FY 2018 CITY OF DUNEDIN
ADOPTED OPERATING & CAPITAL BUDGET
CITY OF DUNEDIN, FLORIDA
FY 2018 ADOPTED OPERATING & CAPITAL BUDGET

October 5, 2017

CITY OFFICIALS
Julie Ward Bujalski
Mayor

Deborah Kynes
Vice-Mayor

Heather Gracy
Commissioner

John Tornga
Commissioner

Maureen Freaney
Commissioner

Jennifer K. Bramley
City Manager

Thomas Trask
City Attorney

Denise Kirkpatrick
City Clerk
INTRODUCTION
The City of Dunedin is proud to have received GFOA's Distinguished Budget Presentation Award for the 17th time with last year's award. This award program encourages state and local governments to prepare budget documents of the highest quality that reflect the guidelines of the National Advisory Council on State and Local Budgeting and GFOA's best practices. Budget documents are peer reviewed by other GFOA members with public-sector budgeting experience.

Our staff is committed to maintaining the highest level of transparency, integrity, and accountability of public resources and this distinction underscores our efforts.

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INTRODUCTION
EXECUTIVE SUMMARY

FY 2018 ADOPTED OPERATING & CAPITAL BUDGET
December 15, 2017

City of Dunedin
542 Main Street
Dunedin, FL 34698

Honorable Mayor and City Commissioners,

I am pleased to present the FY 2018 Operating and Capital Budget for the City of Dunedin. This budget has been prepared in accordance with all applicable City, State, and Federal requirements and accounting standards. Gross expenditures for FY 2018 total $166,219,700 including $28,062,900 in the General Fund.

**Highlights**

On June 30, 2017, the Pinellas County Property Appraiser provided estimated municipal gross taxable values to cities under its jurisdiction. The City of Dunedin and its downtown tax increment financing district (Community Redevelopment District) exceeded growth rates seen in most other municipalities, as well as the County as a whole.

<table>
<thead>
<tr>
<th></th>
<th>FY 2017 Total Taxable Value</th>
<th>FY 2018 Est. Total Taxable Value</th>
<th>% Change in Total Taxable Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dunedin TIF District</td>
<td>$98,640,830</td>
<td>$124,204,126</td>
<td>25.95%</td>
</tr>
<tr>
<td>City of Dunedin</td>
<td>$2,147,371,249</td>
<td>$2,353,264,767</td>
<td>9.59%</td>
</tr>
<tr>
<td>Pinellas County</td>
<td>$68,171,078,378</td>
<td>$73,604,866,454</td>
<td>7.97%</td>
</tr>
</tbody>
</table>

**New Leadership**

There are many factors at play on the horizon that will have a lasting impact on the City and its financial future. The City had been aptly managed by an Interim City Manager since February 2016 as the Commission sought the best candidate to lead Dunedin forward. New leadership, vision, and priorities from executive management will likely spur several new initiatives and may alter current funding priorities subject to approval by the City Commission.

**Downtown Parking Solution**

The City embarked on a one-year paid and complimentary parking management system in October 2016. During the first quarter of FY 2018, staff will present results of the program based on pre-identified performance measures and make a recommendation regarding the continuance of the program to City Commission. Should the Commission elect to discontinue the paid component of the parking management program, alternative funding sources will need to be identified to pay for the lease and maintenance costs of 215 spaces in a private parking structure that is going online in December 2017. In addition, the ultimate goal is to build a second parking structure when needed, to meet the
parking needs of the downtown as existing lots leased by the City are sold and redeveloped. Without a dedicated funding source, the construction and maintenance costs of a second parking structure have limited feasibility, other than the General Fund (maintenance) and Penny Fund/CRA Fund dollars (construction). The City would need to reconsider its long-term parking solution.

Revenues

<table>
<thead>
<tr>
<th>ALL FUNDS</th>
<th>FY 2017 BUDGET</th>
<th>FY 2018 BUDGET</th>
<th>% CHANGE</th>
<th>$ CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Taxes</td>
<td>8,740,700</td>
<td>9,864,000</td>
<td>13%</td>
<td>1,123,300</td>
</tr>
<tr>
<td>Other Taxes</td>
<td>8,403,100</td>
<td>8,665,700</td>
<td>3%</td>
<td>262,600</td>
</tr>
<tr>
<td>Licenses, Permits, Fees</td>
<td>1,744,500</td>
<td>3,052,700</td>
<td>75%</td>
<td>1,278,200</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>8,362,000</td>
<td>8,301,400</td>
<td>(1%)</td>
<td>(60,600)</td>
</tr>
<tr>
<td>Charges for Service</td>
<td>42,446,800</td>
<td>44,358,500</td>
<td>5%</td>
<td>1,911,700</td>
</tr>
<tr>
<td>Fines</td>
<td>727,200</td>
<td>718,400</td>
<td>(1%)</td>
<td>(8,800)</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>2,192,400</td>
<td>1,493,500</td>
<td>(32%)</td>
<td>(698,900)</td>
</tr>
<tr>
<td>Debt Proceeds</td>
<td>-</td>
<td>101,953,900</td>
<td>100%</td>
<td>101,953,900</td>
</tr>
<tr>
<td>Transfers In</td>
<td>3,367,700</td>
<td>6,453,300</td>
<td>92%</td>
<td>3,085,600</td>
</tr>
<tr>
<td>Revenue Subtotal</td>
<td>76,014,400</td>
<td>159,751,300</td>
<td>210%</td>
<td>83,736,900</td>
</tr>
<tr>
<td>Elim. of Debt Proceeds</td>
<td>-</td>
<td>(25,110,100)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL REVENUE</td>
<td>$76,014,400</td>
<td>$159,751,300</td>
<td>-</td>
<td>$83,736,900</td>
</tr>
</tbody>
</table>

FY 2018 revenues in all funds will exceed FY 2017 revenues by more than 200%. The most significant factor is $76M in debt proceeds for reconstruction of the Toronto Blue Jays Spring Training facilities and an additional $24M in debt proceeds is anticipated for the Water Treatment Plant Design-Build project through the Florida Department of Environmental Protection.

Toronto Blue Jays

The City of Dunedin has been the Spring Training home to the Toronto Blue Jays since 1976. The existing Florida Auto Exchange Stadium and Englebert Complex, which houses training facilities, no longer meet the needs of the team and are a critical part of negotiations to retain the Jays. The estimated cost for reconstruction of Florida Auto Exchange Stadium and the Englebert Complex is $81M. Staff has secured a conditional commitment of $46.5M from Pinellas County through their Tourist Development Tax upon successful negotiations between the County, City, and Toronto Blue Jays. An application is being developed to the State of Florida's Dept. of Economic Opportunity requesting $1M per year for 20 years. A signed license agreement is required for the State application. The City has negotiated an agreement that minimizes risk and future financial burden to the General Fund to support stadium operations, and remains optimistic. The Toronto Blue Jays have created economic opportunity for local businesses and helped raise awareness of Dunedin as an international travel destination.
<table>
<thead>
<tr>
<th></th>
<th>FY 2017 BUDGET</th>
<th>FY 2018 BUDGET</th>
<th>% CHANGE</th>
<th>$ CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Taxes</td>
<td>8,173,100</td>
<td>9,064,400</td>
<td>11%</td>
<td>891,500</td>
</tr>
<tr>
<td>Other Taxes</td>
<td>4,319,100</td>
<td>4,374,100</td>
<td>1%</td>
<td>55,000</td>
</tr>
<tr>
<td>Licenses, Permits, Fees</td>
<td>101,200</td>
<td>69,800</td>
<td>(31%)</td>
<td>(31,400)</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>6,779,100</td>
<td>6,708,500</td>
<td>(1%)</td>
<td>70,600</td>
</tr>
<tr>
<td>Charges for Service</td>
<td>5,785,200</td>
<td>6,010,100</td>
<td>4%</td>
<td>324,900</td>
</tr>
<tr>
<td>Fines</td>
<td>408,000</td>
<td>495,400</td>
<td>21%</td>
<td>87,400</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>596,100</td>
<td>563,500</td>
<td>(5%)</td>
<td>(32,600)</td>
</tr>
<tr>
<td>Debt Proceeds</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers In</td>
<td>22,400</td>
<td>28,400</td>
<td>27%</td>
<td>6,000</td>
</tr>
<tr>
<td>TOTAL REVENUE</td>
<td>$26,184,200</td>
<td>$27,314,200</td>
<td>4%</td>
<td>$1,371,400</td>
</tr>
</tbody>
</table>

Other significant revenue growth stems from ad valorem taxes to the General Fund and Community Redevelopment Agency (CRA) Fund, which is anticipated to increase more than $1M (13%) in FY 2018. The millage rate for FY 2018 remains at 4.1345 mills, as adopted in FY 2016.

Revenue in enterprise funds will increase due to the following programmed rate increases for FY 2018:

- Stormwater - Increase in equivalent residential unit (ERU) rate of 4.5%;
- Solid Waste - Increase in residential rate of 1.75% and commercial rate of 1.5%;
- Water – Increase in unit charge of 4.7%.
- Wastewater – Increase in unit charge of 4.7%.

Through the development of the FY 2018 budget, two ongoing ballot issues were of major consideration.

**Local Option Sales Tax Referendum**

A third extension of Pinellas County’s local option sales tax, known as the Penny for Pinellas, was voted on in early FY 2018. The City of Dunedin receives approximately $3.6 million annually, which is used to construct and improve City facilities and infrastructure. On November 7, 2017, the Penny for Pinellas passed with an overwhelming majority of support. The passage of this ballot measure assures funding for future capital projects in the Penny Fund through 2029.

**Additional Homestead Exemption Referendum**

During the spring 2017 legislative session, the Florida Senate and House of Representatives approved a ballot measure to be put before voters in November 2018. The language would provide for an additional $25,000 in homestead exemption, bringing the maximum to $75,000. This referendum, if approved, would result in the loss of more than $500,000 in ad valorem taxes, as well as reduced revenues that are passed through from the County such as Library and Fire revenues. Mitigating the effect of this referendum, if approved, could result in the reduction of service levels, an increase to the millage rate, increasing other General Fund revenues, or a combination of these measures.
### Expenses

<table>
<thead>
<tr>
<th></th>
<th>ALL FUNDS</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 2017 BUDGET</td>
<td>FY 2018 BUDGET</td>
<td>% CHANGE</td>
<td>$ CHANGE</td>
</tr>
<tr>
<td>Personnel</td>
<td>25,418,100</td>
<td>26,800,100</td>
<td>5%</td>
<td>1,382,000</td>
</tr>
<tr>
<td>Operating</td>
<td>35,562,000</td>
<td>37,651,900</td>
<td>6%</td>
<td>2,090,900</td>
</tr>
<tr>
<td>Capital</td>
<td>11,744,400</td>
<td>93,289,200</td>
<td>694%</td>
<td>81,544,800</td>
</tr>
<tr>
<td>Other</td>
<td>7,404,700</td>
<td>12,694,400</td>
<td>71%</td>
<td>5,289,700</td>
</tr>
<tr>
<td>Expense Subtotal</td>
<td>$80,129,200</td>
<td>$170,435,600</td>
<td>114%</td>
<td>$91,275,200</td>
</tr>
<tr>
<td>Depreciation</td>
<td>6,885,000</td>
<td>7,649,600</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elim. of Principal Debt Pymts.</td>
<td>(1,646,300)</td>
<td>(1,687,500)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elim. of Utility Capital</td>
<td>(23,349,900)</td>
<td>(11,146,800)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL EXPENSES</td>
<td>$62,018,000</td>
<td>$165,250,900</td>
<td>166%</td>
<td>$104,201,700</td>
</tr>
</tbody>
</table>

Total citywide expenditures of $166,219,700 reflect a 168% increase in spending over FY 2017 budget levels.

### GENERAL FUND

<table>
<thead>
<tr>
<th></th>
<th>FY 2017 BUDGET</th>
<th>FY 2018 BUDGET</th>
<th>% CHANGE</th>
<th>$ CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>13,983,800</td>
<td>14,805,900</td>
<td>6%</td>
<td>822,100</td>
</tr>
<tr>
<td>Operating</td>
<td>11,728,700</td>
<td>12,458,600</td>
<td>6%</td>
<td>729,900</td>
</tr>
<tr>
<td>Capital</td>
<td>486,400</td>
<td>387,400</td>
<td>-20%</td>
<td>(99,000)</td>
</tr>
<tr>
<td>Other</td>
<td>3,291,300</td>
<td>411,000</td>
<td>-88%</td>
<td>(2,880,300)</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$29,490,200</td>
<td>$28,062,900</td>
<td>-5%</td>
<td>$(1,427,300)</td>
</tr>
</tbody>
</table>

Three full-time positions have been added for FY 2018 including 1.0 FTE Public Information Coordinator, 1.0 FTE Planner II, and 1.0 FTE Firefighter/EMT. Two part-time positions have been added; one Code Enforcement Officer 0.5 FTE in the General Fund will focus on Business Tax Receipt cost recovery and is anticipated to pay for itself through increased revenues. The second position is a temporary 0.75 FTE Water Service Worker was also being added in late FY 2017 and will be reflected in the FY 2018 Budget.
The FY 2018 Budget also reflects several minor changes in personnel, such as title changes and reclassification of positions. These have little fiscal impact and have been thoroughly vetted by the Human Resources Department, as well as City Administration.

<table>
<thead>
<tr>
<th>FY 2018 PERSONNEL CHANGES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Department</strong></td>
</tr>
<tr>
<td>Community Relations (formerly Communications)</td>
</tr>
<tr>
<td>Community Relations (formerly Communications)</td>
</tr>
<tr>
<td>Finance</td>
</tr>
<tr>
<td>Finance</td>
</tr>
<tr>
<td>Fire</td>
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<tr>
<td>Fire</td>
</tr>
<tr>
<td>Fire</td>
</tr>
<tr>
<td>Fire</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
</tr>
<tr>
<td>Parks &amp; Recreation</td>
</tr>
<tr>
<td>Planning &amp; Dev.</td>
</tr>
<tr>
<td>Planning &amp; Dev.</td>
</tr>
<tr>
<td>Public Works</td>
</tr>
<tr>
<td>Public Works</td>
</tr>
<tr>
<td>Public Works</td>
</tr>
</tbody>
</table>

Major changes in operating costs include the following:

- Downtown parking lease buy down: $2,160,000 (Parking Fund);
- Move MSB to Technical Services Bldg.: $250,000 (Facilities Maintenance Fund);
- Citywide Roof Replacements: $120,000 (General Fund);
- Citywide HVAC Replacements, $76,500 (General Fund);
- Community Visioning: $70,000 (General Fund);
- Community Center Parking Lot Resurfacing: $60,000 (General Fund); and
- Skinner Blvd. Improvements Corridor Analysis: $75,000 (CRA Fund).

Citywide, several major capital projects are being initiated in FY 2018 including:

- Stadium and Englebert Reconstruction: $81,000,000 (Stadium Fund);
- Water Treatment Plant (WTP) Design-Build: $4,701,000 (Water/Wastewater Fund);
- Pavement Management Program: $1,000,000 (Penny Fund/CGT Fund);
- Dunedin Golf Club Cart Barn: $200,000 (Penny Fund); and
- Fleet Replacements: $2,491,300 (Fleet Fund).
Considerations During Budget Development

Staffing Levels
During budget development, there were several requests from Department Heads for additional FTEs to meet service needs. The FY 2018 Budget includes the addition of 1.25 P/T FTEs and 3.0 F/T FTEs. Despite these additions, revenues are not strong enough to support the additional recurring expense of all new personnel requests. General Fund revenues have been bolstered by the 9.5% increase in the City’s taxable value which will yield additional ad valorem tax revenue which has enabled the addition of some positions in FY 2018; however, addressing these recurring costs long-term will need to be addressed in subsequent budget years.

Infrastructure and City Facilities
Preservation and maintenance of existing city facilities will drive major spending in the General Fund in FY 2018 with $251,000 dedicated to HVAC replacements, exterior facility painting, and roof replacements. Funding these maintenance needs has been carefully planned and balanced with meeting fund balance levels identified in the City’s Reserve Policy. Compliance with the Reserve Policy in FY 2018 and beyond will ensure the City has funding available to address existing and emergent needs as they arise.

Golf Course Operations
The FY 2018 Budget includes increases in both operating and capital expenditures associated with the Dunedin Golf Club. The City purchased the club house in FY 2017 and approximately $150,000 is programmed for maintenance and operating expenses in FY 2018. In addition, the cart barn is programmed for replacement in FY 2018 ($200,000) using the Penny funds. The management for the golf club is aggressively working to reach multi-year revenue goals, which would yield some earnings for the City in the General Fund in future years.

Overall, the FY 2018 Budget reflects an annual operating plan that moves the City towards achieving many of the priorities of the City Commission in the areas of fiscal sustainability, economic development, and preservation of infrastructure. Staff is committed to working with the City Commission to advance the City’s initiatives which make Dunedin the most dynamic and delightful City in Pinellas County.

Sincerely,

[Signature]

Jennifer K. Bramley
City Manager

EXECUTIVE SUMMARY
DUNEDIN: AT A GLANCE

Date of Incorporation: June 1, 1899

Form of Government: Commission/City Manager

Property Tax Rate: 4.1345 mills per $1,000 value

Local retail sales tax: 7.00%

Area:
  Land: 10.4 sq. miles
  Water: 17.8 sq. miles

Estimated Population: 36,381

Employed: 54%
Unemployed: 4%
Not in Labor Force: 42%

Median household income: $45,618
Average household size: 2.12 persons
Per capita income: $30,494

Education
  High school or higher: 91%
  Bachelors or higher: 30%

Racial Composition
  White: 85%
  Hispanic: 7%
  African American: 4%
  Other: 3%
  Two or more races: 1%

Sex
  Female: 54%
  Male: 46%

Age
  19 and under: 18%
  20-34: 14%
  35-44: 9%
  45-54: 14%
  55-64: 16%
  65 and over: 29%
One of the most significant facets of City government involves boards & committees. The City of Dunedin currently oversees 28+ active boards, committees, agencies and authorities as part of their dedication to serve our community. We are most fortunate to have the expertise and knowledge offered by members of these boards & committees to provide essential input that aids the City Commission in making decisions for the needs of the city. All meetings are open to the public and members of the general public are encouraged to attend.
Community Profile
Located in Pinellas County, Dunedin lies on the west coast of Florida, 25 miles west of Tampa and is bordered on the north by Palm Harbor, on the south and east by Clearwater, and on the west by the Gulf of Mexico. Dunedin enjoys almost four miles of picturesque waterfront overlooking the Gulf of Mexico, St. Joseph’s Sound and the barrier islands including Clearwater Beach, Caladesi Island and Honeymoon Island.

“Delightful" Dunedin has a relaxed lifestyle that has lured people for decades from around the world. It offers a unique vibrant art scene, a lively downtown, award-winning restaurants, and waterfront views. It is one of the few open waterfront communities from Sarasota to Cedar Key where buildings do not obscure the view.

Dunedin provides access to Honeymoon Island State Park and St. Joseph’s Sound, which provide one-of-a-kind recreational opportunities. Dunedin is also the Spring Training home to the Toronto Blue Jays and hosts 25 festivals annually, offering a variety of dynamic leisure activities every day of the week. Dunedin is recognized as a vibrant Main Street City offering quaint retail stores, art galleries, antique shops, and restaurants. The Fred Marquis Pinellas Trail, a 38-mile recreational trail stretching from north to south Pinellas County, runs through the heart of downtown. Dunedin also has an active merchants association that works with the City to sponsor many events that bring residents and visitors to the area including Mardi Gras, Dunedin Wines the Blues, Arts and Crafts Festivals.

Community Redevelopment District
Dunedin’s Community Redevelopment District (CRD), established in 1988, utilizes Tax Increment Financing (TIF), in cooperation with Pinellas County, to revitalize 217 acres of the downtown corridor. The CRD offers a mixture of residential, retail office, and restaurant uses all framed in a nostalgic, quaint setting. With its brick sidewalks, varied landscaping, and decorative lighting, the downtown area is very pedestrian friendly and visitors enjoy strolling along Main Street and visiting the unique collection of shops.
The governing body of the CRD is the Community Redevelopment Agency (CRA). The goal of CRA is varied and encompasses fostering private investment, making public improvements, beautifying areas, providing downtown parking, building the tax base, and creating jobs. This is accomplished by forming partnerships with the many stakeholders found in a downtown: land owners, businesses, merchants, Chamber of Commerce, developers, and investors. Dunedin's CRD is green-friendly, encompassing six parks, a "clean" marina, and providing access to neighboring communities through the Jolley Trolley bus service.

**Local Economy**
The economy of Dunedin is primarily dependent upon tourism, services, and retirement living. The retirement population continues to influence the local economy as more than a quarter (28%) of Dunedin’s residents are 65 years or older. Dunedin has many retirement homes, condominiums, and apartment complexes that accommodate retirees. The City’s main land use is for residential property, with relatively small portions for commercial, industrial and institutional uses.

<table>
<thead>
<tr>
<th>City of Dunedin Land Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Uses, 6%</td>
</tr>
<tr>
<td>Recreation/Open Space, 31%</td>
</tr>
<tr>
<td>Residential, 54%</td>
</tr>
<tr>
<td>Commercial, 9%</td>
</tr>
<tr>
<td>Industrial, 9%</td>
</tr>
<tr>
<td>Institutional, 9%</td>
</tr>
</tbody>
</table>

Large employers include Mease Dunedin Hospital, Mease Manor, Inc. (a retirement facility), the City of Dunedin, the Pinellas County School System (education), and Coca-Cola North America (a beverage manufacturer). The service industry (banking, retail, personal services, etc.) continues to grow to meet the demands of the area’s population.

Dunedin and the Tampa Bay metropolitan area will continue to remain attractive to retirees and families relocating to Florida. The FY 2018 Budget includes a 4.1345 millage rate flat from FY 2016. Dunedin continues to offer relatively affordable housing, low taxes, and access to natural amenities and man-made attractions.
Economic Outlook
The overall outlook for the City continues to be cautiously optimistic and in concert with national trending. Over the past twelve months, the City economy along with national economy has continued to recover from the Great Recession. The civilian unemployment rate, which peaked near 10% in 2010, has decreased dramatically since the 2008-2009 recession. According to the U.S. Department of Labor, the national jobless rate in August 2017 was 4.2%, down 0.7% from September 2016. This is the lowest rate since March 2007, before the Great Recession. While this is a promising sign of continued recovery, another important economic indicator, wage growth, has been nominal since 2009 hovering at 2%. This, combined with CPI growth of 2.5%, has been less than favorable for consumers and shows signs of strain in the economic recovery. Another cautionary sign is the September 2017 inflation rate of 2.2%, up from 1.5% in September 2016. This growth in inflation may prompt action from the Federal Reserve during late 2017 or early 2018.

From a local perspective, employment indicators illustrate progress within the Tampa Bay/St. Petersburg/Clearwater metropolitan area reporting a 4.0% unemployment for August 2017, and Pinellas County at 4.5%. A recent report from the University of Florida’s Bureau of Economic and Business Research measured Florida’s wage growth by County from 2005 through 2015. The Tampa/St. Petersburg/Clearwater metropolitan area saw real wage growth of just 0.61% during 10-year study period as the State recovered from the Great Recession. The good news is that a closer look into 2014 to 2015 alone showed substantial increase in Florida’s metropolitan areas, with Tampa/St. Petersburg/Clearwater seeing 3.03% real annual wage growth. This is a promising sign for the local area.

Ad Valorem Revenues and Property Values
Within Pinellas County, the most significant factor that has hindered recovery has been property values. In 2007, the countywide taxable value was just over $80 billion. The 2017 estimated tax rolls are 92% of the peak of the market. Despite the significant loss in value since the recession, the countywide total taxable value has grown 35% over the last five years, with the most significant gains over the past two years.

<table>
<thead>
<tr>
<th>Tax Year</th>
<th>Pinellas County Total Taxable Value</th>
<th>% Change</th>
<th>City of Dunedin Total Taxable Value</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 Final Tax Roll</td>
<td>$54,350,309,869</td>
<td>6.06%</td>
<td>$1,719,145,488</td>
<td>-2.97%</td>
</tr>
<tr>
<td>2013 Final Tax Roll</td>
<td>$56,092,698,300</td>
<td>3.21%</td>
<td>$1,759,398,960</td>
<td>2.34%</td>
</tr>
<tr>
<td>2014 Final Tax Roll</td>
<td>$59,650,849,843</td>
<td>6.34%</td>
<td>$1,876,446,039</td>
<td>6.65%</td>
</tr>
<tr>
<td>2015 Final Tax Roll</td>
<td>$63,599,221,882</td>
<td>6.62%</td>
<td>$1,991,882,705</td>
<td>6.15%</td>
</tr>
<tr>
<td>2016 Final Tax Roll</td>
<td>$68,171,078,378</td>
<td>7.19%</td>
<td>$2,147,371,249</td>
<td>7.81%</td>
</tr>
</tbody>
</table>

Source: Pinellas County Property Appraiser’s Office

There are two critical factors that impact the amount of ad valorem tax revenue collected by the City: property value and the tax (millage) rate. The chart on the following page provides a summary of the City’s millage rate and property tax revenue over the past 10 years. Even though millage rates stayed relatively flat, property values decreased significantly during the Great Recession (2010-2013) with ad valorem tax revenue following suit.

FY 2018 will mark the fifth consecutive year of growth in the City's gross taxable value, but only the first year that estimated ad valorem revenues will reach to pre-recession levels. During FY 2018, the City anticipates gross taxable value to increase by 9.59%, from $2.147B to $2.353B. This will generate an additional $1,123,300 in ad valorem revenues across all funds over FY 2017 budget levels.
Citywide Development
Development activity is continuing throughout the City, with several major residential projects coming onto the tax rolls and boosting ad valorem revenues. The value of new construction remains relatively steady as redevelopment and new construction projects begin, but the City anticipates this to slowly begin tapering off in the next several years.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Permits Issued</th>
<th>Construction Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2014</td>
<td>8,249</td>
<td>$90,496,995</td>
</tr>
<tr>
<td>FY 2015</td>
<td>6,983</td>
<td>$174,880,139</td>
</tr>
<tr>
<td>FY 2016</td>
<td>4,811</td>
<td>$107,719,588</td>
</tr>
<tr>
<td>FY 2017 Est.</td>
<td>4,900</td>
<td>$125,000,000</td>
</tr>
<tr>
<td>FY 2018 Projected</td>
<td>4,800</td>
<td>$100,000,000</td>
</tr>
</tbody>
</table>

Dunedin Commons—280 apartment units, 56 townhome units 7,200 SF of retail, and 44,649 SF of office

Victoria Place—4-Story Mixed-Use Building—30 Condominiums

Artisan Apartments under construction — 4-Story Mixed-Use Building, Public Parking Garage, Ground Floor Retail Space & 65 Apartments
Dunedin is proud of its many “firsts”-  

- Dunedin was the first home of the prestigious Professional Golfers Association (PGA).
- Dunedin became the first Purple Heart City in Florida.
- Dunedin Golf Club is listed on the State and National Registry of Historic Places.
- Dunedin is the first City in the State of Florida to attain “platinum status” as a Certified Green City through the Florida Green Building Coalition Local Government Designation program.

*The amphibious tractor, the Alligator, assembled in Dunedin and used in World War II, played a decisive role in the Pacific phase of the war.*

*The first radio signals from Pinellas County were sent from Dunedin.*

*Frozen orange juice concentrate originated in Dunedin.*

*The oldest continuous garden club on Florida’s west coast is the Dunedin Garden Club.*

*The Pram sailboat racer originated in Dunedin.*
History

Dunedin reflects the rich American and Scottish heritage of its founding fathers. This charming town has the distinction of being the oldest town south of Cedar Key. Early in its history, thanks to a dock built to accommodate schooners and sloops and the ingenuity of pioneers from as near as Georgia and as far as Scotland, Dunedin became one of Florida’s chief seaport and trading centers. At one time, Dunedin had the largest fleet of sailing vessels in Florida. Early settlers were primarily cotton and citrus growers, and it is hard to envision that most of what is now downtown was once a big cotton field.

The first land deed was recorded in 1852 by Richard L. Garrison, only seven years after Florida became a state. Although it was George L. Jones who put up a sign over his General Store in 1870 that read “Jonesboro,” a petition in 1882 by two Scottish merchants, J. O. Douglas and James Somerville officially named the Post Office, then the town itself, Dunedin. The town became incorporated in 1899.

The historic Orange Belt Railroad Depot on Main Street is home to the Dunedin Historical Society and Museum as well as the Orange Belt Quilt Club. The Society works hard to collect area artifacts and preserve buildings that are pertinent to Dunedin’s past. Through their efforts, the Douglas home and Andrews Memorial Chapel have been put on the National Register of Historic Sites.

Dunedin’s quality of life is linked to an appreciation of its diverse and colorful past, and to the country that helped shape its future, Scotland. In 2014, Dunedin celebrated the 50th anniversary of its sister City relationship with Stirling, Scotland.
Dunedin: Looking Forward
The City’s Comprehensive Plan adopted in 1989, was a 20-year policy document addressing physical development and the provision of municipal services. In 2008, an update, Dunedin 2025, replaced the original plan. Although most of the policies set forth in the previous update were retained, some were deleted due to completion of certain tasks and others were added due to changes in existing conditions or changes in state and regional requirements.

At the direction of City Commission, the City recently sought Requests for Qualifications (RFQ) to lead the City’s next visioning process to focus on land use, as well as the scale of developments. This will serve as the basis for an overhaul of the existing Comprehensive Plan. Public engagement will be key for the community-wide visioning effort and input from stakeholders will be vital.

**Phase 1: Community Visioning** (January 2017—December 2017)
Community visioning exercise for each of the City’s existing Comprehensive Plan Elements.

**Phase 2: Comprehensive Plan Development** (July 2017—June 2018)
Partnership with University of South Florida’s Community Sustainability Partnership Program which will provide research, analysis, and report on areas of future concern for the City of Dunedin.

**Phase 3: Adoption of Comprehensive Plan** (October 2018—September 2019)
Create and adopt a leading edge GIS formatted Comprehensive Plan

In January 2017, the City held a strategic planning workshop, facilitated by staff from the University of South Florida’s Florida Institute of Government. The Mayor, Commissioners, and senior staff participated in the day-long workshop that was held at Achieva Headquarters. The City last held a strategic planning workshop in March 2015. Since that time, one new commissioner has been elected and an Interim City Manager was leading the City. City staff presented information on the status of the existing plan. Elected officials were solicited to speak about their short-term priorities for the City. The City Commission reviewed the existing City priorities first defined in 2015. The 2017 strategic plan (adopted through Res. 17-10) identified an additional priority—environmental sustainability—bringing the current number of citywide priorities to seven. Department heads have developed initiatives and objectives, which serve as operational guidelines.
PRIORITY 1: ECONOMIC DEVELOPMENT

Objective: Diversify the local economy by encouraging entrepreneurship, small business growth, corridor enhancements and mixed-use projects to increase the City's tax base, create jobs, and generate revenue. Work with the private real estate community and Dunedin's local partners to provide housing opportunities that support economic growth and produce housing for all income ranges.

Initiatives

- Continue to grow the Florida Business Incubator and implement the Downtown CRA Master Plan 2033.
- Complete the downtown/Gateway market analysis.
- Use the City's visioning process to create appropriate zoning and incentives to encourage new mixed-use projects along with the redevelopment of aging and obsolete properties (adaptive re-use).
- Identify and commit resources to affordable housing initiatives through continued partnerships with the Dunedin Housing Authority, Pinellas County Community Development, and private investors to provide a range of housing choices for low income, moderate income, workforce, and market rate, owner-occupied and rental opportunities.
- Recognize and encourage the arts, culture, history, historic preservation, tourism and eco-tourism as economic drivers.
- Initiate and develop a critical plan schedule for Skinner Blvd. enhancements.

PRIORITY 2: FISCAL SUSTAINABILITY

Objective: Ensure the fiscal sustainability of the City in order to meet the needs of the community in the delivery of services.

Initiatives

- Approve a recurring annual budget that is fiscally sound and stable across all funds.
- Create and update annually a long-term financial plan that maintains adequate reserve levels in each fund throughout the plan.
- Ensure that business processes and procedures are being followed throughout the entire organization so that City assets are properly safeguarded and controlled.
PRIORITY 3: INFRASTRUCTURE

Objective: Build, restore, and maintain critical and resilient infrastructure while improving upon its reliability through sound stewardship principles and practices, which must be compatible with our environment and scalable to the realities of fiscal constraints. Leverage master planning and optimization efforts across multiple public infrastructure assets in order to identify project and program outcomes in advance of detailed design and operational implementation efforts. Specific examples include an updated Stormwater Master Plan, and Refurbishment of the Reverse Osmosis Water Treatment Plant.

Initiatives

- Identify locations, design, bid, and develop the Parks and Recreation facility initiatives and deficiencies identified in the 2015 Strategic Plan including a replacement aquatic complex, modern street course addition to the Stirling Skate Park, new or replacement dog park, additional multi-purpose fields and ball fields.

- Utilize advanced design and geographic technology software platforms for analytic modeling and mapping; thereby providing capability to make data driven business decisions concerning our critical infrastructure.

- Insure continuity of operations by planning, programming, designing, and constructing a City Emergency Operations Center (EOC), while pursuing hardening efforts for essential City structures, as well as a Pre-Post Storm Event vehicle storage facility.

- Construct replacement facilities for City Hall, Municipal Services, and Technical Services to maximize operational efficiencies in the delivery of internal and external services consistent with past Facility Assessment Space Needs Assessments recommendations and the Commission’s Penny IV Signature Project list.

PRIORITY 4: INTERNAL OPERATIONS & SERVICES

Objective: Create new policies to address future service needs based on standards, best business practices, legal safeguards and fiscal sustainability. Embrace emerging technologies and trends in government to leverage operational efficiencies.

Initiatives

- Develop and adopt a social media policy to ensure legal compliance in the use of social media in the conduct of official City business. Provide training to the City Commission, employees, boards and committees, and/or others as applicable.

- Deploy an Enterprise Resource Planning (ERP) approach to integrate core business processes through a suite of applications using specialized software modules, shared database and real-time technology.
PRIORITY 5: COMMUNITY RELATIONSHIPS

Objective: Employ a proactive strategy of effective communication by building positive and authentic relationships within the community with key individuals, groups and organizations. Make sensitivity to community concerns and issues pervasive throughout the organization by incorporating citizen engagement tools. Utilize technology in the design and implementation of community outreach and public feedback that is balanced and easily accessible to all by drawing together cooperation from committed partners and relevant stakeholders.

