0.0	0.0	25,000.0	25,000.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Expenditure Lapse ***	0.0		(767.5)		(981.0)	(887.4)	(915.5)	(945.0)	(975.4)	(1,006.7)	(1,039.3)	(1,073.0)	(1,107.8)	(1,143.9)
TOTAL EXPENDITURES	63,156.5	129,519.9	84,561.2	130,828.2	129,847.1	163,308.9	149,998.8	133,108.6	108,596.3	122,727.9	125,390.1	122,390.7	115,461.3	115,029.3
% vs prior year					54%	26%	-8%	-11%	-18%	13%	2%	-2%	-6%	0%
TOTAL ENDING FUND BALANCE	213,331.5	172,352.5	223,010.4	193,661.2	199,271.9	131,733.5	81,116.1	71,144.0	89,432.7	87,861.4	77,666.6	74,546.8	82,871.6	96,709.1
Ending balance as % of Resources	77%	57%	73%	60%	61%	45%	35%	35%	45%	42%	38%	38%	42%	46%
TOTAL REQUIREMENTS	276,488.0	301,872.4	307,571.5	324,489.3	329,119.0	295,042.4	231,115.0	204,252.6	198,029.0	210,589.3	203,056.9	196,937.4	198,332.9	211,738.2
REVENUE minus EXPENDITURES (NOT cumulative)	23,809.9	(41,954.1)	8,703.7	(29,349.2)	(23,738.5)	(67,538.4)	(50,617.4)	(9,972.2)	18,288.8	(1,571.3)	(10,194.8)	(3,119.9)	8,324.8	13,837.5

* Includes OPEB impact

** Operating Expenses net of Cost Allocation

*** Expenditure lapse of 1% is calculated on all expenses excluding Debt Service and Capital Outlay.

Revenues reflect the combined impact of changes in rates and/or levels of consumption.

Estimated revenues forecasted at 100%.



SURFACE WATER SPECIAL ASSESSMENT FUND

Description

In response to public demand and increased federal regulations imposed by the U.S. Environmental Protection Agency's National Pollution Discharge Elimination System (NPDES) stormwater permitting program as implemented by the Florida Department of Environmental Protection (FDEP), Pinellas County has been mandated to improve stormwater management services. Pinellas County has created a surface water assessment program, effective FY2014, to generate dedicated revenues to support the provision of these services. The Clean Water Act requires the control of the discharges of pollutants to the waters of the United States through NPDES permits. The control of pollutant discharge via Municipal Separate Storm Sewer System (MS4) permits is a best management practice.

On June 18, 2013 the Board of County Commissioners adopted a Master Surface Water Utility Ordinance (Master Ordinance) that outlined the procedural process by which special assessments and fees for surface water management services and improvements can be imposed and collected. It established a Surface Water Utility to be the operational means of implementing and carrying out the functional requirements of the County's surface water management system. It did not mandate that the County impose any surface water charges nor did it set any rates. The Master Ordinance in its present form is only applicable to the unincorporated County.

The Board approved the Initial Surface Water Rate Resolution for FY2015 on June 24, 2014 which allowed for the affected public to be notified of the structure and method, as well as the initial rate, that the County was considering assessing for its Surface Water Utility program. Information in the document was contained in the Truth in Millage (TRIM) notice that the public received, notifying each parcel owner of the proposed assessment, his or her estimated assessment amount, the purpose of the assessment, and the public hearing scheduled for September 11, 2014.

At that public hearing, the Board adopted the Surface Water Utility assessment rate of \$116/Equivalent Residential Unit (ERU) with a request that staff re-evaluate the way ERUs were calculated. Substantial increases on selected residential and commercial properties for FY2015 were encountered due to a newly digitized imagery system that more accurately calculated the impervious surfaces for assessed properties. Responding to Board direction, staff removed such features as private roads and walking paths from the assessment. These changes are anticipated to reduce the FY2015 assessment revenue by an estimated \$725K. Additionally, upcoming changes to the credit policy and an extension of the credit period will likely reduce future program revenue resulting in potential delays in stormwater maintenance and drainage improvements required to meet the level of service adopted by the Board.