Initiatives

- Redesign the City's website for improved appearance and ease of navigation across mobile platforms. Improve online communications with a "find it fast" search option and easy to read/navigate menus.
- Adopt citizen engagement tools that improve two-way, transparent, and responsive communications that are both effective and expected in today's society.
- Implement the Tyler EnerGov "Citizen Self Service" system to provide convenient online access to information and services. Citizen Self Service allows citizens and contractors the ability to search for a parcel, apply for a permit and request an inspection, pay invoices and more.

PRIORITY 6: HUMAN RESOURCES

Objective: To nurture and retain a highly qualified, professional and diverse workforce that is service-driven, responsive and effective in accomplishing the mission of the City.

Initiatives

- Ensure salary and benefits that are competitive and attractive, and job descriptions that are relevant and current.
- Develop policies that provide for educational opportunities and incentives to enhance the skills and professional qualifications of the workforce.
- Coordinate onboarding and training to educate employees on the mission and vision of the City and its core business practices.
- Emphasize career pathing and succession planning to foster employee loyalty and service longevity.
PRIORITY 7: ENVIRONMENTAL SUSTAINABILITY

Objective: Take a leadership position in environmental stewardship by promoting green building, converting to solar energy, adopting a climate action plan, maintaining a green city rating and integrating sustainability within all elements for the upcoming Comprehensive Plan revision.

Initiatives

- Promote green building by maintaining and enhancing our green building ordinance, offering green building/sustainability incentives, evolving our sustainability matrix and making available a current list of local, state and federal grants, incentives and rebates.
- Promote, support and require (as appropriate) the use of solar energy.
- Encourage efficiency in energy use and the development and use of energy from renewable sources.
- Continue to pursue "green city" certifications to maintain a leadership role in environmental stewardship.
- Ensure that the guiding principles of sustainability are reflected on every element of the Comprehensive Plan.
Identifying and budgeting for capital outlay is the cornerstone of the annual budget cycle. The City of Dunedin's first phase of the budget process begins with Department Directors submitting projects for consideration in the City's Capital Improvement Plan (CIP). The City of Dunedin established a six (6) year CIP in accordance with the "Local Government Comprehensive Planning and Land Development Act" enacted by the Florida Legislature in 1985. Evolving into the comprehensive plan’s Capital Improvements Element (CIE), the CIE incorporates both the revenue projections for the next six years as well as planned operating and capital expenditures.

The leadership team, comprised of the City Manager, Deputy City Manager, and Department Directors, reach a consensus on the CIP based on fund availability, project timing, and alignment with "Dunedin 2025 – The Comprehensive Plan." This draft CIP is published in March and presented to City Commission for discussion and refinement. Based on the Commission's direction, the first year of the CIP comprises a majority of the City's capital budget for the upcoming fiscal year.

### PHASE 2: ANNUAL OPERATING BUDGET

#### Budget Kickoff
Finance staff coordinate a budget kick-off meeting and training to provide direction to departments on development of their budgets to ensure alignment with City Commission priorities and funding availability for the upcoming fiscal year.

#### Departmental Budget Preparation
City departments develop their expense budget requests for the upcoming fiscal year.

#### Budget Review and Adoption
After all department budget requests are received, Department Directors meet with City Administration and Finance staff regarding line item expenditures. Any proposed changes to personnel, facilities, or information technology from departments are submitted with written narratives accompanying the departmental financial request. These are individually reviewed with City management and incorporated into the budget on a case-by-case basis. City Administration directs any changes to the departmental request budgets and inclusion of any personnel, facilities, or information technology requests.

Assigned fund balances shall reflect the intended use of resources as set forth in the annual budget (and any amendments thereto). Assigned fund balances may or may not be appropriated for expenditure in the subsequent year depending on the timing of the project or reserves for which it was assigned.

The Proposed Budget is delivered to the City Commission and Board of Finance by July 1. Two budget workshops are held with the City Commission to review the proposed budget prior to a vote on the maximum millage rate. A third budget workshop is held in August to confirm direction on the Tentative Budget and millage rate.

Each fund within the Budget Summary section of the Proposed Budget compares the ending available fund balance, or ending available net position for enterprise and internal service funds, against the target established by the City's Fund Balance and Reserve Policy.
The budget is monitored on a monthly basis to track variances between budgeted and actual year-to-date amounts. Significant variances are flagged, investigated, and corrected if needed. In addition, the budget office monitors Commission agendas for items that may have a fiscal impact. Budget amendment resolutions are taken to the Commission for approval on a quarterly basis.

For budgetary purposes, encumbrances outstanding at year-end are re-appropriated in the subsequent year’s budget. These encumbrances are brought to the Commission for approval as part of the budget adjustment process through a budget amendment resolution.
FY 2018 BUDGET TIMELINE

JANUARY

1/6/2017 • CIP sheets sent to Depts. for updating
1/25/2017 • CIP sheets due to Finance
1/27/2017 • Finance reviews Long Range Financial Plans with City Manager
1/30/2017 - 2/3/2017 • Departmental CIP meetings with City Manager

FEBRUARY

2/7/2017 • City Manager direction on CIP
2/10/2017 • City Manager provides final CIP direction to Departments
2/13/2017 - 2/17/2017 • Final CIP balancing and document QC
2/24/2017 • PROPOSED CIP DELIVERED

MARCH

3/15/2017 • Budget Kickoff: Training and Guidance provided to Department Directors
3/29/2017 • Personnel, Facilities & IT Request Forms submitted

APRIL

4/10/2017 • Commission Workshop: Capital Improvements Plan (CIP) & Penny IV
4/12/2017 • Close budget entry.
4/12/2017 • Personnel projections due to Finance.
4/13/2017 - 4/28/2017 • Depts update budget narratives.
4/13/2017 - 4/28/2017 • Finance review of budget entries and preliminary fund balancing
4/21/2017 • Personnel, Facilities & IT Request Forms due to Finance
5/1/2017 - 5/5/2017 • Budget Meetings: City Manager and Departments

MAY

5/8/2016 - 5/12/2017 • Finance review of department narratives for budget document
5/26/2017 • City Manager memo sent to Depts. with final budget adjustments for Proposed

JUNE

6/1/2017 • Property Appraiser delivers estimated taxable value to City
6/16/2017 • Final proof to Finance Director
6/21/2017 • Final proof to City Manager
6/12/2017 - 6/16/2017 • Final review of department budget pages
6/26/2017 - 6/28/2017 • Printing of Proposed Budget
6/30/2017 • PROPOSED BUDGET DELIVERED

JULY

7/1/2017 • Property Appraiser delivers certified taxable value to City
7/5/2017 • CRA Advisory Committee Meeting to Adopt CRA Budget
7/6/2017 • Commission Budget Workshop #1 of 3
7/7/2017 • Commission Budget Workshop #2 of 3
7/27/2017 • Commission Meeting: Adoption of Maximum Millage Rate (MMR)

AUGUST

8/4/2017 • DEADLINE: DR-420, DR-420MMP due to Property Appraiser
8/8/2017 • Commission Budget Workshop #3 of 3
8/20/2017 • Property Appraiser mails TRIM Notices to property owners

SEPTEMBER

9/21/2017 • Commission Meeting - 1st Public Hearing on Tentative Millage Rate and Budget

OCTOBER

10/5/2017 • Commission Meeting - 2nd Hearing and Adoption of Final Millage Rate and Budget

BUDGET GUIDE & FINANCIAL POLICIES 30
**BUDGET POLICIES**

**Balanced Budget**
In accordance with Florida Statute 166.241(2), the City of Dunedin is required to adopt a balanced budget each fiscal year in which estimated revenues and appropriated fund balances are equal or greater than expense appropriations.

**Budgetary Level of Control**
The budgetary data included herein represents the FY 2018 Operating and Capital Budget. The legal level of control of the appropriated budget is by fund and activity.

**Budget Adjustments**
Regular monitoring tracks variances of the annual budget against actual expenses. In accordance with Florida Statute 166.241(4), the City of Dunedin conducts adjustments to the fiscal year’s budget through budget transfers and budget amendments.

Budget transfers are originated by Department Directors to adjust appropriations by line item within a fund and a department, with no change in a fund’s total revenue or expense appropriation. Budget transfers are used to assist with budgetary controls by preventing budget deficits and ensuring administrative actions produce the desired outcomes.

Budget amendments are resolutions adopted by City Commission to adjust the fiscal year’s budget. They increase or decrease total appropriations within a fund or a CIP project's budget. Budget amendment resolutions are taken to the City Commission for approval on a quarterly basis. For budgetary purposes, encumbrances outstanding at year-end are re-appropriated in the subsequent year’s budget through a Budget Adjustment.

**Basis of Accounting**
The basis of accounting refers to the standard used to determine the point in time when assets, liabilities, revenues, and expenses should be measured and recorded in the accounts of an organization.

The City of Dunedin uses a modified accrual method of accounting for all governmental funds, including special revenue and trust funds. Under the modified accrual method, revenues are recognized when they become measurable and available as net current assets. Expenditures are recognized when the related fund liability is incurred, with the exception of principal and interest on long-term debt, which is recognized when it is due.

The City’s proprietary funds and non-expendable trust and pension funds are accounted for using the accrual basis of accounting. Both revenues and expenditures are recognized when they are incurred.
**Basis of Budgeting**

The City budgets governmental funds (General Fund and Special Revenue Funds) using the modified accrual basis of accounting. Under this method, revenues are recognized in the period they become measurable and available to finance expenditures. Expenditures are recorded when they are incurred. Exceptions to the modified accrual basis of accounting for governmental funds include:

- Principal and interest on long-term debt, which is recorded when due;
- Encumbrances, which are treated as expenditures in the year they are encumbered; and
- Grants, which are considered to be revenue when awarded.

The City budgets for proprietary funds (enterprise funds and internal service funds) following the accrual basis of accounting.

**Revenue Estimates**

Revenues are estimated each year by reviewing historical trends, estimates from the State of Florida, regression analysis, and other forecasting methods. The growth assumptions used in long-range fund projections are unique for each fund and updated as needed three times each year with the publication of the Capital Improvements Plan, Proposed Budget, and Adopted Budget.

<table>
<thead>
<tr>
<th>Expenditure / Expense Appropriations by Category</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
</tr>
<tr>
<td>Within each department’s budget pages, personnel expenses are segmented into “wages,” which include: salaries, overtime, and special pay to the employee; and “benefits,” which include: insurances, taxes, and retirement contributions, that are not paid directly to the employee.</td>
</tr>
</tbody>
</table>

Initial personnel cost estimates are first calculated by Human Resources based on the previous year’s staffing levels. Incremental adjustments are made throughout the budgeting process as staffing levels are finalized and personnel-associated cost estimates are refined. The FY 2018 Budget includes:

- Pay-for-performance merit increase of 3% max. for eligible non-represented employees / 3.5% max. for eligible IAFF (Fire Union) employees;
- Increase in Worker’s Compensation of $84,900 based on current actuarial report;
- Increase of 5% in the Health Benefits Fund, which includes an 8% increase for medical claims;
- Overall increase of 2.73 FTE, including an increase of 3.5 FTE in full-time and part-time, as well as a reduction of 0.77 FTE in variable/on-demand staffing.
Operating
This category includes expenses for programs that are not classified as personnel or capital such as professional and contractual services, operating supplies, utilities, communication services, training, travel and per diem, as well as internal service fees for fleet services (fuel, maintenance and replacement), facilities maintenance (includes custodial services), property insurance, and information technology services. Major non-recurring operating costs ($25,000 or more) are identified during the CIP process.

Annual operating budgets are first developed by departments. Subsequent adjustments are made by both departments and City Administration, with input by the City Commission. Operating budgets in future years, contained within long range fund projections, assume an annual increase unique to each fund.

Capital
The City defines capital expenses as those with an individual cost of $1,000 or more and an estimated useful life of more than one year. Budgeted capital expenses are based on estimated costs of each item. Major capital outlay is identified during the CIP process.

The FY 2018 Budget reflects a clear philosophy in budgeting for capital outlay. In the past, monies were transferred into various capital funds for spending. This approach unintentionally resulted in a reduced the level of transparency in how capital projects were funded. It also obscured the total cost for departments to provide services because capital costs were not contained within department budgets. Beginning in FY 2016, capital improvements and outlay were budgeted by the department that will ultimately own the asset being constructed or improved.

Other
Other expenses include principal and interest payments on debt, aid to organizations, and transfers to other funds. These costs are programmed into the budget by the Finance Department based on the debt schedule, City Commission direction, and fund availability.

<table>
<thead>
<tr>
<th>Budgetary Changes in FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital outlay is no longer budgeted for in enterprise and internal service funds, but is identified within departmental budget pages to show anticipated spending. New in FY 2018, depreciation will be budgeted in enterprise and internal service funds. These changes will align the City budget with the Comprehensive Annual Financial Report (CAFR) and provide for better transparency in comparing budget to prior year actuals.</td>
</tr>
</tbody>
</table>
The City of Dunedin annual budget includes the following fund types:

**Governmental Funds**
Governmental Funds are used to account for the City’s general governmental activities. Governmental fund types use the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e. when they are “measurable and available”). “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to pay liabilities of the current period. The government considers all revenues available if they are collected within 60 days after year-end.

Expenditures are recorded when the related fund liability is incurred, except unmatured interest on general long-term debt which is recognized when due, and certain compensated absences, claims, and judgments which are recognized when the obligations are expected to be liquidated with expendable, available financial resources.

Property taxes, franchise fees, utility taxes, half-cent sales taxes and communications taxes, licenses and interest associated with the current fiscal period are all considered to be susceptible to accrual, and are recognized as revenues. All other revenue items are considered to be measurable and available only when cash is received.

Governmental Funds include the following fund types:
- The **General Fund** is the City’s primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.
- **Special Revenue Funds** account for revenue sources that are legally restricted to expenditure for specific purposes (not including expendable trusts of major capital projects).

**Proprietary Funds**
Proprietary Funds are accounted for on the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. Proprietary funds include:
- **Enterprise Funds**, which are used to account for those operations that are financed and operated in a manner similar to private business or where the Commission has decided that the determination of revenues earned, costs incurred, and/or net income is necessary for management accountability.
- **Internal Service Funds**, which are used to finance and account for the operations of City departments that provide services to other City departments. These funds ensure that certain activities are managed in a businesslike manner and promote efficient use of services. This is done by making departments pay the full costs associated with providing the services; and allocate the costs of administrative services across all fund types.
The accounts of the City are organized and operated on the basis of funds. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements.

### FY 2018 CITY OF DUNEDIN FUNDS

<table>
<thead>
<tr>
<th>GENERAL FUND</th>
<th>SPECIAL REVENUE FUNDS</th>
<th>PROPRIETARY FUNDS</th>
<th>FIDUCIARY FUNDS*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Stadium Fund</td>
<td>Stormwater Fund</td>
<td>Firefighter’s Retirement Fund</td>
</tr>
<tr>
<td></td>
<td>Penny Fund</td>
<td>Solid Waste Fund</td>
<td>Defined Contribution Plan Fund</td>
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<td></td>
<td>County Gas Tax Fund</td>
<td>Marina Fund</td>
<td></td>
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<tr>
<td></td>
<td>Community Redevelopment Agency (CRA) Fund</td>
<td>Water/Wastewater Fund</td>
<td></td>
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<tr>
<td></td>
<td>Building Fund</td>
<td>Parking Fund</td>
<td></td>
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<tr>
<td></td>
<td>Impact Fee Fund</td>
<td>Fleet Internal Service Fund</td>
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* Fiduciary Funds are not budgeted.
### Funding Source by Department

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<th>Impact Fee</th>
<th>Building</th>
<th>County Gas Tax</th>
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<th>Stormwater</th>
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BUDGET GUIDE & FINANCIAL POLICIES

36
Fund Balance is the difference between fund assets and fund liabilities in a governmental or trust fund. The City’s Fund Balance and Reserve Policy (Resolution 15-05) outlines the necessary criteria to demonstrate compliance with GASB 54 as well as set forth the policy for fund balance classification and financial statement reporting purposes; however, it does not speak specifically to levels and uses of reserves. For clarification, the definitions below are to provide a context for the City’s policy.

- **Non-spendable fund balance** shall include items that are not expected to be converted to cash such as:
  - (a) Inventory and prepaid items;
  - (b) Items not currently in cash from such long-term amount of loans and notes receivable as well as property acquired for resale; or
  - (c) Items legally or contractually required to be maintained intact such as the corpus (or principal) of a permanent fund.

- **Restricted fund balance** shall be the amounts that can be spent only for specific purposes stipulated by:
  - (a) External resource providers such as creditors (through bond or debt covenants, grantors, contributors, or laws and regulations of other governments); or
  - (b) Imposed by law through constitutional provisions or enabling legislation.

- **Committed fund balance** shall be the amounts committed by City Commission action for the following:
  - (a) Major maintenance and repair projects;
  - (b) Meeting future obligations resulting from a natural disaster;
  - (c) Reserve amounts as established for each fund through reserve setting process as established herein; or
  - (d) Amounts set aside for specific projects.

- **Assigned fund balance** shall be the amounts assigned by the City Commission for the following:
  - (a) Intended for a specific purpose that is more narrow than the general purposes of government;
  - (b) Unspent, previously appropriated balances for ongoing capital improvement projects as approved annually through the budget; or
  - (c) Appropriations of a portion of existing unassigned fund balance to eliminate projected deficits in the subsequent year’s budget in an amount no greater than the projected excess of expected expenditures over expected revenues.

Assigned fund balances shall reflect the intended use of resources as set forth in the annual budget (and any amendments thereto). Assigned fund balances may or may not be appropriated for expenditure in the subsequent year depending on the timing of the project or reserves for which it was assigned.

- **Unassigned fund balance** shall represent the fund balance above the policy level in the appropriate funds. Unassigned fund balance may be spent for any lawful purpose, in accordance to the specific criteria outlined within this policy.
RESOLUTION 15-05

A RESOLUTION OF THE CITY OF DUNEDIN, FLORIDA ESTABLISHING A FUND BALANCE AND RESERVE POLICY FOR THE CITY OF DUNEDIN, PROVIDING SEVERABILITY; PROVIDING FOR REPEALER; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the City desires to establish a new Fund Balance and Reserve Policy, and

WHEREAS, such a policy has been prepared and a copy thereof is attached hereto;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF DUNEDIN, FLORIDA, IN SESSION DULY AND REGULARLY ASSEMBLED:

SECTION 1. The City Commission hereby adopts the “City of Dunedin, Florida Fund Balance and Reserve Policy”, attached hereto as Exhibit A, and hereby directs the City Manager to implement said Policy.

SECTION 2. If any section, subsection, clause or provision of this resolution is held invalid, the remainder shall not be affected by such validity.

SECTION 3. All resolutions or parts of the resolutions in conflict herewith shall be and hereby are repealed.

SECTION 4. This resolution shall take effect immediately upon adoption.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF DUNEDIN, FLORIDA, THIS 22nd day of January, 2015.

Julie Ward-Bujalski
Mayor

ATTEST:

Denise M. Kirkpatrick
City Clerk

BUDGET GUIDE & FINANCIAL POLICIES
Resolution 15-05

Exhibit A

DUNEDIN
Home of Honeymoon Island

City of Dunedin, Florida
FINANCE DEPARTMENT

FUND BALANCE and RESERVE POLICY

I. PURPOSE

This policy is designed to establish a Fund Balance and Reserve Policy for all funds of the City of Dunedin, Florida.

II. BACKGROUND

The City has previously implemented the Governmental Accounting Standards Board (GASB) Statement No. 54 "Fund Balance Reporting and Governmental Fund Type Definitions" effective for periods beginning after June 15, 2010. The current "Fund Balance and Reserve Policy Working Draft" was adopted on March 15, 2012, by Resolution 12-09. The following Resolutions related to Fund Balances were adopted previously: 2011-29, and 01-18.

III. POLICY GOALS AND OBJECTIVES

Goals of the policy are: to set levels of fund balance and reserves in order to mitigate the risk of future revenue shortfalls and unexpected expenditures associated with economic cycles, natural disasters and similar events, to allow for savings for future capital replacement or other items, and to comply with all GASB pronouncements, statements or other mandatory guidance.

IV. MINIMUM FUND BALANCE AND RESERVES

A. Minimum Unassigned General Fund Balance

The General Fund shall maintain, as an Operating Reserve, an amount equal to at least 15 percent of total budgeted operating expenditures of the fund as originally adopted each year.

B. Minimum Solid Waste Fund Reserves

The Solid Waste fund shall maintain, as an Operating Reserve, an amount equal to 15 percent of total budgeted operating expenses of the fund as originally adopted each year.
C. **Minimum Water/Wastewater Fund Reserves**

The Water/Wastewater fund shall maintain, as an Operating Reserve, an amount equal to 25 percent of total budgeted operating expenses of the fund as originally adopted each year. Additionally, the Water/Wastewater fund shall maintain an initial Capital Reserve of $1,000,000. (These amounts are put in as placeholders. A rate study will be performed and recommendations from that study will be reviewed.)

D. **Minimum Marina Fund Reserves**

The Marina fund shall maintain, as an Operating Reserve, an amount equal to 25 percent of the total budgeted operating expenses of the fund as originally adopted each year. Additionally, the cumulative remaining balance, if any, of Part B Capital Revenues shall be reserved as a Capital Reserve.

E. **Minimum Stormwater Fund Reserves**

The Stormwater fund shall maintain, as an Operating Reserve, an amount equal to 25 percent of the total budgeted operating expenses of the fund as originally adopted each year. Additionally, the Stormwater fund shall maintain a Capital Reserve of $500,000.

F. **Minimum Fund Balance for Special Revenue Funds**

Special revenue funds of the City, which include: Stadium Fund, Impact Fee Funds, Penny Fund, County Gas Tax Fund and the CRA (Community Redevelopment Agency) all have revenue sources that are restricted for specific uses. For funds that have operating revenues and expenditures, the fund shall maintain additional fund balance equal to a minimum operating reserve of 15 percent of total budgeted operating expenses of the fund as originally adopted each year.

G. **Minimum Unrestricted Net Position – Risk-Safety Fund**

The Risk-Safety Fund shall maintain, as a self-insurance and operating reserve, between $3.5 and $4.5 million, inclusive of a minimum operating reserve of 15 percent of total budgeted operating expenses of the fund as originally adopted each year.

H. **Minimum Unrestricted Net Position – Health & Benefits Fund**

The Health & Benefits Fund shall maintain an operating reserve of 15 percent of total budgeted operating expenses of the fund as originally adopted each year. Additionally, the actuarially determined claims liability will be reserved. In years without an actuarial report, 60 days, or one-sixth of claims for the prior year shall be reserved.

I. **Minimum Fund Balance or Reserves – Other Funds of the City**

Minimum fund balances or reserve balances may be set from time to time, to accommodate circumstances, by amendment to this resolution.
V. REPORTING

Fund Balance and Reserves (Working Capital in Proprietary funds), shall be reported annually in the CAFR (Comprehensive Annual Financial Report), and as part of the Adopted Financial Plan/Budget. Adjustments to Fund Balance or Reserves, shall be included in Budget Amendments during the year.

VI. COMPLIANCE

For each individual fund that fails to meet target fund balance or reserve levels, the City Manager shall propose as part of the annual budget process or at such time as deemed appropriate, a financial plan to return the fund to the target reserve levels.

VII. POLICY ADOPTION AND AMENDMENTS

The policy shall be reviewed from time to time and amended as needed. The Finance Director and the City Manager shall recommend any material changes to the City Commission for approval.
For fiscal policy purposes, the term "long-term borrowing" includes bonds, notes, and capitalized leases.

Long-term borrowing should not be used to finance current operations or normal maintenance. All long-term borrowing should be repaid within a period not to exceed the expected useful lives of the capital programs financed by the debt. For any fund that is supported by long-term borrowing, an annual revenue analysis should be performed to ensure that the fees or rates are sufficient to meet the debt requirements (debt service, covenants, etc.).

Three general principals should guide the City when selecting a funding source for its capital asset acquisition, capital renewal, and capital replacement programs: efficiency, effectiveness, and equitableness.

- Efficiency is when one financing method is selected over another based on the relative costs.
- Effectiveness is when a funding (financing) source provides a sufficient amount of funding when the funding is needed.
- Equitableness is when resident beneficiaries of a capital program pay for that program.

**Pay As You Go**
Debt is appropriate to finance capital programs with high capital costs and long-term (generally more than 10 years) usefulness.

**Pay As You Use**
Budgetary provisions should be made to fund Replacement and Repair from current revenues or fund balance.

Fiscal policies of the City to direct capital improvement expenditures should be consistent with the goals, policies, and objectives of the Dunedin 2025 – The Comprehensive Plan. (Dunedin 2025, Goals, Objectives and Policies, Capital Improvements, Objective D, Policy D-5).

Debt service should be evaluated annually to ensure a healthy debt structure. Indicators should include, but not be limited to, the following:

- The City’s overall outstanding ratio of total annual general government debt service exclusive of enterprise funds, internal service funds, and special assessment debt service, to total annual general government revenue shall not exceed 12.5%;
- The City’s maximum ratio of outstanding capital debt to the property tax base shall not exceed 20%; and
- The City’s use of revenue bonds may be 100% of total debt. (Dunedin 2025, Goals, Objectives and Policies, Capital Improvements, Objective D, Policy D-6-c).
**COMPARISON OF FY 2018 OUTSTANDING DEBT TO DEBT POLICY**

The City's overall outstanding ratio of total annual general government debt service exclusive of enterprise funds, internal service funds, and special assessment debt service, to total annual general government revenue **shall not exceed 12.5%;**

| FY 2018 General Government Revenue (General Fund): | $ 27,273,400 |
| Outstanding General Govt. Debt Service | $ 1,187,531 |

| Total Outstanding Debt (Principal Only): | $ 34,202,326 |

The City's maximum ratio of outstanding capital debt to the property tax base **shall not exceed 20%;**

| FY 2018 Est. City of Dunedin Gross Taxable Value: | $ 2,355,796,665 |
| Governmental Outstanding Debt (Principal Only): | $ 8,044,121 |

The City's use of revenue bonds may be 100% of total debt. (Dunedin 2025, Goals, Objectives and Policies, Capital Improvements, Objective D, Policy D-6-c).

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<tr>
<th>Purpose</th>
<th>Issue Date</th>
<th>Type</th>
<th>Lender</th>
<th>Amount</th>
<th>Balance @ 9/30/2017</th>
<th>Coupon Range</th>
<th>Maturity/Call Date</th>
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<td><strong>Enterprise Funds Debt</strong></td>
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<td>Bond</td>
<td>SunTrust</td>
<td>$ 5,876,000</td>
<td>$ 5,010,000</td>
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<td>Bond</td>
<td>Bank of NY*</td>
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<td>1,079,386</td>
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<td>Bond</td>
<td>Bank of NY*</td>
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<td>13,115,614</td>
<td>3.000% - 5.000%</td>
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<td>Bank of NY</td>
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<td>5,890,000</td>
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<td><strong>Subtotal:</strong></td>
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<td>$ 25,654,712</td>
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</tr>
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</table>

* Bond Insurance through Assured Guaranty Corp, policy#214829-N/R

| **Governmental Funds Debt** | | | | | | | |
| Fire Station | 11/22/13 | Note | SunTrust | $ 1,280,000 | $ 1,062,000 | 2.873% | 10/1/2028 |
| Spring Training (Series 2012) | 11/09/12 | Note | PNC Bank | 3,280,000 | 1,447,121 | 1.513% | 4/1/2021 |
| Community Center | 01/23/15 | Bond | TD Bank N.A. | 6,505,000 | 5,535,000 | 1.960% | 10/1/2025 |
| **Subtotal:** | | | | $ 8,044,121 | | | |

| **Internal Service Funds Debt** | | | | | | | |
| **Subtotal:** | | | | $ 503,493 | | | |

| **Grand Total City Wide Debt:** | $ 34,202,326 |
### Debt Principal Outstanding by Fund as of 10/1/2017

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<th>Fiscal Year</th>
<th>Stadium</th>
<th>Penny</th>
<th>Penny</th>
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<th>Solid</th>
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<td>423,119</td>
<td>12,145,456</td>
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<td>255,767</td>
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**BUDGET GUIDE & FINANCIAL POLICIES**
### FUTURE DEBT SERVICE BY FUND
**as of 10/1/2017**

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<th>Fiscal Year</th>
<th>Stadium Fund</th>
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**TOTAL**  
$1,487,615  $7,293,828  $523,920  $582,421  $15,980,791  $17,114,939  $42,983,515
BUDGET SUMMARY

FY 2018 ADOPTED OPERATING & CAPITAL BUDGET
RESOLUTION 17-35

A RESOLUTION OF THE CITY OF DUNEDIN, FLORIDA, ADOPTING THE PAY PLAN AND FINAL BUDGET FOR THE CITY OF DUNEDIN, FLORIDA FOR THE FISCAL YEAR COMMENCING OCTOBER 1, 2017 AND ENDING SEPTEMBER 30, 2018; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the City Commission has examined and carefully considered the FY 2018 Proposed Budget; and

WHEREAS, the citizen advisory Board of Finance’s Budget Review Subcommittee has completed an analysis of the proposed budget and has presented their comments to the City Commission; and

WHEREAS, the City Commission has directed staff to adjust revenues and expenses within the Proposed Budget resulting in the FY 2018 Tentative Operating and Capital Budget; and

WHEREAS, in compliance with Florida State “Truth-in-Millage” (TRIM) requirements, the City Commission held a first public hearing and adopted a Tentative FY 2018 Operating and Capital Budget on Thursday, September 21;

WHEREAS, Florida Statutes require each taxing authority to hold a public hearing on the final budget;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE CITY OF DUNEDIN, FLORIDA:


Section 1. A FY 2018 Pay Plan and Final Budget totaling $166,219,700 in the various Funds of the City is hereby adopted and approved as detailed in Exhibit A. The respective revenues are to be appropriated by fund from taxes or other revenues as needed and expenses are to be appropriated and by fund and by function for the Fiscal Year commencing October 1, 2017 and ending September 30, 2018.

Section 2. This Resolution shall become effective immediately upon passage and adoption.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF DUNEDIN, FLORIDA, THIS 5th day of October, 2017.

[Signature]
Julie Ward Bujalski
Mayor

ATTEST:

[Signature]
Denise M. Kirkpatrick
City Clerk
RESOLUTION 17-35: EXHIBIT A

BUDGET SUMMARY
CITY OF DUNEDIN, FLORIDA - FY 2018
THE PROPOSED OPERATING AND CAPITAL BUDGET EXPENDITURES OF THE CITY OF DUNEDIN, FL FOR FY 2018 ARE 107% HIGHER THAN LAST YEAR'S TOTAL OPERATING AND CAPITAL EXPENDITURES.

<table>
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<tr>
<th>Millage Rate</th>
<th>General Fund FY 2018</th>
<th>Special Revenue Funds FY 2018</th>
<th>Enterprise Funds FY 2018</th>
<th>Net Total (w/ internal service funds) FY 2018</th>
<th>Internal Service Funds FY 2018</th>
<th>TOTAL BUDGET FY 2018</th>
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**Beginning Reserves** 10/1/2017

(Includes restricted and assigned)

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<th>$ 65,744,207</th>
<th>$ 13,657,746</th>
<th>$ 79,401,953</th>
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</thead>
</table>

**ESTIMATED REVENUES:**

| Ad Valorem Taxes       | $ 9,064,400 | $ 799,600   | $ -          | $ 9,864,000  | $ -          | $ 9,864,000  |
| Local Govt. 1/2 Cent Sales Tax | $ 2,371,100 | $ -         | $ -          | $ 2,371,100  | $ -          | $ 2,371,100  |
| Franchise Taxes        | $ 2,369,800 | $ -         | $ -          | $ 2,369,800  | $ -          | $ 2,369,800  |
| Utility Service Taxes  | $ 3,000,100 | $ -         | $ -          | $ 3,000,100  | $ -          | $ 3,000,100  |
| Other Taxes            | $ 1,224,000 | $ 4,291,600 | $ -          | $ 5,515,600  | $ -          | $ 5,515,600  |
| Licenses and Permits   | $ 69,800    | $ 1,667,300 | $ 1,315,600  | $ 3,052,700  | $ -          | $ 3,052,700  |
| Intergovernmental Revenue | $ 1,967,600 | $ 500,000   | $ 1,092,900  | $ 3,560,500  | $ -          | $ 3,560,500  |
| Charges for Services   | $ 6,160,100 | $ 340,000   | $ 26,518,100 | $ 33,038,200 | $ 11,490,300 | $ 44,528,500 |
| Fines & Forfeitures    | $ 495,400   | $ -         | $ 223,000    | $ 718,400    | $ -          | $ 718,400    |
| Miscellaneous Revenues | $ 563,500   | $ 84,400    | $ 720,500    | $ 1,368,400  | $ 123,100    | $ 1,491,500  |
| Transfers In           | $ 28,400    | $ 6,244,200 | $ 49,000     | $ 6,321,800  | $ 131,700    | $ 6,453,300  |
| Debt Proceeds/Other Non-Operating | $ -       | $ 76,843,800 | $ -           | $ 76,843,800 | $ -          | $ 76,843,800 |

**TOTAL REVENUES AND OTHER FINANCING SOURCES**

$ 27,314,200 | $ 90,770,900 | $ 29,919,100 | $ 148,004,200 | $ 11,747,100 | $ 159,751,300 |

**TOTAL ESTIMATED REVENUES AND BEGINNING RESERVES**

$ 32,527,289 | $ 98,891,132 | $ 82,329,986 | $ 213,748,407 | $ 25,404,846 |

**EXPENDITURES/EXPENSES:**

| General Government | $ 3,887,100 | $ -          | $ -          | $ 3,887,100  | $ 11,703,200 | $ 15,590,300 |
| Public Safety      | $ 11,385,400 | $ 16,200     | $ -          | $ 11,401,400 | $ -          | $ 11,401,400 |
| Culture and Recreation | $ 9,790,800 | $ 81,977,600 | $ 426,800    | $ 92,180,200 | $ -          | $ 92,180,200 |
| Planning & Econ. Development | $ 1,250,000 | $ 1,516,500 | $ 2,534,900  | $ 5,291,400  | $ -          | $ 5,291,400  |
| Streets            | $ 1,649,600 | $ 1,277,300 | $ -          | $ 2,926,900  | $ -          | $ 2,926,900  |
| Solid Waste, Water/WW, Stormwater | $ -   | $ 28,173,600 | $ 28,173,600 | $ -          | $ 28,173,600 |
| Debt Service       | $ -          | $ 2,808,100 | $ 1,376,300  | $ 4,184,400  | $ 8,200      | $ 4,192,600  |
| NET EXPENDITURES/EXPENSES | $ 27,962,900 | $ 87,250,500 | $ 32,501,600 | $ 148,055,000 | $ 11,711,400 | $ 159,766,400 |
| Transfers Out      | $ 100,000   | $ 6,121,600 | $ 131,700    | $ 6,453,300  | $ -          | $ 6,453,300  |

**TOTAL GROSS EXPENDITURES/EXPENSES**

$ 28,062,900 | $ 93,812,100 | $ 32,633,300 | $ 154,508,300 | $ 11,711,400 | $ 166,219,700 |

**Ending Reserves** 9/30/18

(Includes restricted and assigned)

| $ 4,464,389  | $ 5,075,032 | $ 49,666,686 | $ 59,240,107 | $ 13,693,446 | $ 72,933,533 |

**TOTAL APPROPRIATED EXPENDITURES AND ENDING RESERVES**

$ 32,527,289 | $ 98,891,132 | $ 82,329,986 | $ 213,748,407 | $ 25,404,846 | $ 239,153,253 |
City of Dunedin
Organizational Chart
362.16 FTE

City Commission
2.5 FTE

City Attorney & City Auditor

City Clerk
5.0 FTE

City Manager
10.5 FTE

Community Relations
4.0 FTE

Fire
56.0 FTE

Finance
10.0 FTE

Human Resources & Risk Management
5.08 FTE

Economic & Housing Development (Includes CRA)
3.73 FTE

Pinellas County Sheriff's Office
Law Enforcement

Parks & Recreation
74.12 FTE

Library
25.28 FTE

Planning & Development
16.12 FTE

Public Works & Utilities
149.83 FTE

BUDGET SUMMARY
## FULL-TIME EQUIVALENT (FTE) POSITIONS BY DEPARTMENT

<table>
<thead>
<tr>
<th>Department</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>ESTIMATED FY 2017</th>
<th>ADOPTED FY 2018</th>
<th>FTE CHG</th>
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<td>Golf</td>
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<td>Law Enforcement</td>
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<td>-</td>
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<td>PLANNING &amp; DEVELPMT. DEPT. TOTAL</td>
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<td>16.12</td>
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### Full-Time Equivalent (FTE) Positions by Department

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<th>Department</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>ESTIMATED FY 2017</th>
<th>ADOPTED FY 2018</th>
<th>FTE CHG</th>
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</thead>
<tbody>
<tr>
<td>Public Works Admin. &amp; Engineering</td>
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<td>Utility Billing</td>
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<td>Water- Distribution &amp; Reclaimed</td>
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<td>1.33</td>
<td>1.33</td>
<td>1.33</td>
<td>1.33</td>
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<tr>
<td>Wastewater- Treatment</td>
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<td>Wastewater- Collection</td>
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<td>Solid Waste - Residential</td>
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<td>Solid Waste - Commercial</td>
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<td>5.00</td>
<td>-</td>
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<tr>
<td>Fleet</td>
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<td>9.00</td>
<td>-</td>
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<td>Streets</td>
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<td>8.66</td>
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<td>Facilities Maintenance</td>
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<td>10.68</td>
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<td><strong>PUBLIC WORKS DEPARTMENT TOTAL</strong></td>
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<td><strong>149.58</strong></td>
<td><strong>149.83</strong></td>
<td><strong>0.25</strong></td>
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### Citywide Regular FTE

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<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>ESTIMATED FY 2017</th>
<th>ADOPTED FY 2018</th>
<th>FTE CHG</th>
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</thead>
<tbody>
<tr>
<td>Citywide Regular FTE</td>
<td>344.50</td>
<td>342.55</td>
<td>344.75</td>
<td>348.25</td>
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<tr>
<td>Citywide Variable/On-Demand FTE</td>
<td>7.84</td>
<td>11.92</td>
<td>14.68</td>
<td>13.91</td>
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<td><strong>TOTAL CITYWIDE FTE</strong></td>
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<td><strong>354.47</strong></td>
<td><strong>359.43</strong></td>
<td><strong>362.16</strong></td>
<td><strong>2.73</strong></td>
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**Budget Summary**
### Personnel Changes by Department FY 2017 Actual to FY 2018 Adopted Budget

<table>
<thead>
<tr>
<th>CHANGE</th>
<th>ESTIMATED FY 2017 (FTE)</th>
<th>PROPOSED FY 2018 (FTE)</th>
<th>NET IMPACT (FTE)</th>
<th>FISCAL IMPACT</th>
<th>FUND</th>
</tr>
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<tbody>
<tr>
<td>Title Change from Sr. Permit &amp; Licensing Technician to Sr. Planning &amp; Development Technician</td>
<td>2.00</td>
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<td>$</td>
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<td>0.00</td>
<td>$</td>
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</tr>
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<td>Title Change from IT Services Manager to Senior Systems Engineer</td>
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<td>0.00</td>
<td>$</td>
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<tr>
<td>Reallocate Budget Analyst from 0.5 FTE Water/Wastewater Fund / 0.5 FTE General Fund to 1.0 FTE General Fund</td>
<td>0.50</td>
<td>1.00</td>
<td>0.50</td>
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<td>General</td>
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<td>Reallocate Budget Analyst from 0.5 FTE Water/Wastewater Fund / 0.5 FTE General Fund to 1.0 FTE General Fund</td>
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<td>0.00</td>
<td>-0.50</td>
<td>(33,000)</td>
<td>Water/Wastewater</td>
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<td>1.00</td>
<td>0.00</td>
<td>$</td>
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<td>$ 18,600</td>
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<td>Add 0.75 FTE variable-on-demand Water Service Worker</td>
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**Citywide FTE & Fiscal Impact** 2.73 $ 336,200

### Full-Time Equivalent (FTE) Positions by Fund

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<tr>
<td>Facilities Maintenance Fund</td>
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<td>10.68</td>
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<td>$</td>
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<tr>
<td>Stormwater Fund</td>
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<td>13.66</td>
<td>-</td>
<td>$</td>
</tr>
<tr>
<td>Water/Wastewater Fund</td>
<td>86.58</td>
<td>86.83</td>
<td>0.25</td>
<td>$</td>
</tr>
</tbody>
</table>

**Grand Total** 359.43 362.16 2.73 $ 299,700
### ALL FUNDS BUDGET SUMMARY

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Budget</th>
<th>FY 2018 Budget</th>
<th>% Change</th>
<th>$ Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXECUTIVE SALARIES</td>
<td>$1,124,847</td>
<td>$1,300,588</td>
<td>$1,256,500</td>
<td>$1,313,400</td>
<td>5%</td>
<td>$56,900</td>
</tr>
<tr>
<td>REG SALARIES AND WAGES</td>
<td>14,685,297</td>
<td>15,469,550</td>
<td>16,383,200</td>
<td>17,003,100</td>
<td>4%</td>
<td>$619,900</td>
</tr>
<tr>
<td>OTHER SALARIES &amp; WAGES</td>
<td>464,179</td>
<td>342,278</td>
<td>377,800</td>
<td>346,700</td>
<td>-8%</td>
<td>(31,100)</td>
</tr>
<tr>
<td>OVERTIME</td>
<td>497,445</td>
<td>582,762</td>
<td>511,700</td>
<td>525,000</td>
<td>3%</td>
<td>$13,300</td>
</tr>
<tr>
<td>SPECIAL PAY</td>
<td>255,645</td>
<td>268,859</td>
<td>278,300</td>
<td>301,900</td>
<td>8%</td>
<td>$23,600</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>17,027,413</strong></td>
<td><strong>17,964,037</strong></td>
<td><strong>18,807,500</strong></td>
<td><strong>19,490,100</strong></td>
<td><strong>4%</strong></td>
<td><strong>682,600</strong></td>
</tr>
<tr>
<td>FICA TAXES</td>
<td>1,238,895</td>
<td>1,300,947</td>
<td>1,342,100</td>
<td>1,381,300</td>
<td>3%</td>
<td>$39,200</td>
</tr>
<tr>
<td>RETIREMENT CONTRIBUTIONS</td>
<td>1,609,487</td>
<td>1,736,848</td>
<td>1,686,700</td>
<td>1,824,500</td>
<td>8%</td>
<td>$137,800</td>
</tr>
<tr>
<td>LIFE &amp; HEALTH INSURANCE</td>
<td>2,951,092</td>
<td>3,318,248</td>
<td>3,198,200</td>
<td>3,636,800</td>
<td>14%</td>
<td>$438,600</td>
</tr>
<tr>
<td>WORKERS’ COMPENSATION</td>
<td>312,069</td>
<td>316,390</td>
<td>338,600</td>
<td>426,400</td>
<td>26%</td>
<td>$87,800</td>
</tr>
<tr>
<td><strong>TOTAL BENEFITS</strong></td>
<td><strong>6,111,543</strong></td>
<td><strong>6,677,012</strong></td>
<td><strong>6,610,600</strong></td>
<td><strong>7,310,000</strong></td>
<td><strong>11%</strong></td>
<td><strong>699,400</strong></td>
</tr>
<tr>
<td>PROFESSIONAL SERVICES</td>
<td>1,454,158</td>
<td>1,624,963</td>
<td>2,429,800</td>
<td>4,902,400</td>
<td>43%</td>
<td><strong>2,470,000</strong></td>
</tr>
<tr>
<td>ACCOUNTING &amp; AUDITING</td>
<td>79,500</td>
<td>69,500</td>
<td>65,000</td>
<td>65,000</td>
<td>0%</td>
<td>-</td>
</tr>
<tr>
<td>OTHER CONTRACT SERVICES</td>
<td>9,275,103</td>
<td>9,882,478</td>
<td>10,322,800</td>
<td>10,901,200</td>
<td>7%</td>
<td>$688,400</td>
</tr>
<tr>
<td>ALLOCATED COSTS</td>
<td>1,938,181</td>
<td>1,997,099</td>
<td>2,145,900</td>
<td>2,397,500</td>
<td>12%</td>
<td>$251,600</td>
</tr>
<tr>
<td>TRAVEL &amp; PER DIEM</td>
<td>105,892</td>
<td>52,566</td>
<td>118,900</td>
<td>231,200</td>
<td>8%</td>
<td>$17,200</td>
</tr>
<tr>
<td>COMMUNICATION SERVICE</td>
<td>240,996</td>
<td>203,516</td>
<td>215,600</td>
<td>233,200</td>
<td>8%</td>
<td>$17,600</td>
</tr>
<tr>
<td>FREIGHT &amp; POSTAGE SERVICE</td>
<td>-</td>
<td>68,244</td>
<td>45,100</td>
<td>115,500</td>
<td>156%</td>
<td>$70,400</td>
</tr>
<tr>
<td>UTILITY SERVICES</td>
<td>2,566,433</td>
<td>2,399,996</td>
<td>2,564,800</td>
<td>4,902,400</td>
<td>43%</td>
<td><strong>2,337,600</strong></td>
</tr>
<tr>
<td>RENTALS &amp; LEASES</td>
<td>3,245,725</td>
<td>3,101,802</td>
<td>5,444,300</td>
<td>5,376,300</td>
<td>1%</td>
<td><strong>(69,000)</strong></td>
</tr>
<tr>
<td>INSURANCE</td>
<td>5,854,091</td>
<td>5,765,824</td>
<td>6,039,700</td>
<td>5,810,200</td>
<td>-4%</td>
<td><strong>(229,500)</strong></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>36,530,558</strong></td>
<td><strong>37,389,844</strong></td>
<td><strong>42,440,200</strong></td>
<td><strong>45,301,500</strong></td>
<td><strong>7%</strong></td>
<td><strong>2,861,300</strong></td>
</tr>
<tr>
<td>LAND</td>
<td>93,312</td>
<td>1,369,065</td>
<td>-</td>
<td>-</td>
<td>0%</td>
<td>-</td>
</tr>
<tr>
<td>BUILDINGS</td>
<td>56,065</td>
<td>211,438</td>
<td>395,000</td>
<td>81,225,000</td>
<td>20463%</td>
<td><strong>80,830,000</strong></td>
</tr>
<tr>
<td>IMPRVMNTS OTHER THAN BLDG</td>
<td>2,773,510</td>
<td>4,440,551</td>
<td>7,499,400</td>
<td>9,371,800</td>
<td>26%</td>
<td>1,872,400</td>
</tr>
<tr>
<td>MACHINERY AND EQUIPMENT</td>
<td>1,867,358</td>
<td>1,891,493</td>
<td>3,690,500</td>
<td>3,452,200</td>
<td>-6%</td>
<td>(238,300)</td>
</tr>
<tr>
<td>BOOKS, PUBS, LIBRARY MATL</td>
<td>200,337</td>
<td>194,994</td>
<td>209,000</td>
<td>209,000</td>
<td>0%</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>(3,578,260)</strong></td>
<td><strong>(4,375,450)</strong></td>
<td><strong>(10,388,000)</strong></td>
<td><strong>(11,146,800)</strong></td>
<td><strong>7%</strong></td>
<td><strong>(758,800)</strong></td>
</tr>
<tr>
<td>CAPITAL BUDGET SUBTOTAL</td>
<td><strong>1,412,322</strong></td>
<td><strong>3,732,091</strong></td>
<td><strong>1,356,400</strong></td>
<td><strong>83,111,200</strong></td>
<td><strong>6027%</strong></td>
<td><strong>81,754,800</strong></td>
</tr>
<tr>
<td>PRINCIPAL</td>
<td>1,496,651</td>
<td>1,216,501</td>
<td>2,690,500</td>
<td>2,724,100</td>
<td>1%</td>
<td><strong>33,600</strong></td>
</tr>
<tr>
<td>INTEREST</td>
<td>1,022,796</td>
<td>1,141,113</td>
<td>1,095,600</td>
<td>1,056,000</td>
<td>-4%</td>
<td><strong>(39,600)</strong></td>
</tr>
<tr>
<td>OTHER DEBT SERVICE COSTS</td>
<td>6,811,511</td>
<td>7,176</td>
<td>-</td>
<td>2,100,000</td>
<td>100%</td>
<td><strong>2,100,000</strong></td>
</tr>
<tr>
<td>AIDS TO PRIVATE ORGANIZAT</td>
<td>175,684</td>
<td>162,050</td>
<td>180,900</td>
<td>183,500</td>
<td>1%</td>
<td><strong>2,600</strong></td>
</tr>
<tr>
<td>ECONOMIC INCENTIVES</td>
<td>38,608</td>
<td>18,923</td>
<td>70,000</td>
<td>177,500</td>
<td>154%</td>
<td>107,500</td>
</tr>
<tr>
<td>TRANSFERS OUT</td>
<td>5,198,855</td>
<td>622,136</td>
<td>3,367,700</td>
<td>6,453,300</td>
<td>92%</td>
<td><strong>3,085,600</strong></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>(1,677,400)</strong></td>
<td><strong>(1,687,500)</strong></td>
<td><strong>(1,677,400)</strong></td>
<td><strong>(1,687,500)</strong></td>
<td><strong>1%</strong></td>
<td><strong>(10,100)</strong></td>
</tr>
<tr>
<td>PRINCIPAL BUDGET PYMTS (ENT FUNDS)</td>
<td><strong>14,744,105</strong></td>
<td><strong>3,167,899</strong></td>
<td><strong>5,727,300</strong></td>
<td><strong>11,006,900</strong></td>
<td><strong>92%</strong></td>
<td><strong>5,279,600</strong></td>
</tr>
<tr>
<td><strong>TOTAL BUDGET</strong></td>
<td><strong>75,825,941</strong></td>
<td><strong>68,930,883</strong></td>
<td><strong>74,942,000</strong></td>
<td><strong>166,219,700</strong></td>
<td><strong>122%</strong></td>
<td><strong>91,277,700</strong></td>
</tr>
</tbody>
</table>

To best compare FY 2017 against prior year actuals and FY 2018, the chart above restates FY 2017 expenses for enterprise and internal service funds by adding estimated depreciation, elimination of principal debt payments, and elimination of capital. Prior to FY 2018, these costs were booked at year-end. These costs are highlighted in gray.
## FY 2018 ADOPTED BUDGET SUMMARY

### ALL FUNDS

**FY 2018 Millage Rate of 4.1345**

### REVENUES

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>% change</th>
<th>$ change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Taxes</td>
<td>7,096,487</td>
<td>8,740,700</td>
<td>9,864,000</td>
<td>13%</td>
<td>1,123,300</td>
</tr>
<tr>
<td>Other Taxes</td>
<td>8,540,889</td>
<td>8,403,100</td>
<td>8,665,700</td>
<td>3%</td>
<td>262,600</td>
</tr>
<tr>
<td>Licenses, Permits, Fees</td>
<td>1,433,455</td>
<td>1,774,500</td>
<td>3,052,700</td>
<td>72%</td>
<td>1,278,200</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>7,113,244</td>
<td>8,362,000</td>
<td>8,301,400</td>
<td>-1%</td>
<td>(60,600)</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>40,240,566</td>
<td>42,446,800</td>
<td>44,358,500</td>
<td>5%</td>
<td>1,911,700</td>
</tr>
<tr>
<td>Fines</td>
<td>3,474,906</td>
<td>727,200</td>
<td>718,400</td>
<td>-1%</td>
<td>(8,800)</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,898,973</td>
<td>2,192,400</td>
<td>1,493,500</td>
<td>-32%</td>
<td>(698,900)</td>
</tr>
<tr>
<td>Debt Proceeds</td>
<td>-</td>
<td>-</td>
<td>101,953,900</td>
<td>100%</td>
<td>101,953,900</td>
</tr>
<tr>
<td>Transfers In</td>
<td>1,208,988</td>
<td>3,367,700</td>
<td>6,453,300</td>
<td>92%</td>
<td>3,085,600</td>
</tr>
</tbody>
</table>

**Revenue Subtotal**

71,007,510 $ 76,014,400 $ 184,861,400 $ 210% 83,736,900 $

### EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>% change</th>
<th>$ change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>24,641,051</td>
<td>25,418,100</td>
<td>26,800,100</td>
<td>5%</td>
<td>1,382,000</td>
</tr>
<tr>
<td>Operating</td>
<td>31,146,260</td>
<td>31,109,100</td>
<td>33,470,700</td>
<td>8%</td>
<td>2,361,600</td>
</tr>
<tr>
<td>CIP Operating</td>
<td>-</td>
<td>4,452,900</td>
<td>4,181,200</td>
<td>-6%</td>
<td>(271,700)</td>
</tr>
<tr>
<td>Capital</td>
<td>8,107,542</td>
<td>1,205,300</td>
<td>1,259,000</td>
<td>4%</td>
<td>53,700</td>
</tr>
<tr>
<td>CIP Capital</td>
<td>-</td>
<td>10,539,100</td>
<td>92,999,000</td>
<td>782%</td>
<td>82,459,900</td>
</tr>
<tr>
<td>Other</td>
<td>187,149</td>
<td>250,900</td>
<td>361,000</td>
<td>44%</td>
<td>110,100</td>
</tr>
<tr>
<td>Debt Service</td>
<td>3,785,964</td>
<td>3,786,100</td>
<td>5,880,100</td>
<td>55%</td>
<td>2,094,000</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>337,985</td>
<td>3,367,700</td>
<td>6,453,300</td>
<td>92%</td>
<td>3,085,600</td>
</tr>
</tbody>
</table>

**Expense Subtotal**

68,646,732 $ 62,018,000 $ 166,219,700 $ 168% 104,201,700 $

To best compare FY 2017 against FY 2018, the chart above restates FY 2017 revenues by adding elimination of debt proceeds in enterprise and internal service funds. In addition FY 2017 expenses are restated for enterprise and internal service funds by adding depreciation, elimination of principal debt payments, and elimination of utility capital. Prior to FY 2018, these costs were booked at year-end.
<table>
<thead>
<tr>
<th>FUND</th>
<th>BEGINNING FUND BALANCE</th>
<th>REVENUE</th>
<th>EXPENDITURES</th>
<th>END FUND BALANCE</th>
<th>ENDING AVAILABLE FUND BALANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>GENERAL FUND</td>
<td>5,213,089</td>
<td>27,314,200</td>
<td>28,062,900</td>
<td>4,464,389</td>
<td>4,563,489</td>
</tr>
<tr>
<td>SPECIAL REVENUE FUNDS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stadium Fund</td>
<td>137,123</td>
<td>83,478,800</td>
<td>83,450,900</td>
<td>165,023</td>
<td>164,523</td>
</tr>
<tr>
<td>Impact Fee Fund</td>
<td>299,706</td>
<td>533,800</td>
<td>521,200</td>
<td>312,306</td>
<td>312,306</td>
</tr>
<tr>
<td>Building Fund</td>
<td>222,525</td>
<td>1,200,000</td>
<td>936,400</td>
<td>486,125</td>
<td>486,125</td>
</tr>
<tr>
<td>CRA Fund</td>
<td>248,370</td>
<td>840,000</td>
<td>723,500</td>
<td>364,870</td>
<td>364,870</td>
</tr>
<tr>
<td>County Gas Tax Fund</td>
<td>302,384</td>
<td>481,700</td>
<td>497,300</td>
<td>286,784</td>
<td>286,784</td>
</tr>
<tr>
<td>Penny Fund</td>
<td>6,910,124</td>
<td>4,236,600</td>
<td>7,682,800</td>
<td>3,463,924</td>
<td>3,463,924</td>
</tr>
<tr>
<td>ENTERPRISE FUNDS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Solid Waste Fund</td>
<td>1,490,060</td>
<td>5,305,500</td>
<td>5,666,800</td>
<td>1,128,760</td>
<td>292,307</td>
</tr>
<tr>
<td>Water/Wastewater Fund</td>
<td>33,412,996</td>
<td>19,558,700</td>
<td>19,530,300</td>
<td>33,441,396</td>
<td>25,390,439</td>
</tr>
<tr>
<td>Marina Fund</td>
<td>2,442,459</td>
<td>464,600</td>
<td>426,800</td>
<td>2,480,259</td>
<td>733,829</td>
</tr>
<tr>
<td>Stormwater Fund</td>
<td>12,100,271</td>
<td>3,720,500</td>
<td>4,484,500</td>
<td>11,336,271</td>
<td>2,066,018</td>
</tr>
<tr>
<td>Parking Fund</td>
<td>2,965,100</td>
<td>869,800</td>
<td>2,524,900</td>
<td>1,310,000</td>
<td>1,150,000</td>
</tr>
<tr>
<td>INTERNAL SERVICES FUNDS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fleet Services Fund</td>
<td>7,590,646</td>
<td>3,022,900</td>
<td>2,975,300</td>
<td>7,638,246</td>
<td>1,168,775</td>
</tr>
<tr>
<td>Facilities Maintenance Fund</td>
<td>1,389,836</td>
<td>1,570,700</td>
<td>1,579,100</td>
<td>1,052,036</td>
<td>585,128</td>
</tr>
<tr>
<td>Risk Safety Self-Insurance Fund</td>
<td>3,540,873</td>
<td>1,641,800</td>
<td>1,579,100</td>
<td>3,603,573</td>
<td>3,608,352</td>
</tr>
<tr>
<td>Health Benefits Self-Insurance Fund</td>
<td>464,040</td>
<td>4,444,300</td>
<td>4,386,500</td>
<td>521,840</td>
<td>526,619</td>
</tr>
<tr>
<td>Information Technology Fund</td>
<td>672,351</td>
<td>1,067,400</td>
<td>862,000</td>
<td>877,751</td>
<td>188,263</td>
</tr>
<tr>
<td>TOTAL OF ALL FUNDS</td>
<td>$ 79,401,954</td>
<td>$ 159,751,300</td>
<td>$ 166,219,700</td>
<td>$ 72,933,554</td>
<td>$ 45,351,752</td>
</tr>
</tbody>
</table>

Less Interfund Transfers: (6,453,300) (6,453,300)

NET GRAND TOTAL: $ 79,401,954 $ 153,298,000 $ 159,766,400 $ 72,933,554 $ 45,351,752

SCHEDULE OF TRANSFERS

<table>
<thead>
<tr>
<th>TRANSFER FROM - TO</th>
<th>PURPOSE</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund - Stadium Fund</td>
<td>Operational support</td>
<td>$ 100,000</td>
</tr>
<tr>
<td>CRA Fund - Impact Fee Fund (LDO)</td>
<td>Economic development incentives</td>
<td>66,000</td>
</tr>
<tr>
<td>Impact Fee Fund (LDO) - Penny Fund</td>
<td>Repayment of Hammock Park loan</td>
<td>415,200</td>
</tr>
<tr>
<td>CRA Fund - General Fund</td>
<td>Special event support</td>
<td>28,400</td>
</tr>
<tr>
<td>CRA Fund - Parking Fund</td>
<td>Lease of downtown parking lots</td>
<td>49,000</td>
</tr>
<tr>
<td>Penny Fund - Stadium Fund</td>
<td>Stadium/Englebert reconstruction</td>
<td>5,663,000</td>
</tr>
<tr>
<td>Solid Waste- Fleet Fund</td>
<td>Repayment of interfund loan</td>
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<td>TOTAL INTERFUND TRANSFERS</td>
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SCHEDULE OF GRANTS

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<th>AMOUNT</th>
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<td>State of Florida</td>
<td>Parks &amp; Recreation</td>
<td>Stadium</td>
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<td>Juvenile Welfare Board</td>
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<td>General</td>
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<td>Water/WW</td>
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<td>TOTAL GRANTS</td>
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## General Fund

### Budget Summary

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<th>Actual 2016</th>
<th>Budget 2017</th>
<th>Estimated 2017</th>
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<td><strong>Beginning Fund Balance</strong></td>
<td>$4,080,657</td>
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<td>$7,175,019</td>
<td>$8,244,930</td>
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<td><strong>Revenues</strong></td>
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<td>Personnel</td>
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<td>11,601,200</td>
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<td>172,500</td>
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<td>Capital</td>
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<td>Other</td>
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<td><strong>Estimated Unspent Expenditures</strong></td>
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<td>$3,929,219</td>
<td>$4,613,089</td>
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</table>

FB as % of Operating Budget (TARGET: 15%)

|                              | 14.5%       | 16.9%       | 15.3%       | 17.6%          |

### Notes:
- **Property tax revenue assumptions:** FY 2019: +6.5%, FY 2020: +5.5%, FY 2021: +5%, FY 2022: +5%, FY 2023: +4%
- **Personnel assumption:** +3.2% salary/wages, +6% benefits
- **Operating assumption:** +2.0%
- **Capital assumption:** +1%
- **Unexpended assumption:** 2.5%

### CIP and Non-Recurring Operating

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<th>Estimated 2017</th>
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<tr>
<td>Athletic Bleacher Replacement</td>
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<td>45,000</td>
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<tr>
<td>Marina Pier Rurfisburnishment</td>
<td>106,000</td>
<td>106,000</td>
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<tr>
<td>Fire Radios/SCBA Airpacks</td>
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<tr>
<td>Sprayground Feature</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Communications Vehicle</td>
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<tr>
<td>Edgewater Drive Pier</td>
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<td>-</td>
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<tr>
<td>Lightning Detection System</td>
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<tr>
<td><strong>CIP Subtotal</strong></td>
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<tr>
<td>Library Restroom Renovations</td>
<td>-</td>
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<tr>
<td>Pk. Amenities/Spraygrd. Resurfng.</td>
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<td>60,000</td>
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<tr>
<td>Community Visioning/Code Enhancemts.</td>
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<tr>
<td>Citywide HVAC Replacements</td>
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<td>Bridges &amp; Boardwalks</td>
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<tr>
<td>Citywide Parking Lots</td>
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<tr>
<td>Weybridge Woods Bridge Removal</td>
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<tr>
<td>Citywide Exterior Painting</td>
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<td>Citywide Roof Replacements</td>
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<tr>
<td><strong>Non-Recurring Operating Subtotal</strong></td>
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<tr>
<td><strong>Total CIP/Non-Recurring Operating</strong></td>
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## GENERAL FUND

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<td>2022</td>
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<td>$5,163,489</td>
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<td>9,565,000</td>
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**$ 27,314,200 $ 27,908,500 $ 28,587,100 $ 29,261,100 $ 29,968,400 $ 30,594,200**

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**$ 28,062,900 $ 28,954,800 $ 29,272,100 $ 30,765,700 $ 30,999,078 $ 31,774,800**

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<tbody>
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<td>$4,116,189</td>
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<td>$3,481,711</td>
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**$ 4,563,489 $ 4,237,289 $ 4,277,889 $ 3,536,189 $ 3,274,211 $ 2,881,711**

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<td>$</td>
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<td>728,000</td>
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<td>538,000</td>
<td>210,000</td>
<td>80,000</td>
</tr>
</tbody>
</table>

**$ 526,300 $ 728,000 $ 150,000 $ 822,500 $ 210,000 $ 110,000**
The General Fund is used for expenditures associated with general governmental activities such as City management, law enforcement, fire/rescue, code enforcement, planning/zoning activities, economic development, street maintenance, parks and recreation, and library services.

**AVAILABLE FUND BALANCE**

In accordance with the City Commission's continued commitment to rebuild the General Fund reserve level which was significantly depleted during the most recent recession, the General Fund is estimated to end FY 2018 with an unassigned fund balance at 17% of operating expenses. This increase in fund balance will be used in future years to support incremental growth during the six-year planning window. The economic rebound and rate of tax revenue growth is anticipated to slow over the next several years. While the City has maintained a disciplined approach in adding any personnel or recurring costs, some growth in expenditures will occur. Reserve levels above the minimum threshold will safeguard against drastic spending cuts as the economy plateaus.

![Ending Available Fund Balance General Fund](image)
AD VALOREM (PROPERTY) TAXES

Ad valorem taxes, which account for 33% of FY 2018 General Fund revenue, will increase 10% over FY 2017 budgeted levels. Florida Statutes provide for municipalities to levy a tax on real and personal property within the City limits. The tax is based on an assessment by the Pinellas County Property Appraiser of the market value of property and improvements. Except for voted levies, Florida Statutes, Section 200.081 limits ad valorem taxes against real properties and tangible personal property to 10 mills.

Property Value

FY 2018 will mark the fifth consecutive year of growth in the City’s gross taxable value, but only the first year that estimated ad valorem revenues will reach to pre-recession levels. During FY 2018, the City anticipates gross taxable value to increase by 9.71%, from $2.147B to $2.353B in accordance with the Pinellas County Property Appraiser’s Office estimates.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>City of Dunedin Gross Taxable Value</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2011</td>
<td>$1,827,408,488</td>
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<tr>
<td>FY 2012</td>
<td>$1,771,816,194</td>
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<tr>
<td>FY 2013</td>
<td>$1,719,145,488</td>
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<tr>
<td>FY 2014</td>
<td>$1,759,398,960</td>
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</tr>
<tr>
<td>FY 2015</td>
<td>$1,876,446,039</td>
<td>6.65%</td>
</tr>
<tr>
<td>FY 2016</td>
<td>$1,991,882,705</td>
<td>6.15%</td>
</tr>
<tr>
<td>FY 2017</td>
<td>$2,147,371,249</td>
<td>7.81%</td>
</tr>
<tr>
<td>FY 2018 Est.</td>
<td>$2,353,264,767</td>
<td>9.59%</td>
</tr>
</tbody>
</table>

* Includes annual value of annexations and new construction, FY 2018 estimated.
Municipal Revenue Sharing
Revenue received from the Municipal Revenue Sharing Trust Fund for municipalities of the State are primarily derived from sales and use taxes, Municipal Fuel Tax, and the State Alternative Fuel Decal Users Fee. The Municipal Revenue Sharing Program started in 1972 and has certain eligibility requirements, including an independent annual audit, reporting finances annually to the Department of Banking and Finance, meeting of State standards for the hiring of Police Officers and Firefighters, a minimum local tax effort based on the revenue raised by a 3 mill property tax in 1972, and compliance with State procedures for the levying of property taxes. Municipalities are required to expend the portion of funds derived from the One Cent Municipal Fuel Tax for transportation-related expenditures, and are limited in the amount of revenue sharing dollars that may be bonded. (Only guaranteed portions of their distribution can be bonded.) This revenue is forecast using estimates provided by the State of Florida and a review of historical trends. The FY 2018 Budget reflects a 1.4% increase from $1.27M to $1.29M as the economy continues to grow.

Local Government Half-Cent Sales Tax
The local half-cent sales tax program returns to cities and counties 9.888% of sales tax proceeds remitted to the State of Florida from the Local Government Half-Cent Sales Tax Clearing Trust Fund. In order to receive funds from this distribution, a City or County must qualify to receive revenue sharing funds pursuant to section 218.23, Florida Statute, and must also meet millage limitation requirements outlined in section 200.065, Florida Statute. The proportion for each municipal government is computed by dividing the population of that municipality by the sum of the total county population, plus two-thirds of the unincorporated area population. This revenue is forecast using estimates provided by the State of Florida and a review of historical trends. The FY 2018 Budget reflects a 3% increase in revenue from $2.3M to $2.37M as the economy continues to grow.

Municipal Revenue Sharing
Revenue received from the Municipal Revenue Sharing Trust Fund for municipalities of the State are primarily derived from sales and use taxes, Municipal Fuel Tax, and the State Alternative Fuel Decal Users Fee. The Municipal Revenue Sharing Program started in 1972 and has certain eligibility requirements, including an independent annual audit, reporting finances annually to the Department of Banking and Finance, meeting of State standards for the hiring of Police Officers and Firefighters, a minimum local tax effort based on the revenue raised by a 3 mill property tax in 1972, and compliance with State procedures for the levying of property taxes. Municipalities are required to expend the portion of funds derived from the One Cent Municipal Fuel Tax for transportation-related expenditures, and are limited in the amount of revenue sharing dollars that may be bonded. (Only guaranteed portions of their distribution can be bonded.) This revenue is forecast using estimates provided by the State of Florida and a review of historical trends. The FY 2018 Budget reflects a 1.4% increase from $1.27M to $1.29M.