Summary

The Surface Water Special Assessment Fund is solely reliant on the fee and its assessment on unincorporated properties. Since this Assessment was only approved in FY2014, the operational plan is still being developed. This assessment and revenue is primarily based on

SURFACE WATER SPECIAL ASSESSMENT FUND

ERU and program funding needs. Equivalent Residential Units are based on the estimated median impervious area of single family detached parcels.

The forecast for the Surface Water Fund indicates the fund is balanced in the short-term, but not balanced over the longer range forecast period. Assessment revenues are estimated to exceed program expenditures through FY2018 and then assessment revenues will not be enough to cover estimated inflationary increases for expenditures and maintain the fund's reserve. It is expected that revenue increases and planned program expenditure savings will be needed to address projected deficits and increase reserves to a sustainable level throughout the forecast period.

Revenues

The primary funding source for the Surface Water Fund is the Surface Water Assessment for the unincorporated area.

Surface Water Assessment Fee

The County approved a new fee for unincorporated properties in FY2014. Surface water assessments are based upon the estimated amount of stormwater runoff generated by impervious surfaces on a parcel. Impervious surfaces include the rooftop, patios, driveways, parking lots and similar areas. The County has determined that the median single-family residence in the Surface Water Area includes 2,339 square feet of impervious surface, which is the value of one "Equivalent Residential Unit" or "ERU Value".

ERU growth is estimated to be mostly flat through the forecast period as the County is built out. Growth may be negatively impacted through potential annexations. There is a large increase in FY2015 as revisions primarily affected the commercial parcels in the roll submitted. The FY2015 revenue budget is based on 174,412 ERUs; however, the actual number of ERUs assessed is expected to be lower due to the removal of such features as private roads and walking trails from the tax roll.

Based on analysis of the surface water program, for Pinellas County to move the current Level of Service (LOS) "C" to a proposed LOS B, the cost per ERU per year was calculated at \$116.00 per year per ERU, or \$9.60 per month. This annual rate would only be increased if approved by the Board and if required to assist in sustaining the growth in fund expenditures. It is not anticipated that the rate would need to be increased until FY2019.

Expenditures

The Surface Water Assessment Fund supports budgeted expenditures in FY2015 totaling \$19.2M for its initial preliminary operational plan. The primary expenditures in the fund are \$5.8M for Personal Services expenditures, and \$13.3M for multiple surface water programs that cover permit compliance, watershed planning, and open and closed conveyance maintenance and rehabilitation.

SURFACE WATER SPECIAL ASSESSMENT FUND

Prior to the adoption of the fee, program funding came from a combination of Penny for Pinellas, General Fund and Transportation Trust Fund dollars. The allocations from the General Fund and Transportation Trust Fund were no longer sustainable. Reallocating these expenditures to the surface water special assessment fund alleviates the burden to these funds.

Since the Surface Water Program is still in the development stage, many of the initial planned expenditures have not yet been realized. The staff has been budgeted and equipment has been planned for, but personnel hiring is ongoing, equipment and contracts are in the purchasing process, and determination of direction between utilizing external contractual assistance versus internal labor is still being determined. Therefore, in FY2014, a delay in full expenditure spend is built into the forecast.

Transfers

The Surface Water Special Assessment Fund transfers funds to the Property Appraiser and Tax Collector to cover the costs for appraisal and collection of the assessment. FY2015 budgeted costs for this function are approximately \$315K. These commissions for the Property Appraiser and Tax Collector are pursuant to Florida Statutes.

Reserves

The estimated FY2015 reserve level of \$4.5M in the Surface Water Special Assessment Fund is approximately 19%, which is higher than the 5-15% reserve level budget policy adopted by the Board. This is a result of an initial operational plan that is still being developed with the resulting full implementation that won't fully occur for at least two years. A 15% reserve is intended for this fund and due to the development of the operational plan; the additional reserve should be spent down.