Charges for Service
Charges for services account for 22% of General Fund revenue in FY 2018, and this revenue is expected to increase 3%, or $224,000, over FY 2017 levels. The largest contributing factor to this growth stems from the new methodology for Government Services Allocations to enterprise funds. This charge is to recover costs for providing general government services from Departments including the City Manager, City Clerk, City Attorney, City Commission, Economic Development, Finance, Communications, Human Resources, and non-departmental insurance costs. The methodology applied charges a flat 8% fee on annual revenues. A portion of the administrative charge is also used to support other municipal services such as Fire/Rescue and law enforcement.
In FY 2018, 53% of General Fund expenditures will go towards employees’ wages and salaries plus other employee compensation such as life and health insurance, federal taxes, worker’s compensation, and retirement contributions for more than 198 full-time equivalents (FTEs). FY 2018 personnel costs are 5% higher than FY 2017 and include the addition of 3.5 FTEs (net 2.48 FTEs after removing 0.77 FTE in variable/on demand staffing), a 3% merit increase for eligible non-represented employees, a 3.5% merit increase for IAFF fire employees, and an 8% increase in total benefits.
GENERAL FUND ANALYSIS

OPERATING
This category includes expenditures for programs that are not classified as personnel, capital outlay or capital projects. Operating expenses include office supplies, professional and contractual services, utilities, training/travel, dues and subscriptions, property insurance, fleet replacement, and facility maintenance costs. Operating costs have increased 6% in the General Fund and include funding for:

- a 1% increase in the contract for law enforcement services ($48,800);
- replacement of HVAC systems at City Hall and the Hale Activity Center ($76,500);
- community outreach efforts for an update to the Comprehensive Plan ($70,000);
- and a rewrite of the City’s land development code ($25,000) following community visioning.

CAPITAL
Capital expenditures within the General Fund decreased 20% over FY 2017 levels. This year, most major expenditures fall under repair and maintenance and are categorized as operating expenses.

OTHER
Other expenditures within the General Fund have decreased significantly over FY 2017, following the one-time transfers from the General Fund to the Parking Fund and Building Fund in FY 2017. The only major expense is the continued support of debt service and operations for Florida Auto Exchange Stadium, which is budgeted at $100,000 in FY 2018.
## STADIUM FUND

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL 2015</th>
<th>ACTUAL 2016</th>
<th>BUDGET 2017</th>
<th>ESTIMATED 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>BEGINNING FUND BALANCE</td>
<td>$118,014</td>
<td>$66,239</td>
<td>$39,175</td>
<td>$93,411</td>
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### REVENUES

<table>
<thead>
<tr>
<th>Category</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2017</th>
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</thead>
<tbody>
<tr>
<td>Property Taxes</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Taxes</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Licenses, Permits, Fees</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Intergovernmental</td>
<td>797,984</td>
<td>624,162</td>
<td>500,000</td>
<td>500,000</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>322,045</td>
<td>370,044</td>
<td>321,000</td>
<td>321,000</td>
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<tr>
<td>Fines</td>
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<tr>
<td>Miscellaneous</td>
<td>33,653</td>
<td>46,230</td>
<td>32,200</td>
<td>32,200</td>
</tr>
<tr>
<td>Debt Proceeds</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfers In</td>
<td>351,859</td>
<td>323,000</td>
<td>167,000</td>
<td>167,000</td>
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<tr>
<td><strong>TOTAL REVENUES</strong></td>
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<td>$1,363,436</td>
<td>$1,020,200</td>
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### EXPENDITURES

<table>
<thead>
<tr>
<th>Category</th>
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<th>2017</th>
<th>2017</th>
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<td>21,151</td>
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<td>39,000</td>
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<tr>
<td>Operating</td>
<td>519,588</td>
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<td>467,900</td>
<td>471,388</td>
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<tr>
<td>Non-Recurring Operating</td>
<td>-</td>
<td>-</td>
<td>96,500</td>
<td>50,000</td>
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<tr>
<td>Capital</td>
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<tr>
<td>CIP Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Debt Service</td>
<td>1,002,748</td>
<td>757,913</td>
<td>416,100</td>
<td>416,100</td>
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<tr>
<td>Transfers Out</td>
<td>-</td>
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<td><strong>TOTAL EXPENDITURES</strong></td>
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<td>$1,336,264</td>
<td>$1,019,500</td>
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### ESTIMATED UNSPENT EXPENDITURES

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<th>2016</th>
<th>2017</th>
<th>2017</th>
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</thead>
<tbody>
<tr>
<td><strong>ESTIMATED UNSPENT EXPENDITURES</strong></td>
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### ENDING FUND BALANCE

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>BEGINNING FUND BALANCE</td>
<td>$118,014</td>
<td>$66,239</td>
<td>$39,175</td>
<td>$93,411</td>
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<tr>
<td>ENDING FUND BALANCE</td>
<td>$66,239</td>
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<td>$137,123</td>
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### ENDING AVAILABLE FUND BALANCE

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<th>2017</th>
<th>2017</th>
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<tbody>
<tr>
<td>ENDING AVAILABLE FUND BALANCE</td>
<td>$66,239</td>
<td>$89,423</td>
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FB as % of Operating Budget TARGET: 15%

<table>
<thead>
<tr>
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<tr>
<td></td>
<td>11.9%</td>
<td>15.5%</td>
<td>6.5%</td>
<td>24.4%</td>
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### Notes:

For FY 2019-FY 2023, miscellaneous revenue is programmed to illustrate the funding required to balance the fund each year. The related revenue sources will be further defined as negotiations with the Toronto Blue Jays progress.

<table>
<thead>
<tr>
<th>CIP and Non-Recurring Operating</th>
<th>BUDGET 2017</th>
<th>ESTIMATED 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stadium &amp; Englebert Reconstruction</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>CIP Subtotal</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Stadium &amp; Englebert R&amp;M</td>
<td>96,500</td>
<td>50,000</td>
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<tr>
<td>Non-Recurring Operating Subtotal</td>
<td>96,500</td>
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### TOTAL CIP/NON-RECURRING OPERATING

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
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<th>2017</th>
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<tbody>
<tr>
<td></td>
<td>$96,500</td>
<td>$50,000</td>
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</table>
## STADIUM FUND

<table>
<thead>
<tr>
<th>BUDGET</th>
<th>PROJECTION</th>
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<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
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<tbody>
<tr>
<td>2018</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
</tr>
<tr>
<td>$137,123</td>
<td>$165,023</td>
<td>$338,753</td>
<td>$425,553</td>
<td>$685,353</td>
<td>$1,187,253</td>
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### STADIUM FUND CAPITAL IMPROVEMENT PLAN

<table>
<thead>
<tr>
<th>BUDGET</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
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</thead>
<tbody>
<tr>
<td>2018</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
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<tr>
<td>$83,478,800</td>
<td>$5,805,000</td>
<td>$6,055,000</td>
<td>$6,262,500</td>
<td>$6,284,925</td>
<td>$6,308,023</td>
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### STADIUM FUND EQUITY

<table>
<thead>
<tr>
<th>BUDGET</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
</tr>
<tr>
<td>$83,450,900</td>
<td>$5,631,270</td>
<td>$5,968,200</td>
<td>$6,002,700</td>
<td>$5,783,025</td>
<td>$5,806,123</td>
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### STADIUM FUND FAIR MARKET VALUE

<table>
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<tr>
<th>BUDGET</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
</tr>
<tr>
<td>$165,023</td>
<td>$338,753</td>
<td>$425,553</td>
<td>$685,353</td>
<td>$1,187,253</td>
<td>$1,689,153</td>
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### STADIUM FUND EQUITY INCREASE

<table>
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<tr>
<th>BUDGET</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
</tr>
<tr>
<td>$164,523</td>
<td>$253,402</td>
<td>$255,350</td>
<td>$257,320</td>
<td>$259,220</td>
<td>$261,120</td>
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### STADIUM FUND EQUITY RETURN ON INVESTED CAPITAL

<table>
<thead>
<tr>
<th>BUDGET</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
</tr>
<tr>
<td>39.6%</td>
<td>124.8%</td>
<td>47.3%</td>
<td>34.4%</td>
<td>33.7%</td>
<td>32.9%</td>
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### STADIUM FUND EQUITY RETURN ON INVESTED CAPITAL

<table>
<thead>
<tr>
<th>BUDGET</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
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<tr>
<td>$81,050,000</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
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</table>
STADIUM FUND ANALYSIS

The Stadium Fund is a special revenue fund created to account for the receipt and disbursement of funds related to the City’s stadium, including operations and debt service.

AVAILABLE FUND BALANCE
The City anticipates ending FY 2018 with a relatively consistent fund balance, above the target identified by the City’s Reserve Policy.

REVENUE
The major change in revenues for FY 2018 will be approximately $77M in debt proceeds and a $5.66M transfer in from the Penny Fund for the reconstruction of Florida Auto Exchange Stadium and the Englebert Complex. Negotiations with the Toronto Blue Jays are ongoing at the time of the Adopted Budget’s publication.
EXPENDITURES
Construction for the new Spring Training facilities are estimated to cost in excess of $81M and will be shared among the State of Florida, Pinellas County, City of Dunedin, and Toronto Blue Jays.
## IMPACT FEE FUND

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL 2015</th>
<th>ACTUAL 2016</th>
<th>BUDGET 2017</th>
<th>ESTIMATED 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BEGINNING FUND BALANCE</strong></td>
<td>$143,152</td>
<td>$161,256</td>
<td>$248,760</td>
<td>$305,806</td>
</tr>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Taxes</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Taxes</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Licenses, Permits, Fees</td>
<td>24,228</td>
<td>143,436</td>
<td>214,700</td>
<td>214,700</td>
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<tr>
<td>Intergovernmental</td>
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<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Charges for Services</td>
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<td>-</td>
</tr>
<tr>
<td>Fines</td>
<td>-</td>
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<tr>
<td>Miscellaneous</td>
<td>4,503</td>
<td>1,113</td>
<td>500</td>
<td>500</td>
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<tr>
<td>Debt Proceeds</td>
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<td>-</td>
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</tr>
<tr>
<td>Transfers In</td>
<td>-</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>$28,730</td>
<td>$144,550</td>
<td>$215,200</td>
<td>$215,200</td>
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<tr>
<td><strong>EXPENDITURES</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Operating</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Non-Recurring Operating</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital</td>
<td>-</td>
<td>-</td>
<td>1,300</td>
<td>1,300</td>
</tr>
<tr>
<td>CIP Capital</td>
<td>-</td>
<td>-</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Other</td>
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<td>-</td>
</tr>
<tr>
<td>Debt Service</td>
<td>-</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>10,626</td>
<td>-</td>
<td>-</td>
<td>120,000</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES</strong></td>
<td>$10,626</td>
<td>-</td>
<td>-</td>
<td>100,000</td>
</tr>
<tr>
<td><strong>ESTIMATED UNSPENT EXPENDITURES</strong></td>
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<td>$ -</td>
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<tr>
<td><strong>ENDING FUND BALANCE</strong></td>
<td>$161,256</td>
<td>$305,806</td>
<td>$363,960</td>
<td>$299,706</td>
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<tr>
<td>Multimodal Impact Fees</td>
<td>133,592</td>
<td>171,412</td>
<td>136,619</td>
<td>105,712</td>
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<td>Land Dedication Ordinance Impact Fee</td>
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<td>92,642</td>
<td>177,176</td>
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<td>Fire Impact Fees</td>
<td>24,196</td>
<td>33,674</td>
<td>38,865</td>
<td>43,974</td>
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<td>Law Enforcement Impact Fees</td>
<td>8,079</td>
<td>11,300</td>
<td>13,300</td>
<td>13,479</td>
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<td><strong>ENDING AVAILABLE FUND BALANCE</strong></td>
<td>$157,787</td>
<td>$305,806</td>
<td>$363,960</td>
<td>$299,706</td>
</tr>
<tr>
<td>FB as % of Operating Budget TARGET: 15%</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
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</table>

Notes:

- Revenues reflect known development projects only.

### CIP and Non-Recurring Operating

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pedestrian Safety Infrastructure</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Ped. Safety Imp.- Edgewater Drive</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Community Policing Vehicle</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Ped. Safety Imp.- Alt 19/Main St.</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>CIP Subtotal</strong></td>
<td>100,000</td>
<td>100,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL CIP/NON-RECURRING OPERATING</strong></td>
<td>$100,000</td>
<td>$100,000</td>
</tr>
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</table>
## IMPACT FEE FUND

<table>
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<tr>
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<th>Budget</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
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<tbody>
<tr>
<td></td>
<td>2018</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
</tr>
<tr>
<td><strong>2018</strong></td>
<td>$299,706</td>
<td>$312,306</td>
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## CAPITAL IMPROVEMENT PLAN

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## Capital Improvement Plan

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</table>

### Notes:
- N/A: Not Applicable
- IMPACT FEE FUND
- CAPITAL IMPROVEMENT PLAN

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**CAPITAL IMPROVEMENT PLAN**

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72
The Impact Fee Fund accounts for special revenues that are charged to developers to cover, in whole or in part, the incremental cost of City services that will be needed as a result of the development. These funds are combined for reporting purposes, but tracked separately based on their specific purpose. Impact fees included in this fund are mobility impact fees, land dedication ordinance fees (parkland dedication), law enforcement impact fees, and fire impact fees. Water and sewer impact fees are tracked separately within the Water/Wastewater Fund.

**AVAILABLE FUND BALANCE**
Fund balance is anticipated to grow by approximately $12,000 during FY 2018. Due to restrictions on the use of impact fee dollars, fund balance will grow until an amount substantial enough for a major capital improvement is available. Any available LDO Impact Fee funding at the the end of FY 2018 will be transferred to the Penny Fund to repay an interfund loan for the purchase of parkland to expand Hammock Park in FY 2016.

### ENDING FUND BALANCES

<table>
<thead>
<tr>
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<th>ACTUAL FY 2016</th>
<th>ESTIMATED FY 2017</th>
<th>BUDGET FY 2018</th>
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<tr>
<td>Multimodal Impact Fees</td>
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<td>44,012</td>
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<td>LDO Impact Fees (Parkland)</td>
<td>92,642</td>
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<tr>
<td>Fire Impact Fees</td>
<td>33,674</td>
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<td>8,079</td>
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**REVENUE**
Total revenue will increase by approximately $315,000 in FY 2018 due to known development projects underway within the City. In addition, a $66,000 transfer-in from the CRA Fund will pay for LDO Impact Fees that were provided as a development incentive (Ord. 14-04). A nominal amount of miscellaneous income from interest is anticipated.
EXPENDITURES
FY 2018 spending includes spending multimodal impact fees for Pedestrian Safety Improvements at Edgewater Drive ($40,000) and Alt 19 & Main St. ($50,000) and Law Enforcement impact fees ($16,000) for a new law enforcement vehicle. A one-time transfer of $415,200 from the LDO Fund to the Penny Fund is anticipated in FY 2018 for repayment of the aforementioned loan.
## BUILDING FUND

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL 2015</th>
<th>ACTUAL 2016</th>
<th>BUDGET 2017</th>
<th>ESTIMATED 2017</th>
</tr>
</thead>
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<td><strong>BEGINNING FUND BALANCE</strong></td>
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<td>$ -</td>
<td>$ -</td>
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<tr>
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<td></td>
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<tr>
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<td>1,200,000</td>
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<tr>
<td>Intergovernmental</td>
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</tr>
<tr>
<td>Charges for Services</td>
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<tr>
<td>Debt Service</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfers Out</td>
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<td>$ 222,525</td>
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FB as % of Operating Budget TARGET: 15%

0.0% 0.0% 25.8% 24.0%

**Notes:**

- CIP and Non-Recurring Operating
  - Permitting/Dev. Review Software
  - CIP Subtotal
  - Safety Improvements
  - Subtotal Non-Recurring Operating

**BUILDING FUND CAPITAL IMPROVEMENT PLAN**

- TOTAL CIP/Non-Recurring Operating: $30,000
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<th>BUDGET</th>
<th>PROJECTION 2018</th>
<th>PROJECTION 2019</th>
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<th>PROJECTION 2021</th>
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<th>PROJECTION 2023</th>
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<tr>
<td>$</td>
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<td>621,925</td>
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<td>481,413</td>
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CAPITAL IMPROVEMENT PLAN
The Building Fund was established in FY 2017 and accounts for revenues and expenditures associated with enforcement of the Florida Building Code. In accordance with F. S. 553.80, these fees shall be used solely for carrying out the local government’s responsibilities in enforcing the Florida Building Code. The Building Fund was established to ensure the existing permit fee structure covers operating expenses and that funds are being used in accordance with State law.

AVAILABLE FUND BALANCE
During FY 2018, the Building Fund will decrease in fund balance by approximately $250,000 to fund the replacement of the City’s permitting and development review software. As a special revenue fund, the City’s Reserve Policy identifies a target fund balance of 15% of budgeted operating expenses. The City anticipates exceeding this threshold by the end of FY 2018 at 51% of operating expenditures. As development and redevelopment slows in future years, these reserves will be used to fund continued operations and maintain appropriate service levels.

REVENUE
With the exception of interest income, revenues for the Building Fund come from permits and fees. FY 2018 will be another active year as many projects are currently underway or in the planning phases of development. FY 2017 revenue will exceed budgeted levels by approximately $500,000 as several projects have come to fruition more quickly than anticipated. There is still a healthy stream of projects in the planning phase that will keep permit revenue high in FY 2018.
BUILDING FUND ANALYSIS

EXPENDITURES
Total expenditures for FY 2018 are expected to remain flat at FY 2017 levels.
### ACTUAL ACTUAL BUDGET ESTIMATED

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### REVENUES

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<tr>
<td>Fines</td>
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<tr>
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### EXPENDITURES

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<th>2017</th>
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<td>296,000</td>
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</tr>
<tr>
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</tr>
<tr>
<td>Transfers Out</td>
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<th>2017</th>
</tr>
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<tbody>
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### ENDING AVAILABLE FUND BALANCE

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<th>2016</th>
<th>2017</th>
<th>2017</th>
</tr>
</thead>
<tbody>
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<td>$302,384</td>
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FB as % of Operating Budget TARGET: 15%

<table>
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<th>2016</th>
<th>2017</th>
<th>2017</th>
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### CIP and Non-Recurring Operating

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<tr>
<td><strong>Subtotal CIP</strong></td>
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### TOTAL CIP/Non-Recurring Operating

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<th>2017</th>
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</thead>
<tbody>
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<td><strong>TOTAL CIP/Non-Recurring Operating</strong></td>
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<td>$296,000</td>
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### Notes:

#### CIP and Non-Recurring Operating

- **Annual Street Resurfacing**: $296,000
- **Pavement Management Program**: $0
- **Subtotal CIP**: $296,000
- **Subtotal Non-Recurring Operating**: $0
- **TOTAL CIP/Non-Recurring Operating**: $296,000
## COUNTY GAS TAX FUND

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<th>PROJECTION</th>
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<td>2023</td>
</tr>
<tr>
<td><strong>County Gas Tax Fund</strong></td>
<td>$302,384</td>
<td>$286,784</td>
<td>$260,784</td>
<td>$224,284</td>
<td>$177,084</td>
<td>$119,184</td>
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<tr>
<td><strong>Capital Improvement Plan</strong></td>
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<tr>
<td><strong>County Gas Tax Fund</strong></td>
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<td>$310,000</td>
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<td>$177,084</td>
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### Growth Rates
- **Budget**: 135.2% 112.9% 86.5% 56.5% 23.2%
- **Gas Tax**: 153.1% 135.2% 112.9% 86.5% 56.5% 23.2%

### Notes
- **COUNTY GAS TAX FUND**
- **Capital Improvement Plan**
- **Gas Tax**
- **Total**
- **Growth Rates**

---

**CAPITAL IMPROVEMENT PLAN** 80
The County Gas Tax Fund is a special revenue fund used to account for the revenues and expenditures associated with roadway improvements and maintenance. Revenue is funded by proceeds of the Pinellas County 6th-cent gas tax.

AVAILABLE FUND BALANCE
Fund balance is anticipated to decrease by approximately $15,000 over FY 2018.

Revenue Comparison
County Gas Tax Fund

REVENUE
Intergovernmental revenue is budgeted to decrease 1% over FY 2017 levels. This revenue source is difficult to predict due to the uncertainty of oil prices and their effect on consumer habits.
EXPENDITURES
Total expenditures for FY 2018 are increasing 5%, or $25,000. Operating costs will increase 6% to fund road and sidewalk rehabilitation, and capital expenses will increase 4% to fund the Pavement Management Program CIP project.
## REVENUES

<table>
<thead>
<tr>
<th>Source</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2017</th>
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<tbody>
<tr>
<td>Property Taxes</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Other Taxes</td>
<td>3,436,710</td>
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<tr>
<td>Licenses, Permits, Fees</td>
<td>-</td>
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<td>-</td>
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<tr>
<td>Intergovernmental</td>
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<td>-</td>
<td>250,000</td>
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<tr>
<td>Charges for Services</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>Fines</td>
<td>11,971</td>
<td>14,671</td>
<td>4,500</td>
<td>45,500</td>
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<tr>
<td>Debt Proceeds</td>
<td>6,505,000</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>Transfers In</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>120,000</td>
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<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>9,953,681</td>
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## EXPENDITURES

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<tr>
<td>Operating</td>
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<tr>
<td>Non-Recurring Operating</td>
<td>-</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>Capital</td>
<td>281,715</td>
<td>2,081,165</td>
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<tr>
<td>CIP Capital</td>
<td>-</td>
<td>-</td>
<td>405,000</td>
<td>195,000</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Debt Service</td>
<td>7,410,486</td>
<td>648,010</td>
<td>756,200</td>
<td>770,200</td>
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<tr>
<td>Transfers Out</td>
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<td>-</td>
<td>215,900</td>
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<tr>
<td><strong>TOTAL EXPENDITURES</strong></td>
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<td>2,729,175</td>
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## ESTIMATED UNSPENT EXPENDITURES

<table>
<thead>
<tr>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

## ENDING FUND BALANCE

<table>
<thead>
<tr>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,282,417</td>
<td>5,182,441</td>
<td>7,740,027</td>
<td>6,910,124</td>
</tr>
</tbody>
</table>

## ENDING AVAILABLE FUND BALANCE

<table>
<thead>
<tr>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,282,417</td>
<td>4,350,676</td>
<td>7,740,027</td>
<td>6,910,124</td>
</tr>
</tbody>
</table>

FB as % of Operating Budget TARGET: 15%

<table>
<thead>
<tr>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

*This fund is restricted for capital expenditures

**Notes:**

Transfers in from the LDO Impact Fee Fund are related to a payback for the OLL property originally purchased in the Penny Fund in FY 2016.

### CIP and Non-Recurring Operating

<table>
<thead>
<tr>
<th>Category</th>
<th>BUDGET 2017</th>
<th>ESTIMATED 2017</th>
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</thead>
<tbody>
<tr>
<td>Beltrees Reconstruction</td>
<td>80,000</td>
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<tr>
<td>San Salvador Reconstruction</td>
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<tr>
<td>Trail Renovations</td>
<td>50,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Parks Restroom Renovations</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Parks Boardwalks &amp; Bridges</td>
<td>50,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Playgrd. Equipmt. Replacemt.</td>
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</tr>
<tr>
<td>ADA Playgrd. Repl. @ Edgewtr Pk.</td>
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</tr>
<tr>
<td>New Dog Park</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Pavement Management Program</td>
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<td>-</td>
</tr>
<tr>
<td>Dunedin Golf Course Cart Barn</td>
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<td>-</td>
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<tr>
<td><strong>Subtotal CIP</strong></td>
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<tr>
<td><strong>Subtotal Non-Recurring Operating</strong></td>
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<tr>
<td><strong>TOTAL CIP/NON-RECURRING OPERATING</strong></td>
<td>$405,000</td>
<td>$195,000</td>
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### PENNY FUND

<table>
<thead>
<tr>
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<th>PROJECTION</th>
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</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
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<td>$6,463,924</td>
<td>$6,147,424</td>
<td>$6,519,724</td>
<td>$5,765,424</td>
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<td>2020</td>
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<td>2023</td>
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- PENNY FUND
- CAPITAL IMPROVEMENT PLAN

<table>
<thead>
<tr>
<th>BUDGET</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
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<tbody>
<tr>
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- PENNY FUND
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<tbody>
<tr>
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<td>$4,998,224</td>
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<tr>
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- CAPITAL IMPROVEMENT PLAN

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</thead>
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</tr>
<tr>
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- PENNY FUND
- CAPITAL IMPROVEMENT PLAN

<table>
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<tr>
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<th>PROJECTION</th>
<th>PROJECTION</th>
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<tbody>
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</tbody>
</table>

CAPITAL IMPROVEMENT PLAN
The Penny Fund is a special revenue fund that accounts for infrastructure improvements and is funded by proceeds from Pinellas County’s one-cent local option sales tax known as the “Penny for Pinellas.” The current 10-year term for this was approved by voter referendum in 2007 and expires December 31, 2019.

AVAILABLE FUND BALANCE
Fund balance is anticipated to decrease by $3.25M during FY 2018 as funds are transferred to the Stadium Fund for reconstruction of Florida Auto Exchange Stadium and the Englebert Complex. Should the Penny be renewed for 2020-2029 by voter referendum in November 2017, the City will appropriate additional funding in FY 2018 to fund design for the EOC/Fire Training Center and a new City Hall facility.

REVENUE
Total revenue is expected to increase 18% in FY 2018 over prior year levels. Local option sales tax revenue is anticipated to increase 6% over FY 2017 budgeted levels. A transfer-in from the LDO Impact Fee Fund of $415,200 to repay for debt associated with the purchase of Our Lady of Lord property to expand Hammock Park is also budgeted.
EXPENDITURES
Overall spending will increase by $6M in FY 2018. Planned capital outlay includes $690,000 for the Pavement Management Program, $200,000 for the cart barn at Dunedin Golf Course, $150,000 for a new citywide dog park, and $100,000 for new playground equipment at Scotsdale Park and MLK Recreation Center. Other expenses include debt service associated with Fire Station #61 and the Community Center, as well as a $5.66M transfer to the Stadium Fund for reconstruction of Spring Training facilities.
## CRA FUND

### Beginning Fund Balance

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Budget</th>
<th>Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$459,570</td>
<td>$52,068</td>
<td>$197,717</td>
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<tr>
<td>2016</td>
<td>$487,770</td>
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<tr>
<td>2017</td>
<td></td>
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</table>

### Revenues

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<thead>
<tr>
<th>Source</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2017</th>
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</thead>
<tbody>
<tr>
<td>Property Taxes</td>
<td>449,990</td>
<td>506,053</td>
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<tr>
<td>Licenses, Permits, Fees</td>
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<td>-</td>
<td>-</td>
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<tr>
<td>Fines</td>
<td>-</td>
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<tr>
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</tr>
<tr>
<td>Transfers In</td>
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<td>-</td>
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<tr>
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### Expenditures

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<th>2017</th>
<th>2017</th>
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<td>129,993</td>
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<td>Non-Recurring Operating</td>
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<tr>
<td>Capital</td>
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<td>-</td>
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<td>17,000</td>
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<tr>
<td>Other</td>
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<td>22,235</td>
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<tr>
<td>Debt Service</td>
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<tr>
<td>Transfers Out</td>
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### Estimated Unspent Expenditures

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<th>2017</th>
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<tbody>
<tr>
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<td>$ -</td>
<td>$ -</td>
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### Ending Fund Balance

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<th>Year</th>
<th>Actual</th>
<th>Estimated</th>
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</thead>
<tbody>
<tr>
<td>2015</td>
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<td>$197,717</td>
</tr>
<tr>
<td>2016</td>
<td>$197,717</td>
<td>$169,768</td>
</tr>
<tr>
<td>2017</td>
<td>$169,768</td>
<td>$248,370</td>
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</table>

### Ending Available Fund Balance

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$487,770</td>
<td>$197,717</td>
</tr>
<tr>
<td>2016</td>
<td>$197,717</td>
<td>$169,768</td>
</tr>
<tr>
<td>2017</td>
<td>$169,768</td>
<td>$248,370</td>
</tr>
</tbody>
</table>

FB as % of Operating Budget Target: 15%

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Estimated</th>
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<tr>
<td>2015</td>
<td>131.7%</td>
<td>50.6%</td>
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<tr>
<td>2016</td>
<td>50.2%</td>
<td>72.2%</td>
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</table>

### Notes:
- Property tax revenue assumptions:
  - FY 2019: +6% + $8M new construction,
  - FY 2020: +5% + $8M new construction,
  - FY 2021: +5%,
  - FY 2022: +5%,

### Budget and Estimated:

<table>
<thead>
<tr>
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<th>Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broadway Arch</td>
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<td>17,000</td>
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<tr>
<td>Main St. Trolley Stop Enhancement</td>
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<td>-</td>
</tr>
<tr>
<td>Skinner Blvd. Improvements</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Pioneer Park Resurfacing</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>DT Parking Garage #2 (CRA/Parking Fund)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>CIP Subtotal</td>
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<td>Skinner Blvd. Improvements</td>
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<td>Dwntwn. Parking Garage Lease</td>
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<tr>
<td>Non-Recurring Operating Subtotal</td>
<td>-</td>
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<tr>
<td><strong>Total CIP/Non-Recurring Operating</strong></td>
<td>$17,000</td>
<td>$17,000</td>
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</table>

### Capital Improvement Plan

**Property tax revenue assumptions:**

- FY 2019: +6% + $8M new construction,
- FY 2020: +5% + $8M new construction,
- FY 2021: +5%,
- FY 2022: +5%,
## CRA Fund

### Budget Projection

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
<th>Projection</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
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<td>$799,670</td>
<td>$941,700</td>
<td>$1,077,100</td>
<td>$1,146,900</td>
<td>$1,205,600</td>
<td>$1,266,600</td>
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<tr>
<td>2019</td>
<td>-</td>
<td>-</td>
<td>75,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>2020</td>
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<td>-</td>
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<tr>
<td>2021</td>
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<td>-</td>
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<tr>
<td>2022</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2023</td>
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### Capital Improvement Plan

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
<th>Projection</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
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<td>$982,500</td>
<td>$3,118,300</td>
<td>$1,188,500</td>
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<tr>
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<td>-</td>
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<td>237,100</td>
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</tr>
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<td>2023</td>
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<td>3,000,000</td>
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<td>2018</td>
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<td>50,000</td>
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<tr>
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</table>

### Total

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
<th>Projection</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
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<tr>
<td>2019</td>
<td>-</td>
<td>-</td>
<td>364,870</td>
<td>799,670</td>
<td>323,770</td>
<td>650,370</td>
<td>1,059,170</td>
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<tr>
<td>2020</td>
<td>-</td>
<td>-</td>
<td>364,870</td>
<td>799,670</td>
<td>323,770</td>
<td>650,370</td>
<td>1,059,170</td>
<td>554,970</td>
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### Percentage Change

<table>
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<th>Year</th>
<th>Budget</th>
<th>Projection</th>
<th>77.7%</th>
<th>222.3%</th>
<th>88.2%</th>
<th>132.1%</th>
<th>210.7%</th>
<th>108.1%</th>
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</tr>
<tr>
<td>2020</td>
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<td>-</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>2021</td>
<td>-</td>
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<td>-</td>
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</tr>
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</tr>
<tr>
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<td>3,000,000</td>
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<tr>
<td>2022</td>
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<td>-</td>
<td>-</td>
<td>115,000</td>
<td>115,000</td>
<td>115,000</td>
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<tr>
<td>2023</td>
<td>75,000</td>
<td>-</td>
<td>-</td>
<td>115,000</td>
<td>115,000</td>
<td>115,000</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### Total

| Year | Budget | Projection | 210,800 | $2,990,000 | 115,000 | 115,000 | 3,115,000 | -      |

### Notes

- **CAPITAL IMPROVEMENT PLAN**
- **CRA FUND**
The Community Redevelopment Agency (CRA) Fund is administered by the City’s CRA, a separate legal entity from the City of Dunedin. This fund accounts for the receipt and disbursement of downtown tax increment financing (TIF) revenue. The fund is budgeted for and reported on in conjunction with other City funds for efficiency; however the CRA adopts its budget separately.

**AVAILABLE FUND BALANCE**

Fund balance is anticipated to increase 56% over the course of FY 2018. This reflects a plan to save for major capital projects in FY 2020.

![Ending Available Fund Balance CRA Fund](chart)

**REVENUE**

Ad valorem revenue will increase by more than $230,000 in FY 2018. Estimates from the Pinellas County Property Appraiser indicate a 25% increase in property value for the City of Dunedin’s downtown tax increment financing district/CRD. This is largely due to Victoria Place, a 4-story mixed-use development with 30 condominiums, coming onto the tax rolls in FY 2018.

<table>
<thead>
<tr>
<th>Tax Year</th>
<th>Fiscal Year</th>
<th>Dunedin CRA</th>
<th>% Change</th>
</tr>
</thead>
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<tr>
<td>2012</td>
<td>FY 2013</td>
<td>$80,537,725</td>
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<tr>
<td>2013</td>
<td>FY 2014</td>
<td>$80,845,186</td>
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<tr>
<td>2014</td>
<td>FY 2015</td>
<td>$87,536,113</td>
<td>8.28%</td>
</tr>
<tr>
<td>2015</td>
<td>FY 2016</td>
<td>$91,586,161</td>
<td>4.63%</td>
</tr>
<tr>
<td>2016</td>
<td>FY 2017</td>
<td>$98,640,830</td>
<td>7.70%</td>
</tr>
<tr>
<td>2017</td>
<td>FY 2018</td>
<td>$124,204,123</td>
<td>25.95%</td>
</tr>
</tbody>
</table>

*FY 2018/tax year 2017 estimated value includes new construction/annexations*
EXPENDITURES

Overall expenses in the CRA Fund are increasing 41% in FY 2018 to $732,500. Personnel costs will increase 4% from merit increases for eligible employees and nominal benefit increases. Operating expenses will increase by approximately $160,000 to fund a corridor analysis for Skinner Blvd. ($75,000) and increased funding for downtown events ($20,000). Capital spending includes enhancements to the downtown Main St. Trolley Stop ($60,000). Economic development incentives funding increased for FY 2018 by $10,000.
## SOLID WASTE UTILITY FUND

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL 2015</th>
<th>ACTUAL 2016</th>
<th>BUDGET 2017</th>
<th>ESTIMATED 2017</th>
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<td><strong>REVENUES</strong></td>
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<tr>
<td>Intergovernmental</td>
<td>11,273</td>
<td>9,622</td>
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<tr>
<td>Charges for Services</td>
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<td>5,120,200</td>
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<tr>
<td>Fines</td>
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<td>-</td>
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<tr>
<td>Miscellaneous</td>
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<td>41,372</td>
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<td>10,600</td>
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<tr>
<td>Transfers In</td>
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<td><strong>Revenue Subtotal</strong></td>
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<td>Elimination of Debt Proceeds</td>
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<td>$5,120,181</td>
<td>$5,130,800</td>
<td>$5,130,800</td>
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<tr>
<td>Capital</td>
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<td>Other</td>
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<td><strong>Expense Subtotal</strong></td>
<td>$5,244,178</td>
<td>$5,278,011</td>
<td>$5,461,100</td>
<td>$6,310,124</td>
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<tr>
<td>Depreciation</td>
<td>55,726</td>
<td>139,887</td>
<td>-</td>
<td>400,000</td>
</tr>
<tr>
<td>Elimination of Principal Debt Payments</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(134,400)</td>
</tr>
<tr>
<td>Elimination of Utility Capital</td>
<td>(62,046)</td>
<td>(848,452)</td>
<td>-</td>
<td>(1,507,400)</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$5,237,859</td>
<td>$4,569,446</td>
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<tr>
<td><strong>ENDING TOTAL NET POSITION</strong></td>
<td>$876,850</td>
<td>$1,427,584</td>
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<td>$1,490,060</td>
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<tr>
<td><strong>ENDING AVAILABLE NET POSITION</strong></td>
<td>$936,332</td>
<td>$1,457,550</td>
<td>$674,117</td>
<td>$302,401</td>
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</table>

FB as % of Operating Budget TARGET: 15%

20.1% 33.0% 15.2% 6.7%

### Notes:

This projection assumes the following revenue increases by fiscal year: FY 2019-FY 2021 +5%, FY 2022-FY 2023: +2.5%. A average rate increase of 1.6% was approved in Ord. 14-13 for FY18 but will generate inadequate revenue to meet Reserve Policy. Rate Study is underway and will be brought to City Commission in FY 2018.

### CAPITAL IMPROVEMENT PLAN

<table>
<thead>
<tr>
<th>CIP and Non-Recurring Capital</th>
<th>2017</th>
<th>ESTIMATED 2017</th>
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<tbody>
<tr>
<td>Fleet Replacements</td>
<td>851,300</td>
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<tr>
<td>RFID Scanner Replacements</td>
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<td><strong>CIP Subtotal</strong></td>
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<tr>
<td>Citywide Ext. Facility Painting</td>
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<td>Non-Recurring Operating Subtotal</td>
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<td>-</td>
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<tr>
<td><strong>TOTAL CIP/NON-RECURRING OPERATING</strong></td>
<td>$851,300</td>
<td>$350,000</td>
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## Capital Improvement Plan

### Solid Waste Utility Fund

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>$1,490,060</td>
<td>$1,128,760</td>
<td>$889,560</td>
<td>$800,560</td>
<td>$968,060</td>
<td>$1,145,760</td>
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<td>$5,287,000</td>
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<td>$9,000</td>
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<td></td>
<td>$630,100</td>
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<td></td>
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<td>$943,300</td>
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<tr>
<td></td>
<td>$1,403,000</td>
<td>$1,452,900</td>
<td>$1,504,700</td>
<td>$1,558,600</td>
<td>$1,614,700</td>
<td>$1,673,000</td>
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<td>$3,635,200</td>
<td>$3,707,900</td>
<td>$3,782,100</td>
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<td>$3,934,900</td>
<td>$4,013,600</td>
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<tr>
<td></td>
<td>$481,300</td>
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<tr>
<td></td>
<td>$145,700</td>
<td>$240,800</td>
<td>$240,800</td>
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<td>$131,700</td>
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<tr>
<td></td>
<td>$5,796,900</td>
<td>$5,533,300</td>
<td>$5,872,300</td>
<td>$7,016,700</td>
<td>$6,256,600</td>
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<td>$487,800</td>
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<tr>
<td></td>
<td>(136,600)</td>
<td>(211,900)</td>
<td>(217,400)</td>
<td>(223,100)</td>
<td>(275,900)</td>
<td>(289,300)</td>
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<tr>
<td></td>
<td>(481,300)</td>
<td></td>
<td>(206,000)</td>
<td>(1,309,600)</td>
<td>(353,800)</td>
<td>(943,300)</td>
</tr>
<tr>
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<td>$5,666,800</td>
<td>$5,809,200</td>
<td>$5,936,700</td>
<td>$5,971,800</td>
<td>$6,114,700</td>
<td>$6,238,300</td>
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<tr>
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<td>$1,128,760</td>
<td>$889,560</td>
<td>$800,560</td>
<td>$968,060</td>
<td>$1,145,760</td>
<td>$1,356,760</td>
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<tr>
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<td>$292,307</td>
<td>$329,026</td>
<td>$304,421</td>
<td>$710,609</td>
<td>$746,418</td>
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### Budget and Projection (2018-2023)

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<tr>
<th>Year</th>
<th>Budget</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$481,300</td>
<td>-</td>
<td>$213,000</td>
<td>$1,359,600</td>
<td>$353,800</td>
<td>$943,300</td>
</tr>
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</table>

### 5.8% 6.4% 5.8% 13.0% 13.4% 20.3%

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$481,300</td>
<td>-</td>
<td>$213,000</td>
<td>$1,359,600</td>
<td>$353,800</td>
<td>$943,300</td>
</tr>
</tbody>
</table>

### Capital Improvement Plan

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
<th>Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$481,300</td>
<td>-</td>
<td>$213,000</td>
<td>$1,359,600</td>
<td>$353,800</td>
</tr>
</tbody>
</table>

**5.8% 6.4% 5.8% 13.0% 13.4% 20.3%**
The Solid Waste Fund is an enterprise fund used to account for the provision of solid waste services to residents of the City and some unincorporated areas of Pinellas County.

NET POSITION
The FY 2018 budget reflects a steady net position through FY 2018. Operational cost increases in recycling services prompted a rate study in FY 2017. A recommendation to the City Commission on future rate increases to keep the City within compliance of the City's Reserve Policy will be made in FY 2018. This will impact the net position in future years.

REVENUE
Total revenues are expected to increase 3% in FY 2018. Currently, rates are reflected to increase 5%; however, that structure will be refined in late FY 2017 to address the increased recycling costs beginning in FY 2018.
EXPENDITURES

Overall, expenses will increase 16% in FY 2018, mainly due to a substantial increase in the cost for contracted recycling services. The City’s recycling contract expired at the end of FY 2017 and a new contract yielded higher costs to the City. Personnel costs will increase 3% due to merit increases for eligible employees. Capital outlay is not budgeted in enterprise funds, but $481,300 for Solid Waste fleet replacements is anticipated to be spent.

Expense Comparison
Solid Waste Fund
To best compare FY 2017 against FY 2018, the expense comparison chart restates FY 2017 expenses as shown below adding depreciation and eliminating principal debt payments and utility capital. Prior to FY 2018, these costs (shaded) were booked at year-end.

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>FY 2017</th>
<th>FY 2018</th>
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</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>1,363,400</td>
<td>1,403,000</td>
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<tr>
<td>Operating</td>
<td>3,075,700</td>
<td>3,635,200</td>
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<tr>
<td>Non-Recurring Operating</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital</td>
<td>25,000</td>
<td>-</td>
</tr>
<tr>
<td>CIP Capital</td>
<td>851,300</td>
<td>481,300</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Debt Service</td>
<td>145,700</td>
<td>145,700</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>-</td>
<td>131,700</td>
</tr>
<tr>
<td><strong>Expense Subtotal</strong></td>
<td><strong>5,461,100</strong></td>
<td><strong>5,796,900</strong></td>
</tr>
<tr>
<td>Depreciation</td>
<td>400,000</td>
<td>487,800</td>
</tr>
<tr>
<td>Elim. Of Principal Debt Pymt.</td>
<td>(134,400)</td>
<td>(136,600)</td>
</tr>
<tr>
<td>Elimination of Utility Capital</td>
<td>(876,300)</td>
<td>(481,300)</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$4,850,400</strong></td>
<td><strong>$5,666,800</strong></td>
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# WATER/WASTEWATER UTILITY FUND

<table>
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<tr>
<th></th>
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<th>2016</th>
<th>2017</th>
<th>2017</th>
<th>2017</th>
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<td><strong>BEGINNING FUND BALANCE</strong></td>
<td>$35,183,809</td>
<td>$34,802,929</td>
<td>$8,280,626</td>
<td>$33,440,856</td>
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<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Licenses, Permits, Fees</td>
<td>131,638</td>
<td>231,406</td>
<td>458,600</td>
<td>220,240</td>
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<tr>
<td>Intergovernmental</td>
<td>-</td>
<td>9,048</td>
<td>1,082,900</td>
<td>1,082,900</td>
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<tr>
<td>Charges for Services</td>
<td>14,811,728</td>
<td>14,950,087</td>
<td>16,377,100</td>
<td>16,377,100</td>
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<tr>
<td>Fines</td>
<td>163,336</td>
<td>153,270</td>
<td>120,000</td>
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<tr>
<td>Miscellaneous</td>
<td>448,929</td>
<td>364,970</td>
<td>141,000</td>
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<tr>
<td>Debt Proceeds</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
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<tr>
<td>Transfers In</td>
<td>521,283</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>Revenue Subtotal</strong></td>
<td>$16,076,913</td>
<td>$15,708,782</td>
<td>$18,179,600</td>
<td>$17,941,240</td>
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</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>$16,076,913</td>
<td>$15,708,782</td>
<td>$18,179,600</td>
<td>$17,941,240</td>
<td></td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
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</tr>
<tr>
<td>Personnel</td>
<td>5,470,080</td>
<td>5,856,211</td>
<td>6,111,700</td>
<td>6,111,700</td>
<td></td>
</tr>
<tr>
<td>Operating</td>
<td>6,553,242</td>
<td>6,980,245</td>
<td>6,709,200</td>
<td>7,099,116</td>
<td></td>
</tr>
<tr>
<td>Non-Recurring Operating</td>
<td>-</td>
<td>-</td>
<td>221,500</td>
<td>221,500</td>
<td></td>
</tr>
<tr>
<td>Capital</td>
<td>708,780</td>
<td>1,604,555</td>
<td>326,800</td>
<td>7,618,933</td>
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</tr>
<tr>
<td>CIP Capital</td>
<td>-</td>
<td>-</td>
<td>6,584,400</td>
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</tr>
<tr>
<td>Other</td>
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<td>5,706</td>
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<td></td>
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<tr>
<td>Debt Service</td>
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<td>1,479,200</td>
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<td>Transfers Out</td>
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<td><strong>Expense Subtotal</strong></td>
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<td>Depreciation</td>
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<td>4,000,000</td>
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<tr>
<td>Elimination of Principal Debt Payments</td>
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<td>(914,720)</td>
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<td>(942,400)</td>
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<td>Elimination of Utility Capital</td>
<td>(708,780)</td>
<td>(1,604,555)</td>
<td>-</td>
<td>(14,793,300)</td>
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</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$16,457,793</td>
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<td>$17,969,100</td>
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<tr>
<td><strong>ENDING TOTAL NET POSITION</strong></td>
<td>$34,802,929</td>
<td>$33,440,856</td>
<td>$5,027,426</td>
<td>$33,412,996</td>
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<tr>
<td><strong>ENDING AVAILABLE NET POSITION</strong></td>
<td>$16,143,637</td>
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<td>$5,550,193</td>
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</table>

FB as % of Operating Budget TARGET: 25%

- $1M capital reserve accounted for each year

CAPITAL IMPROVEMENT PLAN

97
## WATER/WASTEWATER UTILITY FUND

### Capital Improvement Plan

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
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<td>102,400</td>
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<tr>
<td><strong>1,082,900</strong></td>
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<tr>
<td><strong>249,300</strong></td>
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</tr>
<tr>
<td><strong>24,480,000</strong></td>
<td>3,835,600</td>
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<td>-</td>
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<td></td>
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<tr>
<td><strong>1,082,900</strong></td>
<td></td>
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<tr>
<td><strong>16,760,900</strong></td>
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<td><strong>150,000</strong></td>
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<td><strong>249,300</strong></td>
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<tr>
<td><strong>24,480,000</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>$44,038,700</strong></td>
<td>$22,201,200</td>
<td>$18,995,000</td>
<td>$19,766,300</td>
<td>$20,630,200</td>
<td>$21,588,700</td>
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<tr>
<td>(24,480,000)</td>
<td>(3,835,600)</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>$19,558,700</strong></td>
<td>$18,365,600</td>
<td>$18,995,000</td>
<td>$19,766,300</td>
<td>$20,630,200</td>
<td>$21,588,700</td>
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<table>
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<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
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<td>6,645,900</td>
<td>6,874,000</td>
<td>7,110,700</td>
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<td>7,611,200</td>
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<tr>
<td><strong>7,248,200</strong></td>
<td>7,320,700</td>
<td>7,393,900</td>
<td>7,467,800</td>
<td>7,542,500</td>
<td>7,617,900</td>
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<tr>
<td><strong>530,000</strong></td>
<td>50,000</td>
<td>100,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td><strong>420,000</strong></td>
<td>600,000</td>
<td>600,000</td>
<td>600,000</td>
<td>600,000</td>
<td>600,000</td>
<td></td>
</tr>
<tr>
<td><strong>7,053,000</strong></td>
<td>17,971,600</td>
<td>5,695,000</td>
<td>2,176,000</td>
<td>334,000</td>
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<td>(1,895,500)</td>
<td>(1,961,600)</td>
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<tr>
<td>(7,473,000)</td>
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<td>$12,412,243</td>
<td>$7,736,258</td>
<td>$7,132,550</td>
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<td>$10,639,955</td>
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171.7% 81.4% 46.9% 42.1% 52.4% 63.3%
### Notes:
- Production Well Facilities - $400,000
- impact fees in FY 2018

### Capital Improvement Plan

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<th>Project Description</th>
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<th>Estimated 2017</th>
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<td>Fairway Estates Water Main</td>
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<td>Bayshore Water Main</td>
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<td>WWTP Blower Replacement</td>
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<td>WW Lift Station Forcemain Replacements</td>
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<td>Production Well Facilities (RESTD partial)</td>
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<tr>
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<td>WWTP Outfall Repair</td>
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<td>2022</td>
<td></td>
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<tr>
<td>2023</td>
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<tr>
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<tr>
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<td>600,000</td>
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<td>2022</td>
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<td>Total</td>
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<td>$7,583,000</td>
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</table>
The Water/Wastewater Fund is an enterprise fund and accounts for the provision of water and sewer services to residents of the City and some unincorporated areas.

NET POSITION
The FY 2018 Budget reflects an increase in net position of $20M as the $27M Water Treatment Plant's Design Building CIP project gets underway. Debt proceeds of $24M in FY 2018 are anticipated and the project is scheduled for completion in FY 2021. This is planned spending of fund balance as the capital projects identified in the Water/Wastewater Master Plan continues. The City is pursuing Florida Department of Environmental Protection's State Revolving Fund Loans for both the water and wastewater projects beginning in FY 2018.

REVENUE
Overall revenues are anticipated to increase 8% in FY 2018. Water and sewer impact fees are projected to be $800,000 more than FY 2017 budget levels due to the number of projects currently being developed within the City. User fees are expected to increase more than $500,000 from a 4.7% programmed rate increase. Debt proceeds in excess of $24M are also expected in FY 2018 but are not budgeted because the Water/Wastewater Fund is an enterprise fund.
In total, expenses will increase 11% over FY 2017 levels. Personnel costs will increase 5% due to merit increases and the addition of one part-time position in the Water Division. Operating costs will grow 12% in FY 2018 from increased spending on repair and maintenance. Capital outlay, which is not budgeted because this is an enterprise fund, includes $750,000 for SR-580 Water Main Tie-ins, $3.74M for the WTP Design-Build project, and $600,000 for the WWTP Blower Replacements. Debt service for the existing Series 2012 bonds is also anticipated.
To best compare FY 2017 against FY 2018, the expense comparison chart restates FY 2017 expenses as shown below adding depreciation and eliminating principal debt payments and utility capital. Prior to FY 2018, these costs (shaded) were booked at year-end.

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>FY 2017</th>
<th>FY 2018</th>
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<td>Personnel</td>
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<tr>
<td>Other</td>
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</tr>
<tr>
<td>Debt Service</td>
<td>1,479,200</td>
<td>1,939,800</td>
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<td>Transfers Out</td>
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<tr>
<td>Expense Subtotal</td>
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<tr>
<td>Depreciation</td>
<td>4,000,000</td>
<td>4,356,500</td>
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<tr>
<td>Elimination of Principal Debt Payments</td>
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<td>(970,200)</td>
</tr>
<tr>
<td>Elimination of Utility Capital</td>
<td>(6,911,200)</td>
<td>(7,473,000)</td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$17,579,200</td>
<td>$19,530,300</td>
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## PARKING FUND

<table>
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<tr>
<th></th>
<th>ACTUAL 2015</th>
<th>ACTUAL 2016</th>
<th>BUDGET 2017</th>
<th>ESTIMATED 2017</th>
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<td><strong>REVENUES</strong></td>
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<tr>
<td>Charges for Services</td>
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<td>Debt Proceeds</td>
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<tr>
<td>Transfers In</td>
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<td><strong>TOTAL REVENUES</strong></td>
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<tr>
<td><strong>EXPENSES</strong></td>
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<tr>
<td>Personnel</td>
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<tr>
<td>CIP Capital</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Other</td>
<td>-</td>
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<tr>
<td>Debt Service</td>
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</tr>
<tr>
<td>Transfers Out</td>
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<tr>
<td>Expense Subtotal</td>
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<td>$2,767,600</td>
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<td>Elimination of Principal Debt Payments</td>
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<tr>
<td>Elimination of Utility Capital</td>
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<td><strong>TOTAL EXPENSES</strong></td>
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<td>N/A</td>
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<td>514.5%</td>
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</table>

**Notes:**
At the end of FY 2017, staff will report on the one-year pilot hybrid parking program to the City Commission. At that time, the Commission will determine whether the parking program will continue into FY 2018 and beyond. Until direction is received to discontinue the program, staff will continue to plan for and report on this fund.

### CIP and Non-Recurring Capital

- **Downtown Parking Management- capital**
- **DT Parking Garage #2 (Parking/CRA)**
- **CIP Subtotal**
- **Downtown Parking Garage Lease**
- **Downtown Pkg. Management- operating**
- **Downtown Parking Garage #2 Maint.**
- **Non-Recurring Operating Subtotal**
- **TOTAL CIP/NON-RECURRING OPERATING**

### CAPITAL IMPROVEMENT PLAN

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<tr>
<td>DT Parking Garage #2 (Parking/CRA)</td>
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<tr>
<td><strong>CIP Subtotal</strong></td>
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<tr>
<td>Downtown Parking Garage Lease</td>
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<td>520,200</td>
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<tr>
<td>Downtown Parking Garage #2 Maint.</td>
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<td><strong>Non-Recurring Operating Subtotal</strong></td>
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<td>520,200</td>
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<td><strong>TOTAL CIP/NON-RECURRING OPERATING</strong></td>
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<td>$520,200</td>
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## PARKING FUND

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<th>Projection</th>
<th>Projection</th>
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<td>$1,698,000</td>
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<td>$1,788,668</td>
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### BUDGET PROJECTIONS

- 45.5% budget increase
- 242.1% budget increase
- 284.2% budget increase
- 296.1% budget increase
- 299.1% budget increase
- 300.7% budget increase

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CAPITAL IMPROVEMENT PLAN
PARKING FUND ANALYSIS

The Parking Fund is an enterprise fund used to account for revenues and expenses associated with the one-year hybrid paid and complimentary parking program, including leases in the newly constructed downtown parking garage and other parking lot leases. Commission has identified and agreed upon performance measures for evaluation through Resolution 16-23. At the end of FY 2017, staff will compare actual results against performance measures and make a recommendation to City Commission on whether the program should be continued. Ultimately, the City Commission will decide whether this program, and this fund will continue into FY 2018 and beyond.

NET POSITION
Net position will decrease in FY 2018 with the one-time buydown of a long term lease of a private parking structure. The hybrid complimentary/paid parking program began in FY 2017 as a one-year pilot. The program will be evaluated after September 30, 2017 for further consideration. From a fiscal perspective, it appears the revenue stream would support continued operations of the program should the City Commission wish to continue the program.

REVENUE
Based on revenue projections from implementing the City's hybrid complimentary-paid parking pilot program, the City anticipates $869,800 from charges for service and fines. The major revenue decrease stems from the one-time transfer of BP Settlement funds in FY 2017.
EXPENSES
Total expenses are expected to remain relatively flat in FY 2018. The lease buydown, originally budgeted for FY 2017 will now occur in FY 2018. Other operating expenses will decrease slightly as the City plans to purchase pay stations (capital which is not budgeted) instead of leasing them if the program continues.
To best compare FY 2017 against FY 2018, the expense comparison chart restates FY 2017 expenses as shown below adding depreciation and eliminating principal debt payments and utility capital. Prior to FY 2018, these costs (shaded) were booked at year-end.

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<th>FY 2018</th>
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<tr>
<td>Other</td>
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<tr>
<td>Debt Service</td>
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<td>Transfers Out</td>
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<td><strong>Expense Subtotal</strong></td>
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<td>2,684,900</td>
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<td>-</td>
<td>-</td>
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<tr>
<td>Elim. Of Principal Debt Pymt.</td>
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<tr>
<td>Elimination of Utility Capital</td>
<td>-</td>
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<td><strong>$2,524,900</strong></td>
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## STORMWATER UTILITY FUND

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<th>ACTUAL 2016</th>
<th>BUDGET 2017</th>
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### REVENUES

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### EXPENSES

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<td>1,171,500</td>
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<tr>
<td>Capital</td>
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<tr>
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### ENDING TOTAL NET POSITION

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### ENDING AVAILABLE NET POSITION

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<td>$2,475,660</td>
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FB as % of Operating Budget TARGET: 25%

FB as % of Operating Budget: 342.2% 121.5% 9.4% 65.4%

*$500,000 capital reserve accounted for each year

### Notes:

CIP and Non-Recurring Capital

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## STORMWATER UTILITY FUND

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### BUDGET SUMMARY

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</table>
The Stormwater Fund is an enterprise fund used to account for the provision of services for the collection, storage, treatment, and conveyance of Stormwater for the benefit of all developed property within the City.

NET POSITION
The FY 2018 Budget reflects a slight increase in net position by the end of FY 2018 and continues to exceed the reserve level identified in the City's Reserve Policy.

REVENUE
Total revenues will increase 3% in FY 2018. Charges for service are anticipated to increase 4% due to a programmed rate increase of 4.5%. Initially, the City expected to receive revenues from fines in FY 2017 as a part of a countywide stormwater enforcement program; however, that program has not materialized. No revenues have been collected from fines in FY 2017 and none are anticipated in FY 2018 or future years at this time. A small amount of miscellaneous revenue ($10,500) will be booked in FY 2018 from interest on amortized bond premium.

![Revenue Comparison Chart](image)

<table>
<thead>
<tr>
<th>2016 Actual</th>
<th>2017 Estimated</th>
<th>2018 Budget</th>
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<tr>
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![Ending Available Net Position Chart](image)

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<tr>
<td>Stormwater Fund</td>
</tr>
<tr>
<td>2016 Actual: $3,602,000</td>
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<tr>
<td>2017 Estimated: $3,720,500</td>
</tr>
<tr>
<td>2018 Budget: $3,720,500</td>
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</table>
STORMWATER FUND ANALYSIS

EXPENSES
Overall, expenses will decrease 3% in FY 2018. Personnel costs will increase 2% due to the cost merit increases. Operating costs will decrease 4%, largely from the elimination of the FY 2017 Master Plan Update of $550,000. Repair and maintenance for stormwater includes $375,000 for pipe replacement at Lyndhurst and Cedarwood and $330,000 for stormwater pipe lining which was previously categorized as a capital type expense.

Capital outlay is not budgeted because the Stormwater Fund is an enterprise fund; however, anticipated expenses include $200,000 for the Gabion Replacements CIP project and $75,000 for the Patricia Beltrees Treatment Facility CIP project.

To best compare FY 2017 against FY 2018, the expense comparison chart restates FY 2017 expenses as shown below adding depreciation and eliminating principal debt payments and utility capital. Prior to FY 2018, these costs (shaded) were booked at year-end.

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>FY 2017</th>
<th>FY 2018</th>
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<tbody>
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<td>CIP Capital</td>
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<td>75,000</td>
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<td>Other</td>
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<td>Debt Service</td>
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<tr>
<td><strong>Expense Subtotal</strong></td>
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<td>Depreciation</td>
<td>1,351,000</td>
<td>1,450,600</td>
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<tr>
<td>Elim. Of Principal Debt Pymts.</td>
<td>(448,600)</td>
<td>(457,800)</td>
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<tr>
<td>Elimination of Utility Capital</td>
<td>(347,000)</td>
<td>(638,400)</td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$4,536,500</strong></td>
<td><strong>$4,484,500</strong></td>
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### MARINA FUND

**BUDGET SUMMARY**

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<th>ACTUAL</th>
<th>BUDGET</th>
<th>ESTIMATED</th>
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<td>2017</td>
<td>2017</td>
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<td>$2,190,668</td>
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#### REVENUES

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<tr>
<td>Intergovernmental</td>
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<tr>
<td>Charges for Services</td>
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<tr>
<td>Fines</td>
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<td>Transfers In</td>
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<td><strong>Revenue Subtotal</strong></td>
<td>$577,966</td>
<td>$527,714</td>
<td>$506,500</td>
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</table>

**Elimination of Debt Proceeds**

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</thead>
<tbody>
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<td><strong>Total Revenues</strong></td>
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<td>$527,714</td>
<td>$506,500</td>
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#### EXPENSES

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<tr>
<td>Personnel</td>
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<td>149,000</td>
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<tr>
<td>Non-Recurring Operating</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital</td>
<td>188,201</td>
<td>493,046</td>
<td>-</td>
<td>247,600</td>
</tr>
<tr>
<td>CIP Capital</td>
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<tr>
<td>Other</td>
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<tr>
<td>Debt Service</td>
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</tr>
<tr>
<td>Transfers Out</td>
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<tr>
<td><strong>Expense Subtotal</strong></td>
<td>$497,751</td>
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<td>Elimination of Principal Debt Payments</td>
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<tr>
<td>Elimination of Utility Capital</td>
<td>(188,201)</td>
<td>(493,046)</td>
<td>-</td>
<td>(285,100)</td>
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<tr>
<td><strong>Total Expenses</strong></td>
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<td>$362,323</td>
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**ENDING TOTAL NET POSITION**

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<td>$2,190,668</td>
<td>$2,356,059</td>
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**ENDING AVAILABLE NET POSITION**

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<td>$720,329</td>
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**FB as % of Operating Budget**

TARGET: 25%

<table>
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<tr>
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<th>2017</th>
<th>2017</th>
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<tr>
<td>360.2%</td>
<td>196.7%</td>
<td>137.8%</td>
<td>209.3%</td>
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Plus remaining Part B capital revenue for capital reserve

**Notes:**

### CIP and Non-Recurring Capital

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<td>Marina Aluminum Dock</td>
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<td><strong>CIP Subtotal</strong></td>
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<tr>
<td>Marina Road &amp; Parking Repair</td>
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<tr>
<td>Non-Recurring Operating Subtotal</td>
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<td><strong>Total CIP/Non-Recurring Operating</strong></td>
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### MARINA FUND

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<th>2020</th>
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<td>2,480,259</td>
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<td>733,829</td>
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</table>

### BUDGET SUMMARY

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<tr>
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<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
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</tr>
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<tr>
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<tr>
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<td>2,619,659</td>
<td>2,610,559</td>
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<td>62,629</td>
<td>190,729</td>
<td>258,529</td>
<td>388,529</td>
<td>467,629</td>
</tr>
</tbody>
</table>

**216.7%** | **18.0%** | **53.2%** | **70.1%** | **102.4%** | **108.7%**
The Marina Fund is an enterprise fund used to account for the financing, operation, and maintenance of the City Marina and the associated real property.

**NET POSITION**
The FY 2018 Proposed Budget reflects an increase in net position and the Marina Fund will continue to exceed the City's Reserve Policy level of 25% of operating expenses by the end of FY 2018. This equity will be used in FY 2019 and FY 2020 for the Marina Dredging CIP project.

**REVENUE**
Revenue is projected to decrease slightly over FY 2017 levels, by approximately 8%. This is due to reduced revenue from dock work at the commercial slips while ongoing repair and maintenance continues. It is anticipated that boat slip revenue will recover with completion of the projects and revenue will return to normal levels. No rate increase is anticipated for FY 2018.
EXPENSES
Overall expenses for the Marina Fund will increase 2% over FY 2017 levels. Personnel costs have increased 4% due to the cost of a 3% pay increase for eligible employees and nominal benefit increase. Operating costs will remain flat. FY 2018 capital outlay includes $112,500 for design of the Marina Dredging CIP project. Since the Marina Fund is an enterprise fund, capital expenses are not budgeted and become part of the fund’s net position (working capital) at year-end.
To best compare FY 2017 against FY 2018, the expense comparison chart restates FY 2017 expenses as shown below adding depreciation and eliminating principal debt payments and utility capital. Prior to FY 2018, these costs (shaded) were booked at year-end.

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>195,100</td>
<td>203,700</td>
</tr>
<tr>
<td>Operating</td>
<td>149,000</td>
<td>134,900</td>
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<tr>
<td>Non-Recurring Operating</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>CIP Capital</td>
<td>37,500</td>
<td>112,500</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Debt Service</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Transfers Out</td>
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<td>-</td>
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<tr>
<td><strong>Expense Subtotal</strong></td>
<td><strong>381,600</strong></td>
<td><strong>451,100</strong></td>
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<tr>
<td>Depreciation</td>
<td>76,000</td>
<td>88,200</td>
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<tr>
<td>Elim. Of Principal Debt Pymts.</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Elimination of Utility Capital</td>
<td>(37,500)</td>
<td>(112,500)</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$420,100</strong></td>
<td><strong>$426,800</strong></td>
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</table>
## FLEET FUND

### BUDGET SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL 2015</th>
<th>ACTUAL 2016</th>
<th>BUDGET 2017</th>
<th>ESTIMATED 2017</th>
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<tbody>
<tr>
<td><strong>BEGINNING FUND BALANCE</strong></td>
<td>$6,250,889</td>
<td>$7,013,257</td>
<td>$1,334,921</td>
<td>$7,444,925</td>
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### REVENUES

<table>
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<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2017</th>
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<tr>
<td>Intergovernmental</td>
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<td>Charges for Services</td>
<td>3,061,408</td>
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<td>Miscellaneous</td>
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<td>57,786</td>
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<td>7,500</td>
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<td>Debt Proceeds</td>
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<td>-</td>
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<td>-</td>
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<tr>
<td>Transfers In</td>
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<td>-</td>
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<td>$2,862,833</td>
<td>$2,776,700</td>
<td>$2,908,321</td>
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### EXPENSES

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<thead>
<tr>
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<th>2015</th>
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<th>2017</th>
<th>2017</th>
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<tr>
<td>Personnel</td>
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<td>559,250</td>
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<td>917,805</td>
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<td>1,180,400</td>
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<tr>
<td>Non-Recurring Operating</td>
<td>-</td>
<td>-</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Capital</td>
<td>1,194,834</td>
<td>731,945</td>
<td>60,000</td>
<td>825,247</td>
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<td>CIP Capital</td>
<td>-</td>
<td>-</td>
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<td>1,560,100</td>
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<tr>
<td>Other</td>
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<tr>
<td>Debt Service</td>
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<td>111,889</td>
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<td><strong>Expense Subtotal</strong></td>
<td>$2,996,432</td>
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### Total Revenues

<table>
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<th>2016</th>
<th>2017</th>
<th>2017</th>
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<tbody>
<tr>
<td>Elimination of Debt Proceeds</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>$3,534,872</td>
<td>$2,862,833</td>
<td>$2,776,700</td>
<td>$2,908,321</td>
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### Total Expenses

<table>
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<th>2016</th>
<th>2017</th>
<th>2017</th>
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<tr>
<td>Depreciation</td>
<td>1,072,757</td>
<td>946,570</td>
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<td>992,000</td>
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<td>Elimination of Principal Debt Payments</td>
<td>(101,852)</td>
<td>(104,349)</td>
<td>-</td>
<td>(120,900)</td>
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<tr>
<td>Elimination of Utility Capital</td>
<td>(1,194,834)</td>
<td>(731,945)</td>
<td>-</td>
<td>(2,385,300)</td>
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<td><strong>Total expenses</strong></td>
<td>$2,772,503</td>
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### Ending Total Net Position

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<th>2017</th>
<th>2017</th>
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<tr>
<td><strong>ENDING TOTAL NET POSITION</strong></td>
<td>$7,013,257</td>
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### Ending Available Net Position

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<tr>
<td><strong>ENDING AVAILABLE NET POSITION</strong></td>
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FB as % of Operating Budget

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<th>2017</th>
<th>2017</th>
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</thead>
<tbody>
<tr>
<td>Fleet Replacements</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>CIP Subtotal</td>
<td>1,560,100</td>
<td>1,560,100</td>
<td>1,560,100</td>
<td>1,560,100</td>
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<tr>
<td>Citywide HVAC Replacements</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Citywide Ext. Facility Painting</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Non-Recurring Operating Subtotal</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$10,000</td>
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<tr>
<td><strong>TOTAL CIP/NON-RECURRING OPERATING</strong></td>
<td>$1,570,100</td>
<td>$1,570,100</td>
<td>$1,570,100</td>
<td>$1,570,100</td>
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Notes:

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<tr>
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<tr>
<td>CIP &amp; Non-Recurring Capital</td>
<td>141.4%</td>
<td>190.5%</td>
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<tr>
<td>Fleet Replacements</td>
<td>1,560,100</td>
<td>1,560,100</td>
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<td>CIP Subtotal</td>
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<td>1,560,100</td>
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<tr>
<td>Citywide HVAC Replacements</td>
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<tr>
<td>Citywide Ext. Facility Painting</td>
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<tr>
<td>Non-Recurring Operating Subtotal</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td><strong>TOTAL CIP/NON-RECURRING OPERATING</strong></td>
<td>$1,570,100</td>
<td>$1,570,100</td>
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### FLEET FUND

<table>
<thead>
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<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
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</thead>
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<tr>
<td>2018</td>
<td>$ 7,590,646</td>
<td>$ 7,638,246</td>
<td>$ 7,824,246</td>
<td>$ 7,973,446</td>
<td>$ 7,995,046</td>
<td>$ 7,998,746</td>
</tr>
<tr>
<td></td>
<td>$ 64.4%</td>
<td>$ 116.7%</td>
<td>$ 107.3%</td>
<td>$ 112.8%</td>
<td>$ 145.6%</td>
<td>$ 158.7%</td>
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<tr>
<td>2019</td>
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<td>$ 2,912,500</td>
<td>$ 2,941,600</td>
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<td>$ 3,030,700</td>
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<tr>
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<td>$ 7,500</td>
<td>$ 7,500</td>
<td>$ 7,500</td>
<td>$ 7,500</td>
<td>$ 7,500</td>
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<tr>
<td>2020</td>
<td>$ 131,700</td>
<td>$ 131,700</td>
<td>$ 131,700</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td></td>
<td>$ 3,022,900</td>
<td>$ 3,051,700</td>
<td>$ 3,080,800</td>
<td>$ 2,978,500</td>
<td>$ 3,008,200</td>
<td>$ 3,038,200</td>
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<tr>
<td>2021</td>
<td>$ 633,000</td>
<td>$ 655,000</td>
<td>$ 677,800</td>
<td>$ 701,500</td>
<td>$ 726,100</td>
<td>$ 751,600</td>
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<tr>
<td></td>
<td>$ 1,181,000</td>
<td>$ 1,204,600</td>
<td>$ 1,228,700</td>
<td>$ 1,253,300</td>
<td>$ 1,278,400</td>
<td>$ 1,304,000</td>
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<tr>
<td>2022</td>
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<td>-</td>
<td>$ 1,064,800</td>
<td>$ 694,500</td>
<td>$ 230,800</td>
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<td>$ 131,000</td>
<td>$ 131,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>2023</td>
<td>$ 2,975,300</td>
<td>$ 2,865,700</td>
<td>$ 2,931,600</td>
<td>$ 2,956,900</td>
<td>$ 3,004,500</td>
<td>$ 3,055,600</td>
</tr>
<tr>
<td></td>
<td>$ 4,070,200</td>
<td>$ 2,050,600</td>
<td>$ 3,183,300</td>
<td>$ 2,840,300</td>
<td>$ 2,295,300</td>
<td>$ 2,694,600</td>
</tr>
<tr>
<td></td>
<td>$ 1,153,100</td>
<td>$ 1,000,000</td>
<td>$ 1,000,000</td>
<td>$ 1,000,000</td>
<td>$ 1,000,000</td>
<td>$ 1,000,000</td>
</tr>
<tr>
<td></td>
<td>$ (122,900)</td>
<td>$ (124,900)</td>
<td>$ (126,900)</td>
<td>$ (128,900)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>$ (2,125,100)</td>
<td>(60,000)</td>
<td>(1,124,800)</td>
<td>(754,500)</td>
<td>(290,800)</td>
<td>(639,000)</td>
</tr>
<tr>
<td></td>
<td>$ 2,975,300</td>
<td>$ 2,865,700</td>
<td>$ 2,931,600</td>
<td>$ 2,956,900</td>
<td>$ 3,004,500</td>
<td>$ 3,055,600</td>
</tr>
<tr>
<td></td>
<td>$ 4,070,200</td>
<td>$ 2,050,600</td>
<td>$ 3,183,300</td>
<td>$ 2,840,300</td>
<td>$ 2,295,300</td>
<td>$ 2,694,600</td>
</tr>
<tr>
<td></td>
<td>$ 1,153,100</td>
<td>$ 1,000,000</td>
<td>$ 1,000,000</td>
<td>$ 1,000,000</td>
<td>$ 1,000,000</td>
<td>$ 1,000,000</td>
</tr>
<tr>
<td></td>
<td>$ (122,900)</td>
<td>$ (124,900)</td>
<td>$ (126,900)</td>
<td>$ (128,900)</td>
<td>-</td>
<td>-</td>
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<tr>
<td></td>
<td>$ (2,125,100)</td>
<td>(60,000)</td>
<td>(1,124,800)</td>
<td>(754,500)</td>
<td>(290,800)</td>
<td>(639,000)</td>
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<tr>
<td></td>
<td>$ 2,975,300</td>
<td>$ 2,865,700</td>
<td>$ 2,931,600</td>
<td>$ 2,956,900</td>
<td>$ 3,004,500</td>
<td>$ 3,055,600</td>
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**Budget Summary**

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<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fleet Fund</strong></td>
<td>$ 7,638,246</td>
<td>$ 7,824,246</td>
<td>$ 7,973,446</td>
<td>$ 7,995,046</td>
<td>$ 7,998,746</td>
<td>$ 7,998,746</td>
</tr>
</tbody>
</table>

**BUDGET SUMMARY**

122
FLEET SERVICES FUND ANALYSIS

The Fleet Services Fund (Fleet Fund) is an internal service fund. This fund is used to account for and report costs related to the maintenance, repair, and replacement of City vehicles and additional related costs such as fuel and diesel. Operating and capital revenues come from charges to departments for services.