Ten-Year Forecast

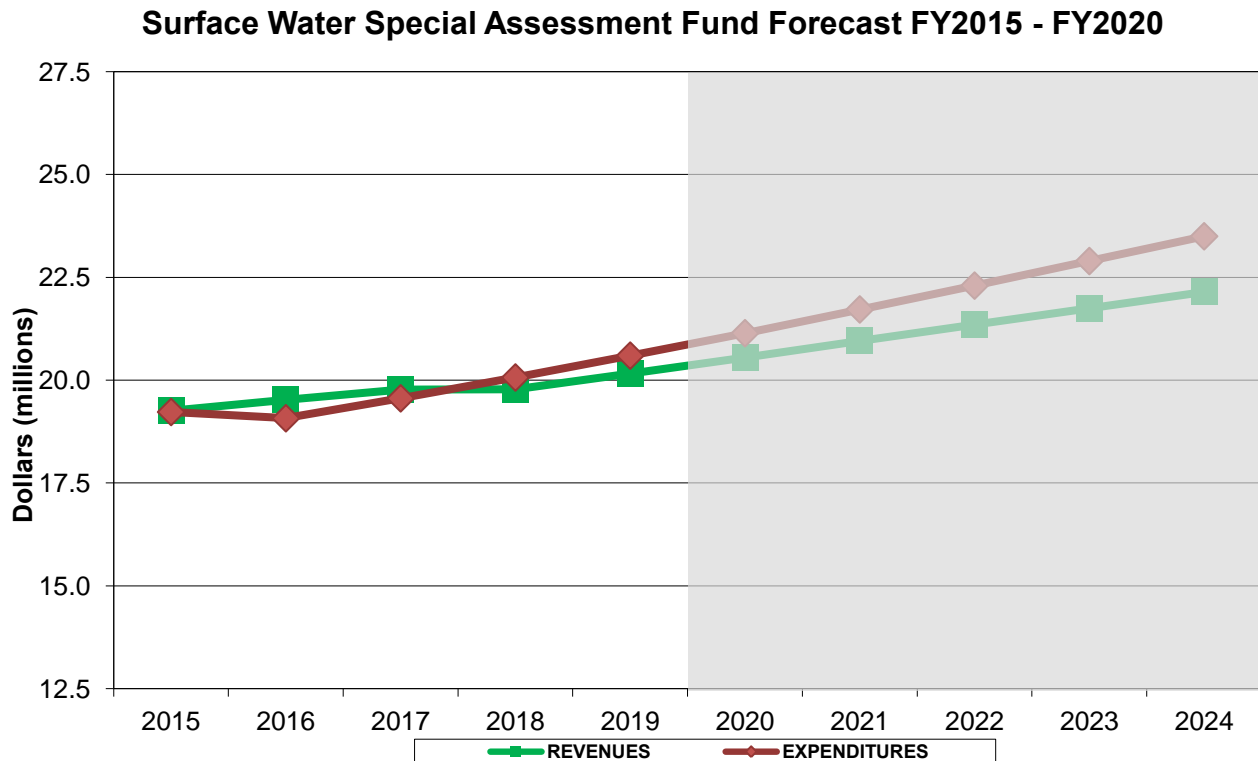
Key Assumptions

Assessment revenue initially decreases to reflect the revised change to correct the calculations that were initially done for commercial parking lots and pool cage enclosures causing the current year assessment to be lower and resulting revenue then increases for FY2015 as the calculations to the data continues to be reviewed. From FY2016 to FY2017, ERU growth is estimated to be 1.0% increase as parcel data will continue to be refined. After FY2017, ERU growth is assumed to be flat as the County is built out. ERU growth may be negatively impacted by potential annexations and could potentially become negative in the outer forecasted years. The cost per ERU per year was \$116.00 in FY2014 and is expected to remain flat through FY2018. In FY2019, the rate will need to be increased each year of the forecast period to offset the inflationary increases in program expenditures.