NET POSITION
The FY 2018 net position reflects a decrease in net position from FY 2017 to FY 2018 of approximately $1M. In reviewing the six-year planning period, FY 2018 is a peak year for vehicle replacements with no vehicle purchases planned for FY 2019. Net position will recover to historical levels in FY 2019.

<table>
<thead>
<tr>
<th></th>
<th>2016 Actual</th>
<th>2017 Estimated</th>
<th>2018 Budget</th>
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<tbody>
<tr>
<td>Ending Available Net Position</td>
<td>$2,813,689</td>
<td>$2,216,049</td>
<td>$1,168,775</td>
</tr>
</tbody>
</table>

REVENUE
Total revenues will increase 9% over FY 2017 levels. Internal service fees charged to departments, which make up the majority of this fund’s revenues, will increase 4%. These fees are composed of: 1) annual replacement costs for vehicles, 2) maintenance and repair charges for vehicles, and 3) estimated fuel use. Gasoline and diesel rates for FY 2018 remain flat at $2.50 and $2.75 per gallon, respectively. Unused fuel proceeds are returned to funding sources at end of the FY.
FLEET SERVICES FUND ANALYSIS

EXPENSES
Total expenses in the Fleet Fund are increasing 8% in FY 2018. Personnel costs will increase 11%, driven largely by changes in benefit elections by employees. Operating expenses are relatively flat.

Anticipated capital expenses are slightly higher than FY 2017 levels, $2.1M in FY 2018 versus $1.5M as originally budgeted in FY 2017. In FY 2018, one of the City’s most expensive vehicles, a Fire/Rescue ladder truck, will be purchased at a cost of $1.1M. A total of 28 vehicles or heavy equipment will be purchased by the Fleet Fund in FY 2018. Since the Fleet Fund is an internal service fund, capital expenses are not budgeted and become part of the fund’s net position (working capital) at year-end.
To best compare FY 2017 against FY 2018, the expense comparison chart restates FY 2017 expenses as shown below adding depreciation and eliminating principal debt payments and utility capital. Prior to FY 2018, these costs (shaded) were booked at year-end.

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>FY 2017</th>
<th>FY 2018</th>
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</thead>
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<tr>
<td>Personnel</td>
<td>570,900</td>
<td>633,000</td>
</tr>
<tr>
<td>Operating</td>
<td>1,180,400</td>
<td>1,181,000</td>
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<tr>
<td>Non-Recurring Operating</td>
<td>10,000</td>
<td>-</td>
</tr>
<tr>
<td>Capital</td>
<td>60,000</td>
<td>-</td>
</tr>
<tr>
<td>CIP Capital</td>
<td>1,560,100</td>
<td>2,125,100</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Debt Service</td>
<td>130,200</td>
<td>131,100</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Expense Subtotal</strong></td>
<td>3,511,600</td>
<td>4,070,200</td>
</tr>
<tr>
<td>Depreciation</td>
<td>992,000</td>
<td>1,153,100</td>
</tr>
<tr>
<td>Elimination of Principal Debt Payments</td>
<td>(120,900)</td>
<td>(122,900)</td>
</tr>
<tr>
<td>Elimination of Utility Capital</td>
<td>(1,620,100)</td>
<td>(2,125,100)</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$2,762,600</td>
<td>$2,975,300</td>
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<table>
<thead>
<tr>
<th></th>
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<th>ACTUAL 2016</th>
<th>BUDGET 2017</th>
<th>ESTIMATED 2017</th>
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<td>BEGINNING FUND BALANCE</td>
<td>$3,761,738</td>
<td>$1,506,450</td>
<td>$657,417</td>
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### REVENUES

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<th>2017</th>
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<td>Intergovernmental</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>1,378,102</td>
<td>1,338,784</td>
<td>1,394,400</td>
<td>1,394,400</td>
</tr>
<tr>
<td>Fines</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>(678,469)</td>
<td>30,991</td>
<td>27,500</td>
<td>27,500</td>
</tr>
<tr>
<td>Debt Proceeds</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfers In</td>
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<td>Revenue Subtotal</td>
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<td>$1,369,775</td>
<td>$1,421,900</td>
<td>$1,421,900</td>
</tr>
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</table>

### TOTAL REVENUES

|                                | $1,979,633   | $1,369,775   | $1,421,900   | $1,421,900   |

### EXPENSES

<table>
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<tr>
<th>Category</th>
<th>ACTUAL 2014</th>
<th>ACTUAL 2014</th>
<th>BUDGET 2014</th>
<th>BUDGET 2014</th>
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<td>Personnel</td>
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<td>$1,492,400</td>
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### ENDING TOTAL NET POSITION

|                                | $1,506,450   | $1,460,336   | $645,117     | $1,389,836    |

### ENDING AVAILABLE NET POSITION

|                                | $964,550     | $906,670     | $645,117     | $894,328      |

FB as % of Operating Budget

|                                | 80.0%        | 65.5%        | 45.2%        | 61.3%         |

### Notes:

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<th>2017</th>
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**FACILITIES MAINTENANCE FUND**

**BUDGET SUMMARY**

127
### FACILITIES MAINTENANCE FUND

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</table>

BUDGET SUMMARY
The Facilities Maintenance Fund is an internal service fund. This fund is used to account for and report costs related to facilities maintenance operations. Operating revenues come from internal service fees charged to City departments based on square footage.

**NET POSITION**

The FY 2018 Budget reflects a reduction in net position of approximately $260,000. The Public Services Division identified a standardized level-of-service for all City departments in FY 2016 and no longer funds any capital projects. This standardization has helped to reduce operating expenses and, as such, results in a lower reserve level requirement. Since this fund is an internal service fund, the City was careful to identify an appropriate use of reserves. This will be accomplished in FY 2018 by moving the existing Municipal Services Building Departments and Divisions (Utility Billing, Clerk's Office, Finance, HR & Risk Management) into the adjacent Technical Services building at 737 Louden once the Pinellas County Sherriff's Office vacates the premises. This temporary move will enable planning and design of the new City Hall facility with City services consolidated at two sites, rather than three. Additional use of reserves will be used in FY 2018 to invest in automating HVAC controls citywide ($75,000).

**REVENUE**

Total revenue is projected to increase by 10% in FY 2018 through internal service fees. The cost per square foot charged to user departments for standardized levels of service was increased from FY 2017 levels of $3.13 per square foot to $3.31 per square foot in FY 2018, net of expenses to reduce net position (move to 737 Louden and automated HVAC monitoring). FY 2018 internal service fees were calculated to continue to cover all recurring operating costs for citywide facilities maintenance and will increase 10% over FY 2018 levels.
EXPENSES
Overall expenses for the Facilities Maintenance Fund have increased 30% in FY 2018; however, most of those costs are one-time and utilizing net position as noted earlier in the Fund Analysis. Personnel costs will increase 11% in FY 2018, mostly due to benefit increases such as Workers' Compensation insurance and changes in benefit elections. Operating expenses reflect a 50% increase which is mainly attributable to the one-time move from the Municipal Services Building to the Technical Services site.

Anticipated capital expenses are at FY 2017 levels of $8,000, but since this is an internal service fund these expenses are not budgeted and become part of the fund's net position (working capital) at year-end.
To best compare FY 2017 against FY 2018, the expense comparison chart restates FY 2017 expenses as shown below adding depreciation and eliminating principal debt payments and utility capital. Prior to FY 2018, these costs (shaded) were booked at year-end.

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<th>EXPENSES</th>
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<tr>
<td>Capital</td>
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<td>Other</td>
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<td><strong>Expense Subtotal</strong></td>
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<td>1,879,900</td>
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<tr>
<td>Depreciation</td>
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<td>36,600</td>
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<tr>
<td>Elim. Of Principal Debt Pymts.</td>
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<tr>
<td>Elimination of Utility Capital</td>
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<td>(8,000)</td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
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### RA Risk Safety Fund

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<td><strong>TOTAL REVENUES</strong></td>
<td>$2,071,927</td>
<td>$1,855,515</td>
<td>$1,855,900</td>
<td>$1,855,900</td>
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<tr>
<td>Capital</td>
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</tr>
<tr>
<td>CIP Capital</td>
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</tr>
<tr>
<td>Other</td>
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<tr>
<td>Elimination of Utility Capital</td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$2,146,213</td>
<td>$1,536,971</td>
<td>$1,675,200</td>
<td>$1,925,200</td>
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**FB as % of Operating Budget TARGET: 15%**

|                      |           |           |           |           |
| FB as % of Operating Budget | 181.7%   | 235.2%   | 234.7%   | 211.7%   |

*Target is $3.5M-$4.5M inclusive of 15% of operating budget

**Notes:**

This fund projection assumes a 4% increase in operating expenses annually.

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<td><strong>TOTAL CIP/NON-RECURRING OPERATING</strong></td>
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<table>
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<tr>
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<th>2019</th>
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<th>2022</th>
<th>2023</th>
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<table>
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<th>2021</th>
<th>2022</th>
<th>2023</th>
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<tbody>
<tr>
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<td>186,600</td>
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<td></td>
<td>1,579,100</td>
<td>1,640,700</td>
<td>1,704,700</td>
<td>1,771,200</td>
<td>1,840,400</td>
<td>1,912,300</td>
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<tr>
<td></td>
<td>1,579,100</td>
<td>1,640,700</td>
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<td>1,771,200</td>
<td>1,840,400</td>
<td>1,912,300</td>
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<table>
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<th>2023</th>
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<td>3,603,573</td>
<td>3,651,273</td>
<td>3,682,973</td>
<td>3,697,573</td>
<td>3,693,873</td>
<td>3,670,673</td>
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<td>3,608,352</td>
<td>3,656,052</td>
<td>3,687,752</td>
<td>3,702,352</td>
<td>3,698,652</td>
<td>3,675,452</td>
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</table>

|         | 228.5% | 222.8%     | 216.3%     | 209.0%     | 201.0%     | 192.2%     |
The Risk Safety Fund is an internal service fund. This fund is used to account for and report costs related to property, casualty, liability, and workers’ compensation claims. Operating revenues come from charges to departments for services.

**NET POSITION**
The FY 2018 budget reflects a sustained net position within the range established by the City's Reserve Policy of $3.5M-$4.5M.

**REVENUE**
Total revenue for the Risk Safety Fund will decrease over FY 2017 levels by 12%. The major revenue source, as an internal service fund, is charges from user departments. Internal service fees are being reduced in FY 2018 based on decreased operating costs.

---

### Ending Available Net Position

<table>
<thead>
<tr>
<th>Risk Safety Fund</th>
<th>2016 Actual</th>
<th>2017 Estimated</th>
<th>2018 Budget</th>
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<tr>
<td></td>
<td>$3,614,952</td>
<td>$3,545,652</td>
<td>$3,608,352</td>
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### Revenue Comparison

![Revenue Comparison Chart](image)

- **2017**: $1,855,900
- **2018**: $1,641,800

*Miscellaneous*

*Charges for Services*
EXPENSES
Expenses have decreased 6% overall in the Risk Safety Fund for FY 2018. Personnel costs are slightly lower due to a retirement and operating expenses have decreased 4%. Property and liability costs have decreased $120,000 and Workers' Compensation has increased $75,000 based on actuarial reports for FY 2018.
### HEALTH BENEFITS FUND

<table>
<thead>
<tr>
<th></th>
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<th>ACTUAL 2016</th>
<th>BUDGET 2017</th>
<th>ESTIMATED 2017</th>
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<tr>
<td>BEGINNING FUND BALANCE</td>
<td>$69,486</td>
<td>$45,907</td>
<td>$331,817</td>
<td>$96,540</td>
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<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Intergovernmental</td>
<td>-</td>
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<tr>
<td>Charges for Services</td>
<td>3,788,874</td>
<td>4,199,189</td>
<td>4,436,500</td>
<td>4,286,500</td>
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<tr>
<td>Miscellaneous</td>
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<tr>
<td>Debt Proceeds</td>
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<tr>
<td>Transfers In</td>
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<td>-</td>
<td>250,000</td>
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<tr>
<td>Revenue Subtotal</td>
<td>$3,789,224</td>
<td>$4,200,365</td>
<td>$4,436,600</td>
<td>$4,536,600</td>
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<td><strong>TOTAL REVENUES</strong></td>
<td>$3,789,224</td>
<td>$4,200,365</td>
<td>$4,436,600</td>
<td>$4,536,600</td>
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<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
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<tr>
<td>Personnel</td>
<td>87,186</td>
<td>93,873</td>
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<tr>
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<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>Capital</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>CIP Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Debt Service</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Expense Subtotal</td>
<td>$3,812,803</td>
<td>$4,149,732</td>
<td>$4,169,100</td>
<td>$4,169,100</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Elimination of Principal Debt Payments</td>
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<tr>
<td>Elimination of Utility Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL EXPENSES</td>
<td>$3,812,803</td>
<td>$4,149,732</td>
<td>$4,169,100</td>
<td>$4,169,100</td>
</tr>
<tr>
<td><strong>ENDING TOTAL NET POSITION</strong></td>
<td>$45,907</td>
<td>$96,540</td>
<td>$599,317</td>
<td>$464,040</td>
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<tr>
<td><strong>ENDING AVAILABLE NET POSITION</strong></td>
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<td>$101,319</td>
<td>$599,317</td>
<td>$468,819</td>
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<tr>
<td>FB as % of Operating Budget TARGET: 15%</td>
<td>1.3%</td>
<td>2.4%</td>
<td>14.4%</td>
<td>11.2%</td>
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</table>

**Notes:**

Assumes 8% annual increase in operating expenses.

<table>
<thead>
<tr>
<th>CIP &amp; Non-Recurring Capital</th>
<th>BUDGET 2017</th>
<th>ESTIMATED 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

**TOTAL CIP/NON-RECURRING OPERATING** | $ | $ | $ | $
<table>
<thead>
<tr>
<th>HEALTH BENEFITS FUND</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BUDGET</strong></td>
</tr>
<tr>
<td>2018</td>
</tr>
<tr>
<td>$ 464,040</td>
</tr>
<tr>
<td>$ 4,444,200</td>
</tr>
<tr>
<td>100</td>
</tr>
<tr>
<td>$ 4,444,300</td>
</tr>
<tr>
<td>$ 98,400</td>
</tr>
<tr>
<td>4,288,100</td>
</tr>
<tr>
<td>$ 4,386,500</td>
</tr>
<tr>
<td>$ 521,840</td>
</tr>
<tr>
<td>$ 526,619</td>
</tr>
</tbody>
</table>

**BUDGET SUMMARY**

| **BUDGET** | **PROJECTION** | **PROJECTION** | **PROJECTION** | **PROJECTION** | **PROJECTION** |
| 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
| 12.0% | 13.5% | 15.9% | 17.0% | 16.9% | 15.8% |
The Health Benefits Fund is an internal service fund. This fund is used to account for and report costs related to health and other benefits provided to employees. Operating revenues come from charges to departments for services as well as charges to employees for their contribution of employee benefit elections.

**NET POSITION**

The 2018 budget reflects an ending net position $57,000 higher in FY 2018 than in FY 2017. Planned growth of reserves is deliberate to ensure compliance with the State of Florida's 60-day claims reserve for self-insured entities, as well as the City’s Reserve Policy.

<table>
<thead>
<tr>
<th>Revenue Comparison</th>
<th>Health Benefits Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$4,436,600</td>
</tr>
<tr>
<td>2018</td>
<td>$4,444,300</td>
</tr>
</tbody>
</table>

**REVENUE**

Overall, revenues will remain flat in FY 2018, matching FY 2017 levels. The major source of revenues for this fund is internal service fees from user departments.
EXPENSES
Total expenses will increase 5% in over FY 2017 levels in the Health Benefits Fund. Personnel costs are increasing by nominally due to changes in benefit elections. Operating increases include an 8% increase in medical claims and a 5% increase in dental premiums.
# I.T. SERVICES FUND BUDGET SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL 2015</th>
<th>ACTUAL 2016</th>
<th>BUDGET 2017</th>
<th>ESTIMATED 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BEGINNING FUND BALANCE</strong></td>
<td>$56,686</td>
<td>$6,321,13</td>
<td>$346,351</td>
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<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Intergovernmental</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Charges for Services</td>
<td>705,649</td>
<td>862,816</td>
<td>917,900</td>
<td>917,900</td>
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<tr>
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<td>-</td>
<td>-</td>
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<tr>
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<td>Debt Proceeds</td>
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<td>-</td>
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<td>Transfers In</td>
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<td><strong>Revenue Subtotal</strong></td>
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<td>$1,147,975</td>
<td>$1,133,800</td>
<td>$1,133,800</td>
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<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>$706,976</td>
<td>$1,147,975</td>
<td>$1,133,800</td>
<td>$1,133,800</td>
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<tr>
<td><strong>EXPENSES</strong></td>
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<tr>
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<td>423,422</td>
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<td>68,300</td>
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<tr>
<td>CIP Capital</td>
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<td>536,800</td>
<td>500,000</td>
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<tr>
<td>Other</td>
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<td>-</td>
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<tr>
<td>Debt Service</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfers Out</td>
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<tr>
<td><strong>Expense Subtotal</strong></td>
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<td>$932,159</td>
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<tr>
<td>Elimination of Utility Capital</td>
<td>(10,646)</td>
<td>(88,170)</td>
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<td>(568,300)</td>
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<td>$48,413</td>
<td>$672,351</td>
</tr>
<tr>
<td><strong>ENDING AVAILABLE NET POSITION</strong></td>
<td>$48,210</td>
<td>$244,545</td>
<td>$48,413</td>
<td>$54,563</td>
</tr>
</tbody>
</table>

**FB as % of Operating Budget**
- 2015: 7.4%
- 2016: 29.0%
- BUDGET 2017: 5.9%
- ESTIMATED 2017: 7.0%

**Notes:**
- **CIP & Non-Recurring Capital Budget**
  - Computer Replacements (C) 2017: 36,800
  - ERP Software 2017: 500,000
  - Network Infrastructure Upgrades 2017: -
  - Ped. Safety Imp.- Alt 19/Main St. 2017: 536,800
  - Fiber Cable Audit and Survey 2017: -
  - Doc. Mgmt. System Update 2017: 30,000
  - Computer Replacements (O) 2017: 51,000

**Non-Recurring Operating Subtotal** 2017: 81,000

**TOTAL CIP/NON-RECURRING OPERATING** 2017: $617,800
## I.T. SERVICES FUND

<table>
<thead>
<tr>
<th></th>
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<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
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<tr>
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<tr>
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<td>$</td>
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<table>
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<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
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<td>20,000</td>
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<tr>
<td>2019</td>
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<td>(145,500)</td>
<td>(165,500)</td>
</tr>
<tr>
<td>2020</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2021</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2022</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2023</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$</td>
<td>862,000</td>
<td>899,500</td>
<td>931,800</td>
<td>973,700</td>
<td>1,054,100</td>
<td>947,700</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>BUDGET</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
<th>PROJECTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$148,500</td>
<td>201,000</td>
<td>160,600</td>
<td>125,500</td>
<td>175,500</td>
<td>145,500</td>
</tr>
<tr>
<td>2019</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2020</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2021</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2022</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>2023</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$</td>
<td>148,500</td>
<td>201,000</td>
<td>160,600</td>
<td>125,500</td>
<td>175,500</td>
<td>145,500</td>
</tr>
</tbody>
</table>

### BUDGET SUMMARY

**I.T. SERVICES FUND**

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>24.0%</td>
<td>98,500</td>
<td>151,000</td>
<td>125,500</td>
<td>125,500</td>
<td>125,500</td>
<td>145,500</td>
</tr>
<tr>
<td>38.3%</td>
<td>50,000</td>
<td>50,000</td>
<td>35,100</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>41.4%</td>
<td>148,500</td>
<td>201,000</td>
<td>160,600</td>
<td>125,500</td>
<td>125,500</td>
<td>145,500</td>
</tr>
<tr>
<td>46.6%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>45.1%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>61.9%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**BUDGET PROJECTION**

- 2018: $672,351
- 2019: $877,751
- 2020: $1,227,651
- 2021: $1,428,251
- 2022: $1,620,951
- 2023: $1,768,251

**Budget Summary**

- **I.T. Services Fund**
  - 2018: $148,500
  - 2019: $201,000
  - 2020: $160,600
  - 2021: $125,500
  - 2022: $175,500
  - 2023: $145,500
The IT Services Fund is an internal service fund. This fund is used to account for and report costs related to technology, such as computer replacements, network infrastructure, and citywide software. Charges for user departments are allocated to departments based on the number of computers in the department.

NET POSITION
The IT Services Fund is projected to increase its net position over FY 2017 levels by approximately $133,000. This planned increase is due to collection of internal service fees for future computer replacements citywide.

![Ending Available Net Position](chart)

<table>
<thead>
<tr>
<th>Year</th>
<th>Ending Available Net Position ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 Actual</td>
<td>244,545</td>
</tr>
<tr>
<td>2017 Estimated</td>
<td>54,563</td>
</tr>
<tr>
<td>2018 Budget</td>
<td>188,263</td>
</tr>
</tbody>
</table>
REVENUE
Total revenues are decreasing 6% over FY 2017 levels. The one-time transfer of $215,900 from the Penny Fund in FY 2017 to purchase the City's new ERP software is not recurring. The fund's major revenue source, internal service fees from user departments, are increasing 16% in FY 2018 due to an increase in the number of devices supported citywide. An IT audit in FY 2016 identified several pieces of technology that were not historically on the City's replacement schedule. User departments are now being charged for supported devices and their future replacement costs.

EXPENSES
Overall expenses in the IT Fund for FY 2018 will be 1% higher than FY 2017 levels. Personnel costs will increase 5% in FY 2018 with modest growth for wage and benefit increases. Operating expenses are currently programmed to decrease 17% with the most significant factor being from depreciation of assets. Anticipated capital expenses are not budgeted because this is an internal service fund, but include $98,500 for citywide computers in accordance with the 5-year replacement cycle and $50,000 towards network switch replacements.
To best compare FY 2017 against FY 2018, the expense comparison chart restates FY 2017 expenses as shown below adding depreciation and eliminating principal debt payments and utility capital. Prior to FY 2018, these costs (shaded) were booked at year-end.

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>463,000</td>
<td>486,500</td>
</tr>
<tr>
<td>Operating</td>
<td>279,700</td>
<td>298,700</td>
</tr>
<tr>
<td>Non-Recurring Operating</td>
<td>81,000</td>
<td>-</td>
</tr>
<tr>
<td>Capital</td>
<td>51,100</td>
<td>-</td>
</tr>
<tr>
<td>CIP Capital</td>
<td>536,800</td>
<td>148,500</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Debt Service</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Expense Subtotal</strong></td>
<td><strong>1,411,600</strong></td>
<td><strong>933,700</strong></td>
</tr>
<tr>
<td>Depreciation</td>
<td>32,000</td>
<td>76,800</td>
</tr>
<tr>
<td>Elim. Pof Principal Debt Pymts.</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Elimination of Utility Capital</td>
<td>(587,900)</td>
<td>(148,500)</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$855,700</td>
<td>$862,000</td>
</tr>
</tbody>
</table>
CITY COMMISSION

FY 2018 ADOPTED OPERATING & CAPITAL BUDGET
**Department Mission Statement**
To foster a community partnership dedicated to quality service that effectively, efficiently, and equitably enhances the quality of life in Dunedin.

**Current Services Summary**
This department of elected officials provides strategic leadership and efficient governance of Dunedin’s municipal service delivery.

**Budget Highlights, Service Changes and Proposed Efficiencies**
Within the City Commission’s FY 2018 budget, wages for Commissioners and the Mayor increased modestly for the first time since 1999. Changes in benefits costs are due to benefit elections since the 2016 election. Operating expenses are increasing $30,000 and include $8,000 for HVAC replacement at City Hall and $13,000 for information technology hardware and associated support services. Aid to private organizations increased slightly to $140,000.

<table>
<thead>
<tr>
<th>DEPARTMENT PERSONNEL SUMMARY</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>ESTIMATED FY 2017</th>
<th>BUDGET FY 2018</th>
<th>FTE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Commission</td>
<td>2.50</td>
<td>2.50</td>
<td>2.50</td>
<td>2.50</td>
<td>0.00</td>
</tr>
<tr>
<td>Total FTEs</td>
<td>2.50</td>
<td>2.50</td>
<td>2.50</td>
<td>2.50</td>
<td>0.00</td>
</tr>
</tbody>
</table>

From left: Vice-Mayor Deborah Kynes, Commissioner Maureen Freaney, Mayor Julie Ward Bujalski, Commissioner John Torga, Commissioner Heather Gracy
### DEPARTMENT EXPENDITURE SUMMARY BY CATEGORY

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>44,930</td>
<td>45,530</td>
<td>45,100</td>
<td>64,100</td>
<td>42%</td>
</tr>
<tr>
<td>Benefits</td>
<td>52,514</td>
<td>66,443</td>
<td>65,600</td>
<td>47,500</td>
<td>-28%</td>
</tr>
<tr>
<td><strong>Operating</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating</td>
<td>85,539</td>
<td>93,697</td>
<td>118,600</td>
<td>154,200</td>
<td>30%</td>
</tr>
<tr>
<td><strong>Capital</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>139,113</td>
<td>128,787</td>
<td>138,400</td>
<td>140,000</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$322,096</td>
<td>$334,457</td>
<td>$367,700</td>
<td>$405,800</td>
<td>10%</td>
</tr>
</tbody>
</table>

#### Major Operating ($25,000 or more)

None

#### Major Capital ($25,000 or more)

None

#### Other Major Expenses ($25,000 or more)

Aid to Organizations $140,000 General Fund

### FUNDING SOURCES

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>PROPOSED FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Funds</td>
<td>322,096</td>
<td>334,457</td>
<td>367,700</td>
<td>405,800</td>
<td>10%</td>
</tr>
<tr>
<td><strong>TOTAL DEPARTMENT FUNDING</strong></td>
<td>$322,096</td>
<td>$334,457</td>
<td>$367,700</td>
<td>$405,800</td>
<td>10%</td>
</tr>
</tbody>
</table>

### FY 2018 CITYWIDE GOALS AND OBJECTIVES

**GOAL 1: Economic Development**

**Objective 1:** Continue to grow the Florida Business Incubator and implement the Downtown CRA Master Plan 2033.

**Objective 2:** Complete the downtown/Gateway market analysis.

**Objective 3:** Use the City’s visioning process to create appropriate zoning and incentives to encourage new mixed-use projects along with the redevelopment of aging and obsolete properties (adaptive re-use).

**Objective 4:** Identify and commit resources to affordable housing initiatives through continued partnerships with the Dunedin Housing Authority, Pinellas County Community Development, and private investors to provide a range of housing choices for low income, moderate income, workforce, and market rate, owner-occupied and rental opportunities.

**Objective 5:** Recognize and encourage the arts, culture, history, historic preservation, tourism and eco-tourism as economic drivers.

**Objective 6:** Initiate and develop a critical plan schedule for Skinner Blvd. enhancements.
GOAL 2: Fiscal Sustainability  
Objective 1: Approve a recurring annual budget that is fiscally sound and stable across all funds.  
Objective 2: Create and update annually a long-term financial plan that maintains adequate reserve levels in each fund throughout the plan.  
Objective 3: Ensure that business processes and procedures are being followed throughout the entire organization so that City assets are properly safeguarded and controlled.

GOAL 3: Infrastructure.  
Objective 1: Identify locations, design, bid, and develop the Parks and Recreation facility initiatives and deficiencies identified in the 2015 Strategic Plan including a replacement aquatic complex, modern street course addition to the Stirling Skate Park, new or replacement dog park, additional multi-purpose fields and ball fields.  
Objective 2: Utilize advanced design and geographic technology software platforms for analytic modeling and mapping; thereby providing capability to make data driven business decisions concerning our critical infrastructure.  
Objective 3: Insure continuity of operations by planning, programming, designing, and constructing a City Emergency Operations Center (EOC), while pursuing hardening efforts for essential City structures, as well as a Pre-Post Storm Event vehicle storage facility.  
Objective 4: Construct replacement facilities for City Hall, Municipal Services, and Technical Services to maximize operational efficiencies in the delivery of internal and external services consistent with past Facility Assessment Space Needs Assessments recommendations and the Commission's Penny IV Signature Project list.

GOAL 4: Internal Operations & Service  
Objective 1: Develop and adopt a social media policy to ensure legal compliance in the use of social media in the conduct of official City business. Provide training to the City Commission, employees, boards and committees, and/or others as applicable.  
Objective 2: Deploy an Enterprise Resource Planning (ERP) approach to integrate core business processes through a suite of applications using specialized software modules, shared database and real-time technology.

GOAL 5: Community Relationships  
Objective 1: Redesign the City's website for improved appearance and ease of navigation across mobile platforms. Improve online communications with a "find it fast" search option and easy to read/navigate menus.  
Objective 2: Adopt citizen engagement tools that improve two-way, transparent, and responsive communications that are both effective and expected in today's society.
Objective 3: Implement the Tyler EnerGov "Citizen Self Service" system to provide convenient online access to information and services. Citizen Self Service allows citizens and contractors the ability to search for a parcel, apply for a permit and request an inspection, pay invoices and more.

GOAL 6: Human Resources
Objective 1: Ensure salary and benefits that are competitive and attractive, and job descriptions that are relevant and current.
Objective 2: Develop policies that provide for educational opportunities and incentives to enhance the skills and professional qualifications of the workforce.
Objective 3: Coordinate onboarding and training to educate employees on the mission and vision of the City and its core business practices.
Objective 4: Emphasize career pathing and succession planning to foster employee loyalty and service longevity.

GOAL 7: Environmental Sustainability
Objective 1: Promote green building by maintaining and enhancing our green building ordinance, offering green building/sustainability incentives, evolving our sustainability matrix and making available a current list of local, state and federal grants, incentives and rebates.
Objective 2: Promote, support and require (as appropriate) the use of solar energy.
Objective 3: Encourage efficiency in energy use and the development and use of energy from renewable sources.
Objective 4: Continue to pursue "green city" certifications to maintain a leadership role in environmental stewardship.
Objective 5: Ensure that the guiding principles of sustainability are reflected on every element of the Comprehensive Plan.
CITY ATTORNEY

FY 2018 ADOPTED
OPERATING & CAPITAL
BUDGET
Department Mission Statement
To provide for legal services as described in the City Charter.

Current Services Summary
The City Attorney Department provides for services by the City Attorney as well as other outside counsel for pensions, labor negotiations, etc. This department advises the City in all legal matters and performs other duties as prescribed by General Law or by the City Commission.

Budget Highlights, Service Changes and Proposed Efficiencies
The City is under contract with Trask Daigneault, LLP for legal services through the end of FY 2018. The budget for legal expenses was increased $11,000 based on an increase in the hourly rate for legal services. All legal invoices are reviewed and approved by the City Manager’s office before being processed.

Legal expenses that relate directly to a covered insurance claim (e.g., Worker’s Compensation insurance or property and liability insurance) are charged directly to the claim in the Risk Safety Self Insurance Fund with the Human Resources & Risk Management Department. A citywide report of legal fees is listed below.

<table>
<thead>
<tr>
<th>CITYWIDE LEGAL FEES (INCLUDES CITY ATTORNEY DEPT.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTUAL FY 2015</td>
</tr>
<tr>
<td>City Attorney Dept.</td>
</tr>
<tr>
<td>Risk Management*</td>
</tr>
<tr>
<td>Labor &amp; Pension</td>
</tr>
<tr>
<td>TOTAL</td>
</tr>
</tbody>
</table>

* Included in budget for Johns Eastern claims handling.

Note: Totals do not include legal services for defined benefit plans which are paid for by forefeiture funds.

<table>
<thead>
<tr>
<th>DEPARTMENT PERSONNEL SUMMARY</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTUAL FY 2015</td>
</tr>
<tr>
<td>City Attorney</td>
</tr>
<tr>
<td>Total FTEs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DEPARTMENT EXPENDITURE SUMMARY BY CATEGORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTUAL FY 2015</td>
</tr>
<tr>
<td>Personnel</td>
</tr>
<tr>
<td>Salaries</td>
</tr>
<tr>
<td>Benefits</td>
</tr>
<tr>
<td>Operating</td>
</tr>
<tr>
<td>Capital</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td>Total Expenditures</td>
</tr>
</tbody>
</table>
**Major Operating ($25,000 or more)**

Legal services $ 221,200 General Fund

**Major Capital ($25,000 or more)**

None

<table>
<thead>
<tr>
<th>FUNDING SOURCES</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Funds</td>
<td>189,094</td>
<td>193,550</td>
<td>210,300</td>
<td>221,500</td>
<td>5%</td>
</tr>
<tr>
<td><strong>TOTAL DEPARTMENT FUNDING</strong></td>
<td><strong>$ 189,094</strong></td>
<td><strong>$ 193,550</strong></td>
<td><strong>$ 210,300</strong></td>
<td><strong>$ 221,500</strong></td>
<td><strong>5%</strong></td>
</tr>
</tbody>
</table>
CITY CLERK

FY 2018 ADOPTED
OPERATING & CAPITAL
BUDGET
**Department Mission Statement**
To provide excellent service to residents, City Commission, staff and visitors in a valuable, efficient, effective and professional manner, while maintaining operations of the department in accordance with Florida State Statutes and County and Municipal guidelines. We are dedicated to preserving the City’s past, present and future history.

**Current Services Summary**
The City Clerk’s Department maintains all official records for the City of Dunedin; preparation prepares agendas and minutes of Commission meetings, legal notices, public hearing notifications, proclamations, certificates of appreciation and recognition, updates to the Code of Ordinances and serves as the records custodian, providing results of public record and information requests. The City Clerk is designated the Chief Elections Officer of the City and ensures that all City elections are conducted in a proper and legal manner. The office also oversees the Dunedin Cemetery and the appointments and records of the appointed Boards and Committees established by the City Commission.

**Budget Highlights, Service Changes and Proposed Efficiencies**
The FY 2018 City Clerk’s budget reflects a 6% increase over the FY 2017 budget, with the majority of increases in operating expenses. A new online community engagement tool ($6,600) has been budgeted along with $4,000 for election expenses.

<table>
<thead>
<tr>
<th>DEPARTMENT PERSONNEL SUMMARY</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTUAL FY 2015</td>
</tr>
<tr>
<td>City Clerk</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DEPARTMENT EXPENDITURE SUMMARY BY CATEGORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTUAL FY 2015</td>
</tr>
<tr>
<td>Personnel</td>
</tr>
<tr>
<td>Salaries</td>
</tr>
<tr>
<td>Benefits</td>
</tr>
<tr>
<td>Operating</td>
</tr>
<tr>
<td>Capital</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td>Total Expenditures</td>
</tr>
</tbody>
</table>

**Major Operating ($25,000 or more)**
None

**Major Capital ($25,000 or more)**
None
**FUNDING SOURCES**

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charges for Service</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>800</td>
<td>100%</td>
</tr>
<tr>
<td>City Funds</td>
<td>410,437</td>
<td>415,191</td>
<td>425,500</td>
<td>450,400</td>
<td>6%</td>
</tr>
<tr>
<td><strong>TOTAL DEPARTMENT FUNDING</strong></td>
<td>$410,437</td>
<td>$415,191</td>
<td>$425,500</td>
<td>$451,200</td>
<td>6%</td>
</tr>
</tbody>
</table>

**PERFORMANCE MEASURES**

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>ACTUAL FY 2017</th>
<th>BUDGET FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commission Meeting Packets Published to Web</td>
<td>42</td>
<td>49</td>
<td>40</td>
<td>62</td>
<td>40</td>
</tr>
<tr>
<td>Ordinances, Resolutions*, and Presentations* Archived/Published to the Web</td>
<td>36</td>
<td>45 Ord.</td>
<td>30 Ord.</td>
<td>31 Ord.</td>
<td>40 Ord.</td>
</tr>
<tr>
<td>* New for FY 2016</td>
<td></td>
<td>20 Res.</td>
<td>20 Res.</td>
<td>42 Res.</td>
<td>35 Res.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>71 Present.</td>
<td>50 Present.</td>
<td>131 Present.</td>
<td>60 Present.</td>
</tr>
<tr>
<td>External Requests for Public Records</td>
<td>70</td>
<td>134</td>
<td>50</td>
<td>126</td>
<td>80</td>
</tr>
<tr>
<td>Boxed Records Placed in Storage</td>
<td>6</td>
<td>8</td>
<td>17</td>
<td>24</td>
<td>9</td>
</tr>
<tr>
<td>Records Destroyed</td>
<td>76.5 cu ft</td>
<td>128 cu ft</td>
<td>500 cu ft</td>
<td>153.75 cu ft</td>
<td>175 cu ft</td>
</tr>
</tbody>
</table>

**FY 2018 GOALS AND OBJECTIVES**

**GOAL 1:** Attend "Social Media" Training.

Objective 1: Learn how to advise others who use social media on the policy to protect the City from lawsuits.


**GOAL 2:** Attend "Annual Training on Sunshine Laws and Public Records."

Objective 1: Keep current on any new changes related to the Sunshine Laws and Public Records.

**GOAL 3:** Invite members of the Pinellas County Legislative Delegation to attend a Commission meeting.

Objective 1: Introduce members of the Pinellas County Legislative Delegation and learn what they are working on and if appropriate how our City could assist them.

STATUS: Commission attended one of their meetings. We will soon invite members of the Pinellas County Legislative Delegation to attend a Commission meeting.

**ACCOUNTABILITY REPORT ON FY 2017 GOALS AND OBJECTIVES**

**GOAL 1:** Relations with City Commission

Objective 1: Finalize the discontinuance of "home" delivery of agendas & workshop items unless there is an unexpected circumstance.

STATUS: The mail clerks in the Clerk's Office no longer provide "home" delivery unless there is an unexpected circumstance.

Objective 2: Discontinue printing supplements unless there is an unexpected circumstance (including staff).

STATUS: Complete.
Objective 3: Finalize training on paperless agendas throughout the organization (including staff).
STATUS: No additional training is required and most administrative staff have access to view upcoming agendas and then communication is electronic.
Objective 4: Monitor Commission Rules of Procedure & assist in updating as needed.
STATUS: In-progress. Workshopped the Commission Rules of Procedure on January 19, 2017; they are not yet finalized.

GOAL 2: Communication/Professionalism
Objective 1: Attend the FLC Committee Training Workshop for educational purposes and determine if such a workshop should be held here locally for our boards and committees.
STATUS: A "Successful Citizen Advisory Boards & Committees" Training Seminar has been scheduled for July 12, 2017 at the Hale Center. To be invited are the Pinellas County Municipal Clerks, Dunedin Board & Committee Members, City Staff and the City Commission.
Objective 2: Continue attending the City Manager's bi-weekly staff meetings to stay up-to-date on the status of upcoming items and how they might affect the agenda and/or public records requests and City Attorney workload.
STATUS: Ongoing.

GOAL 3: Office Management
Objective 1: Hold regular staff meetings in the City Clerk's office.
STATUS: Staff meetings are scheduled for twice a month.
Objective 2: Maintain an updated copy of the Commission Procedures book and work with department heads to keep it up to date.
STATUS: An updated copy of the Commission Procedures book is maintained in the City Clerk's Office.
Objective 3: Assist City Hall with staff coverage when needed.
STATUS: Ongoing.
Objective 4: Create, maintain, and monitor a list of citywide scanning projects including status, working with departments to ensure their completion.
STATUS: The scanning project list is continuously maintained and monitored.

GOAL 4: Public Relations
Objective 1: Distribute rules and procedures for Boards and Committees (Res. 16-06) - Train and Complete.
STATUS: Work together to make minutes more cogent on point.
STATUS: Ongoing.
Objective 3: Develop and implement one or several cost savings initiatives, which result in 5% decrease.
STATUS: Ongoing.
Objective 4: Attend one leadership and one conflict resolution seminar with your team and report results.
STATUS: Attended a week-long session through Pinellas County in conjunction with FEMA and the Emergency Management Institute. Other staff members attend conferences to stay certified.

Objective 5: Review and update City Commission’s Rules of Procedure to encourage logical, efficient agenda flow. Also develop guidelines for workshop topics. Work with City Manager to further refine agenda review sessions to increase efficiency and transparency.
STATUS: The Rules of Procedure are under review by the City Attorney.

Objective 6: Continue working with Boards and Committees.
STATUS: A Boards & Committee Training seminar will take place on July 12, 2017.
CITY MANAGER

FY 2018 ADOPTED OPERATING & CAPITAL BUDGET
City of Dunedin
City Manager
10.5 FTE

- City Manager: 1.0 FTE
- Deputy City Manager: 1.0 FTE
  - Executive Office Coordinator: 1.0 FTE
  - Project Coordinator: 0.5 FTE
    - Senior Administrative Assistant: 1.0 FTE
    - Senior Systems Engineer: 1.0 FTE
  - Division Director of Information Technology Services: 1.0 FTE
    - Information Technology Network Administrator: 1.0 FTE
    - Senior Information Technology Services Technician: 2.0 FTE
    - Information Services Technician: 1.0 FTE
**Department Mission Statement**
To provide direction and supervision in the administration and operation of all City departments in order to provide for the effective and efficient delivery of governmental services, and to effectively administer and execute the policies of the City Commission.

**Current Services Summary**
The City Manager Department establishes the City's organization, directs and supervises administration of all departments; enforces all laws, charter provisions, and Commission policies; keeps the Commission abreast of policy matters; submits annual operating and capital budget to Commission; and reports to the Commission on the financial and administrative activities of the City. This department also oversees the Information Technology (IT) Services Division.

The IT Services Division supports and maintains the City’s computer and communications systems with a focus on management of the information technology assets within the City. Services include file maintenance, file storage, data backup, and recovery services. IT also performs system management tasks including desktop installation and integration, server management, user management, network management, and phone communications administration.

**Budget Highlights, Service Changes and Proposed Efficiencies**
Within the IT Services Division, a title change from IT Services Manager to Senior Systems Engineer in FY 2018 has no fiscal impact. Capital expenses include $50,000 for Network Switch Upgrades. Within the City Manager’s Office, salaries and benefits benefits have increased for FY 2018 based upon benefit elections and the City Manager's contract.

### DEPARTMENT PERSONNEL SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>ESTIMATED FY 2017</th>
<th>BUDGET FY 2018</th>
<th>FTE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Manager</td>
<td>4.50</td>
<td>4.50</td>
<td>4.50</td>
<td>4.50</td>
<td>0.00</td>
</tr>
<tr>
<td>Information Technology</td>
<td>5.00</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td>9.50</td>
<td>10.50</td>
<td>10.50</td>
<td>10.50</td>
<td>0.00</td>
</tr>
</tbody>
</table>

### DEPARTMENT EXPENDITURE SUMMARY BY CATEGORY

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>706,130</td>
<td>805,373</td>
<td>815,400</td>
<td>851,800</td>
<td>4%</td>
</tr>
<tr>
<td>Benefits</td>
<td>236,787</td>
<td>250,892</td>
<td>240,800</td>
<td>273,300</td>
<td>13%</td>
</tr>
<tr>
<td>Operating</td>
<td>342,823</td>
<td>590,884</td>
<td>426,500</td>
<td>373,400</td>
<td>-12%</td>
</tr>
<tr>
<td>Capital</td>
<td>10,646</td>
<td>90,089</td>
<td>587,900</td>
<td>148,500</td>
<td>-75%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>284,151</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Expense Cash Flow Subtotal</strong></td>
<td><strong>1,296,386</strong></td>
<td><strong>2,021,389</strong></td>
<td><strong>2,070,600</strong></td>
<td><strong>1,647,000</strong></td>
<td><strong>-20%</strong></td>
</tr>
<tr>
<td>Depreciation</td>
<td>1,376</td>
<td>14,321</td>
<td>32,000</td>
<td>76,800</td>
<td>100%</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Elimination of Capital</td>
<td>(10,646)</td>
<td>(88,170)</td>
<td>(587,900)</td>
<td>(148,500)</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$ 1,287,116</strong></td>
<td><strong>$ 1,947,540</strong></td>
<td><strong>$ 1,514,700</strong></td>
<td><strong>$ 1,575,300</strong></td>
<td><strong>4%</strong></td>
</tr>
</tbody>
</table>
To best compare FY 2017 against FY 2018, expenses have been restated in the chart above adding depreciation, elimination of principal debt payments, and elimination of capital. Prior to FY 2018, these costs were booked at year-end.

### Major Operating ($25,000 or more)

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current ERP maint/support</td>
<td>$103,000</td>
<td></td>
</tr>
</tbody>
</table>

### Major Capital ($25,000 or more)

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Network Switch Upgrades</td>
<td>$50,000</td>
<td></td>
</tr>
<tr>
<td>Computer Replacements</td>
<td>$98,500</td>
<td></td>
</tr>
</tbody>
</table>

### DEPARTMENT EXPENDITURE SUMMARY BY COST CENTER

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Manager</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>440,488</td>
<td>497,718</td>
<td>465,100</td>
<td>493,700</td>
<td>6%</td>
</tr>
<tr>
<td>Benefits</td>
<td>135,770</td>
<td>135,126</td>
<td>128,100</td>
<td>144,900</td>
<td>13%</td>
</tr>
<tr>
<td>Operating</td>
<td>60,568</td>
<td>170,318</td>
<td>65,800</td>
<td>74,700</td>
<td>14%</td>
</tr>
<tr>
<td>Capital</td>
<td>-</td>
<td>1,919</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$636,826</td>
<td>$805,081</td>
<td>$659,000</td>
<td>$713,300</td>
<td>8%</td>
</tr>
</tbody>
</table>

|                          |                |                |                |                |           |
| Information Technology Services |            |                |                |                |           |
| Personnel                |                |                |                |                |           |
| Salaries                 | 265,642        | 307,655        | 350,300        | 358,100        | 2%        |
| Benefits                 | 101,017        | 115,766        | 112,700        | 128,400        | 14%       |
| Operating                | 282,255        | 420,566        | 360,700        | 298,700        | -17%      |
| Capital                  | 10,646         | 88,170         | 587,900        | 148,500        | -75%      |
| Other                    | -              | -              | -              | -              | 0%        |
| Exp. Cash Flow Subtotal  | $659,560       | $1,216,308     | $1,411,600     | $933,700       | -34%      |
| Depreciation             | 1,376          | 14,321         | 32,000         | 76,800         | 140%      |
| Elim. Of Principal Pymts.| -              | -              | -              | -              | 0%        |
| Elimination of Capital   | (10,646)       | (88,170)       | (587,900)      | (148,500)      | N/A       |
| Total Expenses           | $650,290       | $1,142,459     | $855,700       | $862,000       | 1%        |

| TOTAL DEPARTMENT EXPENSES  | $1,287,116     | $1,947,540     | $1,514,700     | $1,575,300     | 4%        |
### FUNDING SOURCES

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Funds</td>
<td>636,826</td>
<td>805,081</td>
<td>659,000</td>
<td>713,300</td>
<td>8%</td>
</tr>
<tr>
<td>Total General Fund</td>
<td>$636,826</td>
<td>$805,081</td>
<td>$659,000</td>
<td>$713,300</td>
<td>8%</td>
</tr>
<tr>
<td>IT Service Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Service Fees</td>
<td>650,290</td>
<td>1,142,459</td>
<td>855,700</td>
<td>862,000</td>
<td>1%</td>
</tr>
<tr>
<td>Total IT Service Fund</td>
<td>$650,290</td>
<td>$1,142,459</td>
<td>$855,700</td>
<td>$862,000</td>
<td>1%</td>
</tr>
<tr>
<td>DEPARTMENT TOTAL FUNDING</td>
<td>$1,287,116</td>
<td>$1,947,540</td>
<td>$1,514,700</td>
<td>$1,575,300</td>
<td>4%</td>
</tr>
</tbody>
</table>

### PERFORMANCE MEASURES

<table>
<thead>
<tr>
<th>City Manager</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>ACTUAL FY 2017</th>
<th>BUDGET FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete successful Blue Jay negotiations via staff by end of FY 2016.</td>
<td>Not measured</td>
<td>To be completed in FY 2017.</td>
<td>To be completed in FY 2017.</td>
<td>Complete</td>
<td>Complete</td>
</tr>
<tr>
<td>Reduce gap in reserve level funding (General Fund).</td>
<td>Not measured</td>
<td>Estimated 72% reduction in reserve gap by end FY 2017.</td>
<td>Eliminate reserve gap by end of FY 2018 through budget process.</td>
<td>Complete</td>
<td>Complete</td>
</tr>
</tbody>
</table>

### Information Technology Services

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>ACTUAL FY 2017</th>
<th>BUDGET FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio of ITS employees to client devices*</td>
<td>1 to 83</td>
<td>1 to 99</td>
<td>1 to 99</td>
<td>1 to 94</td>
<td>1 to 82</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ratio of ITS employees to network users</td>
<td>1 to 73</td>
<td>1 to 89</td>
<td>1 to 89</td>
<td>1 to 76</td>
<td>1 to 76</td>
</tr>
<tr>
<td>IT investment per capita</td>
<td>$18.15</td>
<td>$31.90</td>
<td>$23.89</td>
<td>$39.41</td>
<td>$24.07</td>
</tr>
</tbody>
</table>

*Client devices are defined as follows:
- City/Employee Desktops: 282
- Public/Citizen Desktops and Kiosks: 53
- City Employee-Used Kiosks: 11
- Laptops: 81
- Tablets: 41
- Total Client Devices: 468

### FY 2018 GOALS AND OBJECTIVES

**CITY MANAGER**

**GOAL 1:** Design and construct new City Hall facilities.

**Objective 1:** Complete site selection from available options.

**Objective 2:** Secure funding alone or in partnership(s) with the private sector.

**Objective 3:** Commence design.
GOAL 2: Develop long-term parking solution.
Objective 1: Evaluate the effectiveness of the paid parking pilot program.
Objective 2: Formulate plans for a second garage as may be required.
Objective 3: Create a sustainable, low-risk parking program for downtown.

INFORMATION TECHNOLOGY SERVICES

GOAL 1: Implement the EnerGov solution for building, permitting, code enforcement and public access.
Objective 1: Work with Planning & Development Department and Engineering Division on pre-implementation setup, processes and procedures.
Objective 2: Work with Planning & Development and Engineering staff on system implementation.
Objective 3: Work with Planning & Development and Engineering staff on system training and use.

GOAL 2: Data Center Equipment Upgrades
Objective 1: Devices were upgraded ahead of schedule due to manufacturer life cycle of equipment.
Objective 2: Upgrade network switches to 10GB faster connectivity.

GOAL 3: Data Center Security & Protection Systems
Objective 1: Implement a fire suppression system in the data center.
Objective 2: Network switches to be upgraded on an as-need basis or divided up into cyclical replacement schedules over a five year period.
Objective 3: Implement training on fire suppression and security access systems.

ACCOUNTABILITY REPORT ON FY 2017 GOALS AND OBJECTIVES

GOAL 1: Effectively implement the hybrid, paid parking pilot program.
Objective 1: Evaluate the effectiveness of a paid parking pilot program on recurring frequency.
STATUS: Performance measures have been identified in Resolution 16-23 to evaluate the continuance of the pilot program. Staff have been reporting quarterly to the City Commission.
Objective 2: Provide recommendation on program’s continuance beyond pilot period.
STATUS: At the end of the one-year pilot period, staff will compare annual results against the performance measures in Resolution 16-23 and make a recommendation to City Commission.
Objective 3: Pursue opportunities for leased spaces as at-risk lots going off-line.
STATUS: Staff continue to proactively identify sites that will add to the available parking stock. In FY 2017, 34 permanent on-street parking spaces will be added on Monroe (11) and Douglas (23). By the end of FY 2018 Q1, 195 spaces will be added through a lease on a new parking structure. City Commission has approved a Gateway parking agreement for special event usage.
GOAL 2: Secure enterprise-wide financial software package within budget.
Objective 1: Effectively transition old data base to new system seamlessly.
STATUS: In August of 2017, City Commission approved the purchase of the Tyler Munis Financials/HR/Payroll, ExecuTime Time Keeping and EnerGov permitting/building code ERP solution. Implementation will begin in FY 2018 and continue for the next several years.
Objective 2: Provide user training and support desk services.
STATUS: Staff are confident the new ERP solution will yield streamlined business processes, enhanced efficiencies, and enable online business transactions for the public and internal City departments.

GOAL 3: Complete successful negotiations for retention of the Toronto Blue Jays.
Objective 1: Secure multi-party funding plan.
STATUS: The estimated cost for reconstruction of Florida Auto Exchange Stadium and the Englebert Complex is $81M. Staff have secured a conditional commitment of $41M from Pinellas County through their Tourist Development Tax upon successful negotiations between the County, City, and Toronto Blue Jays. An application is being developed to the State of Florida's Dept. of Economic Opportunity requesting $1M per year for 20 years. A 25-year license agreement is pending City Commission approval in FY 2018. This signed license agreement is required for the State application, which is currently under negotiations.
Objective 2: Execute development agreement for design and construction of facilities.
STATUS: The City has developed a Request for Qualifications (RFQ) for architectural services, which is currently being reviewed by the Toronto Blue Jays. Award is estimated in Q4 FY 2017 or Q1 FY 2018.
Objective 3: Execute long-term license agreement with the Toronto Blue Jays.
STATUS: The City has successfully negotiated a 25-year license agreement with the Toronto Blue Jays. This will be brought before City Commission for approval in Q1 FY 2018.

INFORMATION TECHNOLOGY SERVICES

GOAL 1: Provide a more collaborative and functional environment for the City's users.
Objective 1: Research and review a new (ERP) Enterprise Resource Planning software to replace legacy system.
STATUS: City staff reviewed three ERP vendor solutions and unanimously decided on pursuing the Tyler Technologies MUNIS, EnerGov and ExecuTime combined solutions. In August of 2017, City Commission approved the purchase of the Tyler Munis Financials/HR/Payroll, ExecuTime Time Keeping and EnerGov permitting/building code ERP solution.
COMMUNITY RELATIONS

FY 2018 ADOPTED OPERATING & CAPITAL BUDGET
City of Dunedin
Community Relations
4.0 FTE

Director of Community Relations
1.0 FTE

Public Information Coordinator
1.0 FTE

Multimedia Specialist
1.0 FTE

TV Production Specialist
1.0 FTE
**Department Mission Statement**
The City of Dunedin Community Relations Department supports all City Departments in an effort to keep citizens engaged and informed via the City of Dunedin website, Dunedin Television, City of Dunedin social media outlets (Facebook, Twitter, YouTube, etc.) and print media. The Community Relations Department assists with all public communications including media relations, social media, marketing, public relations, videos, citizen engagement, photo requests and emergency communication services.

**Current Services Summary**
The Community Relations Department oversees and manages the daily operation of the City owned and operated government access station Dunedin Television, the City of Dunedin website (DunedinGov.com), CodeRed Emergency Notification System and all public communications including social media distribution. The City of Dunedin Community Relations Director is the City liaison to the Public Relations Action Advisory Committee, a City liaison with Visit Dunedin and plays a key role in the Emergency Operations Center.

**Budget Highlights, Service Changes and Proposed Efficiencies**
New in FY 2018, the Communications Department has been renamed the Community Relations Department to better reflect the evolving services offered via this department. The goal of the Community Relations Department is to maintain the current communication outlets and open up new avenues of communication between residents, visitors, civic groups, associations and City Government through improved two-way communication. The FY18 Proposed Budget includes $20,000 to purchase a replacement vehicle for the Community Relations Department. Personnel changes include the addition of a new Public Information Coordinator full-time position ($ 58,400) and reclassification of the TV Production Specialist ($6,300). Operation costs have decreased due to the one-time expenditure of website upgrades in FY17.

### DEPARTMENT PERSONNEL SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>ESTIMATED FY 2017</th>
<th>BUDGET FY 2018</th>
<th>FTE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Relations</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>4.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Total FTEs</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>4.00</td>
<td>1.00</td>
</tr>
</tbody>
</table>

### DEPARTMENT EXPENDITURE SUMMARY BY CATEGORY

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
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<tbody>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>147,422</td>
<td>156,372</td>
<td>163,800</td>
<td>215,100</td>
<td>31%</td>
</tr>
<tr>
<td>Benefits</td>
<td>50,499</td>
<td>53,915</td>
<td>52,800</td>
<td>76,000</td>
<td>44%</td>
</tr>
<tr>
<td>Operating</td>
<td>70,149</td>
<td>81,557</td>
<td>154,000</td>
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</tr>
<tr>
<td>Capital</td>
<td>2,799</td>
<td>50,707</td>
<td>-</td>
<td>21,400</td>
<td>100%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 270,869</td>
<td>$ 342,551</td>
<td>$ 370,600</td>
<td>$ 432,900</td>
<td>17%</td>
</tr>
</tbody>
</table>

**Major Operating ($25,000 or more)**
- Contract Workers: $ 27,000 (General Fund)
- Communications Outreach: $ 25,000 (General Fund)

**Major Capital ($25,000 or more)**
None
### FUNDING SOURCES

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Funds</td>
<td>270,869</td>
<td>342,551</td>
<td>370,600</td>
<td>432,900</td>
<td>17%</td>
</tr>
<tr>
<td>TOTAL DEPARTMENT FUNDING</td>
<td>$270,869</td>
<td>$342,551</td>
<td>$370,600</td>
<td>$432,900</td>
<td>17%</td>
</tr>
</tbody>
</table>

### PERFORMANCE MEASURES

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>ACTUAL FY 2017</th>
<th>BUDGET FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website visits</td>
<td>450,993</td>
<td>427,748</td>
<td>500,000</td>
<td>703,542</td>
<td>705,000</td>
</tr>
<tr>
<td>Website page views</td>
<td>1,240,280</td>
<td>1,126,755</td>
<td>1,500,000</td>
<td>1,909,577</td>
<td>2,000,000</td>
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<tr>
<td>Facebook page likes</td>
<td>10,000</td>
<td>14,832</td>
<td>16,000</td>
<td>18,400</td>
<td>19,500</td>
</tr>
<tr>
<td>YouTube Channel views</td>
<td>66,500</td>
<td>112,763</td>
<td>125,000</td>
<td>159,700</td>
<td>185,000</td>
</tr>
</tbody>
</table>

### FY 2018 GOALS AND OBJECTIVES

**GOAL 1: Improve Communications with internal and external stakeholders.**

**Objective 1:** Go live with a new and functionally enhanced City of Dunedin website at www.DunedinGov.com.

**Objective 2:** Collaborate with Visit Dunedin, Dunedin Downtown Merchants and Chamber of Commerce, Economic Development in support of unified outreach for City brand, public relations and marketing.

**Objective 3:** Support departments on community outreach via listening sessions, public meetings, citizen engagement tools and general feedback from our community.

**Objective 4:** Work collaboratively with all Pinellas County Municipal partners to unify countywide efforts.

**GOAL 2: Manage City of Dunedin website, Dunedin Television, social media and public communications.**

**Objective 1:** Effectively manage City used social media services and stay current with new technologies & methods of communicating.

**Objective 2:** Adopt new Social Media Policy and assist with City staff training.

**Objective 3:** Incorporate Citizen Engagement tools to bring forth a virtual City Hall that is accessible to the whole community.

**Objective 4:** Enhance social media and incorporate digital applications (potential mobile apps/citizen engagement tools).

**GOAL 3: Preserve and maintain City assets and infrastructure.**

**Objective 1:** Manage and maintain digital media library for the City including videos, archives and photos.

**Objective 2:** Replace current outdated Closed Captioning system. The new system will operate digitally and two currently used and maintained old phone lines will be put out service.

**Objective 3:** Replace older edit system and update with new computer/software.
GOAL 1: Update City of Dunedin website operating platform and train current users on new technologies/features.

GOAL 2: Produce quality programming for Dunedin Television and cross-promote via all City communication outlets, create new programming that highlights City services including historical and economic development within the City.
STATUS: Ongoing: Dunedin TV continues to produce content for Dunedin TV, YouTube and the City website on a daily basis. In 2017 a new segment “Your City at Work” debuted highlighting the work of City departments, the first episode featured the City Water Department. The first episode of “Made In Dunedin” is currently airing. The premier episode features Artistic Bike Racks that are installed throughout the City. Future episodes will feature Dunedin specific creations or contributions that add a unique and historical significance to the community. DTV works closely with Economic Development and produces a Quarterly update that highlights new businesses, developments and general news in the City.

GOAL 3: Support Economic Development Department with Public Relations efforts in Parking Management Program communication outreach.
STATUS: Ongoing: The Community Relations Department continues to support the Parking Management program outreach effort via the City website, DTV, social media, e-notify, publications and outreach planning.
ECONOMIC & HOUSING DEVELOPMENT

FY 2018 ADOPTED OPERATING & CAPITAL BUDGET
City of Dunedin
Economic & Housing Development
(Includes CRA)
3.73 FTE

Director of Economic & Housing Development
1.0 FTE

Administrative Coordinator
1.0 FTE

Economic Development Specialist
1.0 FTE

Special Projects Coordinator
0.73 FTE
Department Mission Statement
The Economic & Housing Development Department, which manages the City’s Community Redevelopment District (CRD), is responsible for strategies and programs that expand the City’s economy and promote redevelopment, jobs, housing, and overall quality of life aspects.

Current Services Summary
This Department is responsible for the development and creation of various economic development/redevelopment initiatives, incentive grants, structuring development agreements between developers and the City, enhancing the downtown, special projects, grant applications, and targeted streetscape initiatives. In addition, staff also works with various housing agencies to promote affordable housing opportunities. Staff also serves as a liaison to various committees and organizations, such as the Downtown Dunedin Merchants Association, Dunedin Chamber of Commerce, Community Redevelopment Agency Advisory Committee, Visit Dunedin, as well as Dunedin residents and businesses at-large. The Economic & Housing Development Department also oversees the City's Community Redevelopment Agency.

Budget Highlights, Service Changes and Proposed Efficiencies
The FY 2018 budget continues with the business incubator program to foster entrepreneurial and business startups in the City. A major initiative of the department will be planning improvements and enhancements to Skinner Boulevard. This includes close coordination with the Florida Department of Transportation and Forward Pinellas. In addition, staff will be working on large scale redevelopment initiatives, the Gateway, and the Downtown East End Plan.

Initiatives for 2018 include a Traffic Management Study of Skinner Boulevard as a precursor to forming a design concept for enhancements, and a downtown enhanced Jolley Trolley bus stop.

<table>
<thead>
<tr>
<th>DEPARTMENT PERSONNEL SUMMARY</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>ESTIMATED FY 2017</th>
<th>BUDGET FY 2018</th>
<th>FTE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic &amp; Housing</td>
<td>0.63</td>
<td>1.14</td>
<td>1.14</td>
<td>1.64</td>
<td>0.50</td>
</tr>
<tr>
<td>CRA</td>
<td>1.67</td>
<td>2.19</td>
<td>2.09</td>
<td>2.09</td>
<td>0.00</td>
</tr>
<tr>
<td>Total FTEs</td>
<td><strong>2.30</strong></td>
<td><strong>3.33</strong></td>
<td><strong>3.23</strong></td>
<td><strong>3.73</strong></td>
<td><strong>0.50</strong></td>
</tr>
<tr>
<td></td>
<td>ACTUAL FY 2015</td>
<td>ACTUAL FY 2016</td>
<td>BUDGET FY 2017</td>
<td>BUDGET FY 2018</td>
<td>FTE CHANGE</td>
</tr>
<tr>
<td>------------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>181,451</td>
<td>201,248</td>
<td>242,500</td>
<td>271,700</td>
<td>12%</td>
</tr>
<tr>
<td>Benefits</td>
<td>50,128</td>
<td>59,179</td>
<td>71,400</td>
<td>83,700</td>
<td>17%</td>
</tr>
<tr>
<td>Operating</td>
<td>266,384</td>
<td>483,115</td>
<td>3,065,400</td>
<td>2,956,700</td>
<td>-4%</td>
</tr>
<tr>
<td>Capital</td>
<td>114,070</td>
<td>694,636</td>
<td>44,000</td>
<td>220,800</td>
<td>402%</td>
</tr>
<tr>
<td>Other</td>
<td>70,853</td>
<td>52,721</td>
<td>163,900</td>
<td>244,400</td>
<td>49%</td>
</tr>
<tr>
<td><strong>Expense Cash Flow Subtotal</strong></td>
<td><strong>682,886</strong></td>
<td><strong>1,490,899</strong></td>
<td><strong>3,587,200</strong></td>
<td><strong>3,617,300</strong></td>
<td><strong>1%</strong></td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Elim. Of Capital Expenses</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(160,000)</td>
<td>100%</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>682,886</strong></td>
<td><strong>1,490,899</strong></td>
<td><strong>3,587,200</strong></td>
<td><strong>3,617,300</strong></td>
<td><strong>1%</strong></td>
</tr>
</tbody>
</table>

To best compare FY 2017 against FY 2018, expenses have been restated in the chart above adding depreciation, elimination of principal debt payments, and elimination of capital. Prior to FY 2018, these costs were booked at year-end.