Expenditure assumptions are anticipated to flow with the growth factors expected for other funds. The closed conveyance program has an inflationary 3% per year built in to these expenditures over the forecast period.

SURFACE WATER SPECIAL ASSESSMENT FUND

The current operational plan has deferred planned spend through FY2015 due to the time it requires to get the programs implemented – staff hired and trained, equipment purchased, etc. This will provide additional fund balance through the initial years of the program.



Key Results

In the chart above, the forecast shows revenues initially exceeding expenditures as the operational plan is being developed and implemented. Later in the forecast, expenditures exceed revenues as inflationary pressures on expenditures outpace revenues beginning in FY2019, which includes increases during this period. Program expenditures will need to be decreased during the latter part of the forecast period in addition to potential Board approved rate increases for the fund to remain in balance.

Potential Risks

A major variable impacting future revenues for this fund is the number of unincorporated properties on which to assess the fee. If the number of unincorporated parcels decrease, this fund's revenue will be impacted negatively. This can occur with potential annexations by municipalities.

SURFACE WATER SPECIAL ASSESSMENT FUND

Another factor in future revenues will be if the Board does not approve the increase to revenues going forward. Expenditures will continue to outpace revenues.

Requests for credits for onsite stormwater management systems will negatively impact revenues.

The potential impact of the new Waters of the United States proposed rule under the Clean Water Act by the U.S. Environmental Protection Agency (EPA) and the U.S. Army Corps of Engineers potentially increases program compliance and resulting future expenditures.

Balancing Strategies

The forecast shows that the fund is in balance over the short-term forecast period, but not in the longer term forecast period. In the short-term, the operational plan is still being developed. Future program expenditures will need to be reduced along with Board approved future rate increases to ensure fund sustainability.

SURFACE WATER SPECIAL ASSESSMENT FUND FORECAST
Fund 1094

Forecast Assumptions			2016	2017	2018	2019	2020	2021	2022	2023	2024
REVENUES											
Surface Water Assessmt - ERU Growth			1.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Surface Water Assessmt - CPI increase			1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
Surface Water Assessmt-Total incr			2.9%	2.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
ERU (excludes govt)	146,687	174,412	176,156	177,918	177,918	177,918	177,918	177,918	177,918	177,918	177,918
Other revenues			2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
EXPENDITURES											
Personal Services			4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Operating Expenses			1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
Capital Outlay			1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	0.0%
Projected Economic Conditions / Indicators:											
Consumer Price Index, % change			1.9%	1.9%	2.0%	2.0%	2.0%	2.1%	2.0%	2.0%	2.0%
FL Per Capita Personal Income Growth			2.1%	2.7%	2.5%	2.0%	1.9%	1.4%	1.3%	1.5%	1.5%

SURFACE WATER SPECIAL ASSESSMENT FUND FORECAST
Fund 1094

(in \$ thousands)

(in \$ thousands)	FORECAST (@100%)												
	Budget 2014	Estimated 2014	Budget 2015	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019	Estimated 2020	Estimated 2021	Estimated 2022	Estimated 2023	Estimated 2024
Annual Rate **	116.00	116.00		116.00	116.00	116.00	116.00	118.32	120.68	123.21	125.67	128.18	130.74
BEGINNING FUND BALANCE		-	4,437.0	4,437.0	4,467.7	4,911.4	5,122.2	4,832.3	4,395.8	3,799.4	3,036.7	2,087.9	938.8
REVENUES													
Surface Water Assessment													
Revenue incl CPI increase	19,449.6	17,015.7	20,231.8	20,231.8	20,434.1	20,638.5	20,638.5	21,051.3	21,471.1	21,921.3	22,359.0	22,805.5	23,261.0
Other Revenues	-	21.8	16.8	16.8	17.2	17.5	17.9	18.2	18.6	19.0	19.3	19.7	20.1
Interest	19.4	17.5	20.0	20.0	89.4	147.3	153.7	145.0	131.9	114.0	91.1	62.6	28.2
Adjust Assessment Revenue to 95%*		(850.8)		(1,011.6)	(1,021.7)	(1,031.9)	(1,031.9)	(1,052.6)	(1,073.6)	(1,096.1)	(1,117.9)	(1,140.3)	(1,163.0)
Adjust Non-Fee Revenue to 98%		(0.4)		(0.4)	(1.8)	(2.9)	(3.1)	(2.9)	(2.6)	(2.3)	(1.8)	(1.3)	(0.6)
TOTAL REVENUES	19,469.0	16,203.8	20,268.6	19,256.6	19,517.1	19,768.5	19,775.0	20,159.0	20,545.4	20,955.9	21,349.6	21,746.4	22,145.7
% vs prior year				19%	1%	1%	0%	2%	2%	2%	2%	2%	2%
TOTAL RESOURCES	19,469.0	16,203.8	24,705.6	23,693.6	23,984.9	24,679.9	24,897.2	24,991.3	24,941.2	24,755.3	24,386.3	23,834.3	23,084.5
EXPENDITURES													
Personal Services	6,791.8	5,009.5	5,783.1	5,783.1	6,014.5	6,255.0	6,505.2	6,765.5	7,036.1	7,317.5	7,610.2	7,914.6	8,231.2
Operating Expenses	11,068.0	8,000.8	12,814.2	12,814.2	12,324.0	12,558.2	12,809.3	13,065.5	13,326.8	13,606.7	13,878.8	14,156.4	14,439.5
Capital Grants & Aids	3.0	582.6	529.0	529.0	539.1	549.3	560.3	571.5	583.0	595.2	607.1	619.2	619.2
Constitutional Officer Transfers	308.1	309.3	314.7	314.7	408.7	412.8	412.8	421.0	429.4	438.4	447.2	456.1	465.2
Expenditure Lapse ***	(2,135.3)	(2,135.3)		(215.3)	(212.8)	(217.6)	(222.8)	(228.0)	(233.5)	(239.2)	(245.0)	(250.9)	(256.9)
TOTAL EXPENDITURES	16,035.6	11,766.9	19,441.1	19,225.8	19,073.5	19,557.7	20,064.9	20,595.5	21,141.8	21,718.6	22,298.4	22,895.5	23,498.3
% vs prior year				63%	-1%	3%	3%	3%	3%	3%	3%	3%	3%
ENDING FUND BALANCE	3,433.4	4,437.0	5,264.5	4,467.7	4,911.4	5,122.2	4,832.3	4,395.8	3,799.4	3,036.7	2,087.9	938.8	(413.8)
ASSUMING NO ACTION TAKEN TO RESOLVE SHORTFALLS													
Ending balance as % of Resources	18%	27%	21%	19%	20%	21%	19%	18%	15%	12%	9%	4%	-2%
TOTAL REQUIREMENTS	19,469.0	16,203.8	24,705.6	23,693.6	23,984.9	24,679.9	24,897.2	24,991.3	24,941.2	24,755.3	24,386.3	23,834.3	23,084.5
REVENUE minus EXPENDITURES	3,433.4	4,437.0	827.5	30.8	443.7	210.8	(289.9)	(436.5)	(596.4)	(762.8)	(948.7)	(1,149.1)	(1,352.6)
(NOT cumulative)													
note: non-recurring expenditures	-	-	-	-	-	-	-	-	-	-	-	-	-
net recurring rev- exp	3,433.4	4,437.0	827.5	30.8	443.7	210.8	(289.9)	(436.5)	(596.4)	(762.8)	(948.7)	(1,149.1)	(1,352.6)

* Per Statute, revenue is budgeted at 95% of total calculated amount. Other non-fee revenue is shown at 98% throughout the forecast period.

** Annual rate based on 146,687 ERU in year 1 and subsequent years on tax roll and CPI from FY19 through FY24.

*** Expenditure lapse is calculated at 1% after FY14, except for 33% in first year of operations (FY14) for program enhancements.

**** Expenditures in FY15 include costs that were not implemented in FY14 due to the operationalization of the surface water program. This trend is not expected to continue past FY15.