**FY 2018 MAJOR EXPENDITURES BY CATEGORY**

**Major Operating ($25,000 or more)**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skinner Blvd. Traffic Mgmt. Study</td>
<td>$75,000</td>
<td>CRA Fund</td>
</tr>
<tr>
<td>Jolley Trolley</td>
<td>$37,500</td>
<td>CRA Fund/General Fund</td>
</tr>
<tr>
<td>Main St. Jolley Trolley Stop Enhancement</td>
<td>$60,800</td>
<td>CRA Fund</td>
</tr>
<tr>
<td>Conceptual Plans, Appraisals, Surveys</td>
<td>$35,000</td>
<td>CRA Fund</td>
</tr>
<tr>
<td>Florida Business Incubator Sponsorship</td>
<td>$25,000</td>
<td>General Fund</td>
</tr>
<tr>
<td>Art Incubator Masonry Bldg. Lease</td>
<td>$37,600</td>
<td>General Fund</td>
</tr>
<tr>
<td>Art Incubator Metal Bldg. Lease</td>
<td>$30,800</td>
<td>General Fund</td>
</tr>
<tr>
<td>Parking Management/Enforcement</td>
<td>$169,000</td>
<td>Parking Fund</td>
</tr>
<tr>
<td>Credit Card Merchant Fees</td>
<td>$54,300</td>
<td>Parking Fund</td>
</tr>
<tr>
<td>Paid Parking Administration Tech. Contract</td>
<td>$28,100</td>
<td>Parking Fund</td>
</tr>
<tr>
<td>Dunedin Station Lot</td>
<td>$36,000</td>
<td>Parking Fund</td>
</tr>
<tr>
<td>Justice Plaza Lot</td>
<td>$26,000</td>
<td>Parking Fund</td>
</tr>
<tr>
<td>Downtown Parking Garage Lease</td>
<td>$2,160,000</td>
<td>Parking Fund</td>
</tr>
</tbody>
</table>

**Major Capital ($25,000 or more)**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay Station Buyout</td>
<td>$160,000</td>
<td>Parking Fund</td>
</tr>
</tbody>
</table>

**Major Other ($25,000 or more)**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRA Facade, DEMO &amp; Site Plan Assistance</td>
<td>$40,000</td>
<td>CRA Fund</td>
</tr>
<tr>
<td>Facade, DEMO &amp; Site Plan Assistance</td>
<td>$37,500</td>
<td>General Fund</td>
</tr>
</tbody>
</table>
## DEPARTMENT EXPENDITURE SUMMARY BY COST CENTER

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Economic &amp; Housing Development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>46,926</td>
<td>57,128</td>
<td>78,000</td>
<td>96,000</td>
<td>23%</td>
</tr>
<tr>
<td>Benefits</td>
<td>11,259</td>
<td>15,327</td>
<td>22,000</td>
<td>33,100</td>
<td>50%</td>
</tr>
<tr>
<td>Operating</td>
<td>69,385</td>
<td>280,248</td>
<td>173,200</td>
<td>188,800</td>
<td>9%</td>
</tr>
<tr>
<td>Capital</td>
<td>-</td>
<td>253,537</td>
<td>-</td>
<td>-</td>
<td>0%</td>
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<tr>
<td>Other</td>
<td>32,593</td>
<td>15,500</td>
<td>52,500</td>
<td>51,000</td>
<td>-3%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 160,163</strong></td>
<td><strong>$ 621,740</strong></td>
<td><strong>$ 325,700</strong></td>
<td><strong>$ 368,900</strong></td>
<td><strong>13%</strong></td>
</tr>
<tr>
<td><strong>Community Redevelopment Agency (CRA)</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
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<td></td>
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</tr>
<tr>
<td>Salaries</td>
<td>134,525</td>
<td>144,120</td>
<td>164,500</td>
<td>172,800</td>
<td>5%</td>
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<tr>
<td>Benefits</td>
<td>38,869</td>
<td>43,852</td>
<td>49,400</td>
<td>50,100</td>
<td>1%</td>
</tr>
<tr>
<td>Operating</td>
<td>196,999</td>
<td>202,867</td>
<td>124,600</td>
<td>246,400</td>
<td>98%</td>
</tr>
<tr>
<td>Capital</td>
<td>114,070</td>
<td>441,099</td>
<td>44,000</td>
<td>60,800</td>
<td>38%</td>
</tr>
<tr>
<td>Other</td>
<td>38,260</td>
<td>37,221</td>
<td>111,400</td>
<td>193,400</td>
<td>74%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 522,723</strong></td>
<td><strong>$ 869,159</strong></td>
<td><strong>$ 493,900</strong></td>
<td><strong>$ 723,500</strong></td>
<td><strong>46%</strong></td>
</tr>
<tr>
<td><strong>Parking Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>100%</td>
</tr>
<tr>
<td>Benefits</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>100%</td>
</tr>
<tr>
<td>Operating</td>
<td>-</td>
<td>-</td>
<td>2,767,600</td>
<td>2,521,500</td>
<td>-9%</td>
</tr>
<tr>
<td>Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>160,000</td>
<td>100%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Expense Cash Flow Subtotal</strong></td>
<td>-</td>
<td>-</td>
<td>2,767,600</td>
<td>2,684,900</td>
<td>-3%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Elim. Of Capital Expenses</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(160,000)</td>
<td>100%</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$ -</strong></td>
<td><strong>$ -</strong></td>
<td><strong>$ 2,767,600</strong></td>
<td><strong>$ 2,524,900</strong></td>
<td><strong>-9%</strong></td>
</tr>
<tr>
<td><strong>TOTAL DEPARTMENT EXPENSES</strong></td>
<td><strong>$ 682,886</strong></td>
<td><strong>$ 1,490,899</strong></td>
<td><strong>$ 3,587,200</strong></td>
<td><strong>$ 3,617,300</strong></td>
<td><strong>1%</strong></td>
</tr>
</tbody>
</table>
**FUNDING SOURCES**

<table>
<thead>
<tr>
<th>Fund</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Funds</td>
<td>160,163</td>
<td>621,740</td>
<td>325,700</td>
<td>368,900</td>
<td>13%</td>
</tr>
<tr>
<td>Total General Funds</td>
<td>160,163</td>
<td>621,740</td>
<td>325,700</td>
<td>368,900</td>
<td>13%</td>
</tr>
<tr>
<td>Penny Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>46,512</td>
<td>25,125</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Total Penny Funds</td>
<td>46,512</td>
<td>25,125</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>CRA Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Taxes</td>
<td>476,211</td>
<td>844,034</td>
<td>493,900</td>
<td>723,500</td>
<td>46%</td>
</tr>
<tr>
<td>Total CRA Funds</td>
<td>476,211</td>
<td>844,034</td>
<td>493,900</td>
<td>723,500</td>
<td>46%</td>
</tr>
<tr>
<td>Parking Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking Fees</td>
<td>-</td>
<td>-</td>
<td>18,200</td>
<td>364,900</td>
<td>1905%</td>
</tr>
<tr>
<td>Transfer from General Fund</td>
<td>-</td>
<td>-</td>
<td>2,749,400</td>
<td>2,160,000</td>
<td>-21%</td>
</tr>
<tr>
<td>Total Parking Fund</td>
<td>-</td>
<td>-</td>
<td>2,767,600</td>
<td>2,524,900</td>
<td>-9%</td>
</tr>
<tr>
<td>TOTAL DEPARTMENT FUNDING</td>
<td>$682,886</td>
<td>$1,490,899</td>
<td>$3,587,200</td>
<td>$3,617,300</td>
<td>1%</td>
</tr>
</tbody>
</table>

The one-time payment from the Parking Fund for the buydown of the downtown parking garage lease did not occur as budgeted in FY 2017. Instead, it was rebudgeted for FY 2018.

**PERFORMANCE MEASURES**

<table>
<thead>
<tr>
<th>Measure</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>ACTUAL FY 2017</th>
<th>BUDGET FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in tax base (CRA / Citywide)</td>
<td>4.7% / 6.1%</td>
<td>4.6% / 6.2%</td>
<td>5.5% / 5.5%</td>
<td>7.8% / 7.7%</td>
<td>9% / 25%</td>
</tr>
<tr>
<td>New development projects initiated</td>
<td>4</td>
<td>7</td>
<td>3</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Incentive grants awarded</td>
<td>6 / $17,246</td>
<td>6 / $18,923</td>
<td>7 / $43,000</td>
<td>4 / $15,000</td>
<td>5 / $25,000</td>
</tr>
<tr>
<td>Downtown enhancement projects</td>
<td>Not measured</td>
<td>5</td>
<td>5</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

**FY 2018 GOALS AND OBJECTIVES**

**GOAL 1:** Increase downtown parking stock and promote mixed-use projects.

**GOAL 2:** Expand free downtown internet ability to the east end of Main Street.

**GOAL 3:** Secure a food/grocery market for the downtown.

**GOAL 4:** Work in partnership with the Dunedin Housing Authority and Pinellas County Housing Finance Authority to produce affordable housing in the City of Dunedin.
GOAL 5: Review of Arts Incubator and provide update to City Commission as well as examine options to make the Art Incubator site more permanent.

GOAL 6: Continue to promote Entrepreneurial programs.

GOAL 7: Initiate a traffic management study for Skinner Blvd and submit for a grant from Forward Pinellas for technical assistance.

GOAL 8: Facilitate and build consensus for a redevelopment plan for the Gateway.

GOAL 9: Build City tax base as a measure to support the City budget and provide revenue for City services.

GOAL 10: PSTA Coastal Jolley Trolley contract, work toward a multi-year contract.

ACCOUNTABILITY REPORT ON FY 2017 GOALS AND OBJECTIVES

GOAL 1: Implement approved Downtown Parking Management System.
STATUS: Pilot Parking Management System was initiated on October 3, 2016 and the City Commission will evaluate the one year performance of the program on December 12, 2017 and determine if the system continues.

GOAL 2: Initiate Entrepreneurial/Incubator Program.
STATUS: The Florida Business Incubator’s various Education Programs are in full force and attracting prospective entrepreneurs. In addition the FBI has a new home at the Dunedin Golf Club.

GOAL 3: Increase parking stock for the City.
STATUS: The eleven (11) spaces on Monore Street were created and the 195 space parking garage on Douglas is under construction with an opening scheduled for January 2018. The 23 angled parking spots on Douglas are to be built March 2018.

ECONOMIC & HOUSING DEVELOPMENT
FINANCE

FY 2018 ADOPTED
OPERATING & CAPITAL
BUDGET
**Department Mission Statement**
To provide timely, responsive, and comprehensive financial support services to the City Commission, City departments, and the community at large.

**Current Services Summary**
The Finance Department is responsible for all accounting, budgeting, financing, purchasing, and cash management activities for the City. Responsibilities also include safeguarding the City’s assets, managing the City's investment portfolio, debt management, accurate and timely financial reporting, and providing financial support to all City departments and divisions. In addition, the department coordinates preparation of the Annual Budget and Capital Improvements Plan (CIP), monitors budget compliance, coordinates the annual audit conducted by an outside independent audit firm, and prepares and issues the Comprehensive Annual Financial Report (CAFR).

Staff also prepares financial statements, processes accounts payable, completes specialized billing and provides other accounting related services. They also provide internal and external customers with information on rates, types of services available and any regulations that pertain to our billing services. Purchasing staff facilitate vendor relationships and oversee all bidding processes for procurement of City products and services.

**Budget Highlights, Service Changes and Proposed Efficiencies**
The FY 2018 Finance budget includes two changes in personnel. One-half (0.5 FTE) of the Budget Analyst position, which was formerly split with the Water Division, will be moved under the Finance Department. This change in cost allocation will better reflect the duties of the position in supporting all City departments. In addition, the budget includes reclassifying an Accountant position to a Senior Accountant position. In 2014, this position existed, but was reclassed to an Accountant based on candidate qualifications during recruitment. Since then, the intent has been to restore the position back to Senior Accountant once a staff member was qualified and ready for the additional responsibilities. Increased workload has driven a operational need for this position and existing staff currently meet qualifications.

Operating increases are due to increases in internal service fund charges for information technology, facility maintenance and custodial services.

<table>
<thead>
<tr>
<th>DEPARTMENT PERSONNEL SUMMARY</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>ESTIMATED FY 2017</th>
<th>BUDGET FY 2018</th>
<th>FTE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting/Finance</td>
<td>8.50</td>
<td>8.50</td>
<td>9.50</td>
<td>10.00</td>
<td>0.50</td>
</tr>
<tr>
<td>Purchasing</td>
<td>1.00</td>
<td>1.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Total FTEs</td>
<td>9.50</td>
<td>9.50</td>
<td>9.50</td>
<td>10.00</td>
<td>0.50</td>
</tr>
</tbody>
</table>
### DEPARTMENT EXPENDITURE SUMMARY BY CATEGORY

<table>
<thead>
<tr>
<th>Category</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>526,537</td>
<td>574,769</td>
<td>586,100</td>
<td>636,900</td>
<td>9%</td>
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<tr>
<td>Benefits</td>
<td>136,935</td>
<td>167,767</td>
<td>174,000</td>
<td>188,600</td>
<td>8%</td>
</tr>
<tr>
<td>Operating</td>
<td>179,087</td>
<td>177,831</td>
<td>176,700</td>
<td>185,200</td>
<td>5%</td>
</tr>
<tr>
<td>Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$842,559</td>
<td>$920,367</td>
<td>$936,800</td>
<td>$1,010,700</td>
<td>8%</td>
</tr>
</tbody>
</table>

#### Major Operating ($25,000 or more)

- **Auditor Services**
  - $60,000
  - General Fund

#### Major Capital ($25,000 or more)

- None

### FUNDING SOURCES

<table>
<thead>
<tr>
<th>Category</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Lien Searches</td>
<td>29,140</td>
<td>29,435</td>
<td>26,000</td>
<td>26,000</td>
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<td>City Funds</td>
<td>813,419</td>
<td>890,932</td>
<td>910,800</td>
<td>984,700</td>
<td>8%</td>
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<tr>
<td><strong>TOTAL DEPARTMENT FUNDING</strong></td>
<td>$842,559</td>
<td>$920,367</td>
<td>$936,800</td>
<td>$1,010,700</td>
<td>8%</td>
</tr>
</tbody>
</table>

### PERFORMANCE MEASURES

<table>
<thead>
<tr>
<th>Category</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>ACTUAL FY 2017</th>
<th>BUDGET FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Budget Amendments</td>
<td>6</td>
<td>6</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Purchase Orders Issued</td>
<td>739</td>
<td>832</td>
<td>750</td>
<td>768</td>
<td>750</td>
</tr>
<tr>
<td>GFOA Certificate of Achievement for Excellence in Financial Reporting</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>GFOA Distinguished Budget Award Recipient</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

### FY 2018 GOALS AND OBJECTIVES

**GOAL 1:** Implement financial portion of selected ERP system by assisting the project manager with business process setups with related controls and interdepartmental training.

**GOAL 2:** Develop a stable and fiscally sound spending plan for Penny for Pinellas 2020-2029 (Penny IV) if approved in November 2017 voter referendum and identify funding solutions to other unfunded capital needs in the City.

**GOAL 3:** Review and revise City policies such as the City's Travel & Training, Fund Balance/Reserve and Budget Amendment policies.
GOAL 4: Working with Engineering, secure funding through the FL State Revolving Loan program for the City’s upcoming Water Plant Reconstruction.

ACCOUNTABILITY REPORT ON FY 2017 GOALS AND OBJECTIVES

GOAL 1: Finalize a contract to purchase and begin the implementation of new system-wide financial software.
STATUS: The award of a contract to Tyler Technologies was approved by City Commission on August 8, 2017. Implementation will begin in FY 2018.

GOAL 2: Continue to improve the quality of information contained in monthly reports and establish routine monitoring procedures with the City Manager and other departments.
STATUS: The process has improved during the year and the Department intends to continue working towards this goal throughout FY 2018.

GOAL 3: Review Department policies and procedures and revise as needed.
STATUS: During FY 2018, the Finance Department plans to review and revise the Department’s Emergency Management Plan, as well as the City’s Training & Travel and Fund Balance/Reserve policies.

GOAL 4: Provide financial analysis and support regarding borrowing options for City projects.
STATUS: Preliminary financial analysis has been provided for several major City initiatives including retention of the Toronto Blue Jays, Skinner Blvd. Enhancements, a City-owned parking garage, and City Hall replacement.

GOAL 5: Receive GFOA certificate of achievement for excellence in financial reporting.
STATUS: The City received this award for its work on the FY 2016 CAFR.

GOAL 6: Receive GFOA distinguished budget presentation award.
STATUS: The City received this award for its presentation of the FY 2017 budget.
FIRE / RESCUE

FY 2018 ADOPTED
OPERATING & CAPITAL BUDGET
City of Dunedin
Fire / Rescue
56.0 FTE

Fire Chief
1.0 FTE

Senior Administrative Assistant
1.0 FTE

Fire Marshal
1.0 FTE

Fire Inspector
2.0 FTE

Deputy Fire Chief
1.0 FTE

Division Chief of EMS
1.0 FTE

Division Chief of Training
1.0 FTE

District Chief
3.0 FTE

Fire Lieutenant
12.0 FTE

Firefighter/Paramedic
28.0 FTE

Firefighter/EMT
5.0 FTE
Department Mission Statement
To promote fire and health safety preparedness through prevention and educational activities that will enhance the quality of life for all citizens, and when needed, make a rapid response to control and eliminate the emergency situation.

Current Services Summary
The department is divided into three Divisions: Administration, Fire Operations, and Emergency Medical Services (EMS). The department is responsible for providing emergency response to all types of incidents. Most personnel have fire and EMS training to handle these incidents. The department contracts with Pinellas County EMS to provide three Advanced Life Support (ALS) non-transport units for medical incidents. The department also has a Fire Protection Agreement with Pinellas County to provide fire service to unincorporated areas of the Dunedin Fire District. In addition the department’s fire prevention program coordinates fire inspections on new and existing commercial and multi-family structures as well as fire prevention activities for all age groups. The department also serves as the Emergency Management authority for the City.

Budget Highlights, Service Changes and Proposed Efficiencies
The FY 2018 budget will increase service levels by adding 1.0 FTE Firefighter/EMT position. In past years, 0.25 FTE of the EMS Division Chief was allocated to Fire Operations. New in FY18, this entire position will be allocated to EMS. In addition, the Deputy Fire Marshal will be eliminated and a Fire Marshal position will be created ($18,600). In FY 2012, the Fire Marshal left and the Fire Chief assumed that role. Due to the current environment and workload, the intent is to reclassify the Deputy Fire Marshal to a Fire Marshal position. All operating costs have moved to Fire Operations and only salary/benefits remain in Fire Administration.
### DEPARTMENT PERSONNEL SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>ESTIMATED FY 2017</th>
<th>BUDGET FY 2018</th>
<th>FTE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Administration</td>
<td>10.25</td>
<td>10.25</td>
<td>10.25</td>
<td>10.00</td>
<td>-0.25</td>
</tr>
<tr>
<td>Fire Operations</td>
<td>35.00</td>
<td>35.00</td>
<td>35.00</td>
<td>36.00</td>
<td>1.00</td>
</tr>
<tr>
<td>EMS</td>
<td>9.75</td>
<td>9.75</td>
<td>9.75</td>
<td>10.00</td>
<td>0.25</td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td><strong>55.00</strong></td>
<td><strong>55.00</strong></td>
<td><strong>55.00</strong></td>
<td><strong>56.00</strong></td>
<td><strong>-0.25</strong></td>
</tr>
</tbody>
</table>

### DEPARTMENT EXPENDITURE SUMMARY BY CATEGORY

<table>
<thead>
<tr>
<th>Category</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>3,662,622</td>
<td>3,912,395</td>
<td>3,937,000</td>
<td>4,050,900</td>
<td>3%</td>
</tr>
<tr>
<td>Benefits</td>
<td>1,415,271</td>
<td>1,480,421</td>
<td>1,427,100</td>
<td>1,696,800</td>
<td>19%</td>
</tr>
<tr>
<td>Operating</td>
<td>1,101,709</td>
<td>1,112,453</td>
<td>1,190,000</td>
<td>1,296,800</td>
<td>9%</td>
</tr>
<tr>
<td>Capital</td>
<td>251,740</td>
<td>33,478</td>
<td>60,000</td>
<td>59,500</td>
<td>-1%</td>
</tr>
<tr>
<td>Other</td>
<td>289,352</td>
<td>104,628</td>
<td>103,600</td>
<td>104,600</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>6,720,694</strong></td>
<td><strong>6,643,375</strong></td>
<td><strong>6,717,700</strong></td>
<td><strong>7,208,600</strong></td>
<td><strong>7%</strong></td>
</tr>
</tbody>
</table>

**Major Operating ($25,000 or more)**

- Communication Service: $57,100, General Fund
- Electricity: $44,200, General Fund

**Major Capital ($25,000 or more)**

- Replace All County 911 Mobile & Portable Radios: $45,000, General Fund

**Major Other ($25,000 or more)**

- Fire Station #61 Debt Payment: $104,600, Penny Fund
<table>
<thead>
<tr>
<th>DEPARTMENT EXPENDITURE SUMMARY BY COST CENTER</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Administration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>730,951</td>
<td>755,270</td>
<td>781,500</td>
<td>786,800</td>
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<tr>
<td>Benefits</td>
<td>251,306</td>
<td>235,585</td>
<td>227,500</td>
<td>273,900</td>
<td>20%</td>
</tr>
<tr>
<td>Operating</td>
<td>123,038</td>
<td>148,079</td>
<td>174,700</td>
<td>-</td>
<td>-100%</td>
</tr>
<tr>
<td>Capital</td>
<td>-</td>
<td>3,500</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$1,105,295</strong></td>
<td><strong>$1,142,434</strong></td>
<td><strong>$1,183,700</strong></td>
<td><strong>$1,060,700</strong></td>
<td><strong>-10%</strong></td>
</tr>
<tr>
<td>Fire Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>2,241,058</td>
<td>2,417,533</td>
<td>2,417,700</td>
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<tr>
<td>Benefits</td>
<td>769,314</td>
<td>821,589</td>
<td>769,000</td>
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</tr>
<tr>
<td>Operating</td>
<td>780,100</td>
<td>777,859</td>
<td>806,100</td>
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<tr>
<td>Capital</td>
<td>251,740</td>
<td>29,978</td>
<td>60,000</td>
<td>59,500</td>
<td>0%</td>
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<tr>
<td>Other</td>
<td>289,352</td>
<td>104,628</td>
<td>103,600</td>
<td>104,600</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$4,331,564</strong></td>
<td><strong>$4,151,587</strong></td>
<td><strong>$4,156,400</strong></td>
<td><strong>$4,677,600</strong></td>
<td><strong>13%</strong></td>
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<tr>
<td>EMS</td>
<td></td>
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<td></td>
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<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>690,613</td>
<td>739,592</td>
<td>737,800</td>
<td>761,800</td>
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</tr>
<tr>
<td>Benefits</td>
<td>394,651</td>
<td>423,247</td>
<td>430,600</td>
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<tr>
<td>Operating</td>
<td>198,571</td>
<td>186,515</td>
<td>209,200</td>
<td>227,900</td>
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</tr>
<tr>
<td>Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$1,283,835</strong></td>
<td><strong>$1,349,354</strong></td>
<td><strong>$1,377,600</strong></td>
<td><strong>$1,470,300</strong></td>
<td><strong>7%</strong></td>
</tr>
<tr>
<td><strong>TOTAL DEPARTMENT EXPENDITURE</strong></td>
<td><strong>$6,720,694</strong></td>
<td><strong>$6,643,375</strong></td>
<td><strong>$6,717,700</strong></td>
<td><strong>$7,208,600</strong></td>
<td><strong>7%</strong></td>
</tr>
</tbody>
</table>
FUNDING SOURCES

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire Plan Review/Inspections</td>
<td>82,660</td>
<td>50,491</td>
<td>64,700</td>
<td>59,800</td>
<td>-8%</td>
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<tr>
<td>County Fire Service Fees</td>
<td>707,650</td>
<td>739,606</td>
<td>782,600</td>
<td>768,700</td>
<td>-2%</td>
</tr>
<tr>
<td>County EMS</td>
<td>1,314,924</td>
<td>1,319,256</td>
<td>1,381,100</td>
<td>1,448,900</td>
<td>5%</td>
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<tr>
<td>Donations</td>
<td>14,961</td>
<td>14,364</td>
<td>-</td>
<td>500</td>
<td>100%</td>
</tr>
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<td>City Funds</td>
<td>4,490,788</td>
<td>4,415,030</td>
<td>4,384,740</td>
<td>4,826,100</td>
<td>10%</td>
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<tr>
<td><strong>Total General Fund</strong></td>
<td>6,610,983</td>
<td>6,538,747</td>
<td>6,613,140</td>
<td>7,104,000</td>
<td>7%</td>
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<tr>
<td><strong>Penny Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>109,711</td>
<td>104,628</td>
<td>104,560</td>
<td>104,600</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Penny Fund</strong></td>
<td>109,711</td>
<td>104,628</td>
<td>104,560</td>
<td>104,600</td>
<td>0%</td>
</tr>
<tr>
<td><strong>TOTAL DEPARTMENT FUNDING</strong></td>
<td>$6,720,694</td>
<td>$6,643,375</td>
<td>$6,717,700</td>
<td>$7,208,600</td>
<td>7%</td>
</tr>
</tbody>
</table>

PERFORMANCE MEASURES

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>ACTUAL 2017 FY</th>
<th>BUDGET FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of firefighters with ISO required 192 hours of company training</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of firefighters with ISO required 6 hours of annual hazardous materials training</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of firefighters with ISO required 18 hours annual facility training</td>
<td>100%</td>
<td>70%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of drivers with ISO required 12 hours annual driving training</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of emergency medical calls responded to within 7.5 minutes (90% minimum per Pinellas County agreement)</td>
<td>100%</td>
<td>95%</td>
<td>100%</td>
<td>97%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent of emergency fire incidents responded to within 7.5 minutes (90% minimum per Pinellas County agreement)</td>
<td>100%</td>
<td>86%</td>
<td>100%</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>

FY 2018 GOALS AND OBJECTIVES

**GOAL 1:** Improve Disaster Services
- **Objective 1:** Review/revise the Emergency Management Plan for the City and increase the knowledge of such plan with City Staff.
- **Objective 2:** Identify key locations/structures/resources that could be used in the City after a hurricane.

**GOAL 2:** Purchase Replacement Aerial Apparatus
- **Objective 1:** There is a need to replace the current 2007 aerial apparatus (vehicle 101) due to multiple repair issues/costs.
ACCOUNTABILITY REPORT ON FY 2017 GOALS AND OBJECTIVES

GOAL 1: Improve Disaster Services
Objective 1: Formalize planning and design of the new Emergency Operations Center (EOC)/Fire Training building.
STATUS: Design of the EOC/Fire Training building was delayed for one year by the City Commission. A core group of City staff toured several similar facilities to gain knowledge that could be helpful in the future design.
Objective 2: Increase the number of City-wide employees trained in FEMA related classes.
STATUS: 21 City staff members attended a four day FEMA Integrated Emergency Management Course (IEMC) course in April 2017. Several members from various departments have completed the FEMA ICS 100, 200, 300, and 400 classes.

GOAL 2: Enhanced Customer Services
Objective 1: Streamlining of plans review in the Fire Prevention Division to provide a quicker, more efficient process.
STATUS: Fire Prevention has achieved a four business day goal of reviewing most plans. Priority is always given to plan reviews in order to ensure projects are not being delayed unnecessarily. Large scale projects may take more time based on the complexity of the project and the need to research fire codes. Fire Prevention Division personnel routinely contact architects and plan designers for clarification in order to minimize any potential delay in the workflow process and eliminate the need to resubmit plans. Architects, designers and contractors all appreciate the business friendly approach to fire plan reviews.
HUMAN RESOURCES & RISK MANAGEMENT

FY 2018 ADOPTED OPERATING & CAPITAL BUDGET
City of Dunedin
Human Resources & Risk Management
5.08 FTE

- Summer Intern (VOD) 0.08 FTE
- Director of Human Resources & Risk Management 1.0 FTE
- Pinellas County Sheriff’s Office
  Law Enforcement
- Human Resources & Risk Manager 1.0 FTE
- Payroll & Benefits Coordinator 1.0 FTE
- Senior Administrative Assistant 1.0 FTE

Human Resources & Risk Mgmt. Specialist 1.0 FTE
**Department Mission Statement**
To promote the City’s core values in all areas of Human Resources and Risk Management by providing outstanding customer service to all internal and external customers.

**Current Services Summary**
The Human Resources (HR) Department provides administrative support to all City departments pertaining to personnel matters. Activities include: recruitment and selection, performance management, retirement plan administration, employee and labor relations, annual pay plan maintenance, payroll processing, City-wide employee training, policies and procedures development/revisions, and a variety of special projects related to the HR function. HR also facilitates employee professional development and training, and ensures the City's compliance with all legal requirements of personnel-related regulations.

The Department also oversees administration of the City’s health plans, wellness program and other employee benefits; employee insurance benefits include medical, dental, life, short-term disability, Employee Assistance Program (EAP) and voluntary benefits. Activities include: insurance benefits administration and employee claims handling support, processing of premiums, coordination of annual employee open enrollment, and record keeping. In addition, the department also authorizes expenditures from the Health Benefits Self-Insurance Fund, and monitors employee insurance benefits costs.

The Risk Management program is responsible for the administration of the City’s safety, liability insurance, and workers’ compensation programs to include employee safety training, claims processing and record keeping, while ensuring compliance with all applicable laws and regulations. Other functions include authorization of claims-related expenditures; implements adjustments to risk management services to stay abreast with the City's changing exposures. This function also encompasses City-wide inspections and risk mitigation recommendations, along with the coordination of a comprehensive safety program.

**Budget Highlights, Service Changes and Proposed Efficiencies**
The most notable change within the Department budget is the addition of Law Enforcement services. New in FY 2018, the Director of Human Resources and Risk Management will serve as the staff liaison and oversee the contract for law enforcement with Pinellas County Sheriff's Office. This has formerly been a function within Planning & Development.

Actual medical and pharmacy claims for FY 2017 amounted to $2,639,193, which was approximately 2% more than the FY 2016 levels. Total participation in the City's Employee Wellness Program, also known as Go365 by Humana, was at 70%, with 68% of eligible employees completing online health assessments. Human Resources will continue to monitor all costs and services, and find ways to keep healthcare costs for employee insurance benefits at sustainable levels. Department personnel also participated in the review and selection of a new vendor for the City's new Enterprise Resource Planning (ERP) System. Staff will be working to transition from the current timekeeping system to a newer one that is compatible with the new ERP.

During the past year, Human Resources assisted with the search for a new City Manager, and sent out a Request for Proposals (RFP) for a Third Party Administrator for the City's property, general liability and workers' compensation claims processing programs. Human Resources & Risk Management also participated in the Emergency Operations Center Disaster Preparedness drills with the County, updates and revisions to the Continuity of Operations & Disaster procedures, and in the aftermath of Hurricane Irma, damage assessment, employee care, and after-action information.
The department also coordinated the following training sessions/activities:

- Active Shooter training for the employees;
- Diversity Training;
- Information on Climate Change;
- Emergency Management Awareness.

Other Employee Training completed during 2017:

- Online Safety Courses completed by employees = 1,441.

Collaboration with the City’s Broker of Record for property and liability insurance led to a savings of 5.2% in annual insurance premiums without loss of benefits. Empower Retirement was retained as the City's Third Party Administrator/Record Keeper for the employee defined contribution and deferred compensation retirement plans.

### DEPARTMENT PERSONNEL SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>ESTIMATED FY 2017</th>
<th>BUDGET FY 2018</th>
<th>FTE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>2.00</td>
<td>2.08</td>
<td>2.08</td>
<td>2.08</td>
<td>0.00</td>
</tr>
<tr>
<td>Risk Management</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Law Enforcement</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td><strong>5.00</strong></td>
<td><strong>5.08</strong></td>
<td><strong>5.08</strong></td>
<td><strong>5.08</strong></td>
<td><strong>0.00</strong></td>
</tr>
</tbody>
</table>

### DEPARTMENT EXPENDITURE SUMMARY BY CATEGORY

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>ESTIMATE FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>328,244</td>
<td>341,296</td>
<td>351,500</td>
<td>346,400</td>
<td>-1%</td>
</tr>
<tr>
<td>Benefits</td>
<td>105,707</td>
<td>123,236</td>
<td>143,100</td>
<td>120,700</td>
<td>-16%</td>
</tr>
<tr>
<td>Operating</td>
<td>9,492,209</td>
<td>9,576,275</td>
<td>9,812,900</td>
<td>10,016,000</td>
<td>2%</td>
</tr>
<tr>
<td>Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>16,000</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>332,687</td>
<td>-</td>
<td>10,000</td>
<td>10,000</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Expense Cash Flow Subtotal</strong></td>
<td><strong>10,258,847</strong></td>
<td><strong>10,040,807</strong></td>
<td><strong>10,317,500</strong></td>
<td><strong>10,509,100</strong></td>
<td><strong>2%</strong></td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Elimination of Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$10,258,847</strong></td>
<td><strong>$10,040,807</strong></td>
<td><strong>$10,317,500</strong></td>
<td><strong>$10,509,100</strong></td>
<td><strong>2%</strong></td>
</tr>
</tbody>
</table>
**Major Operating ($25,000 or more)**

- Pinellas County Sheriff Contract: $4,151,900
- Johns Eastern P & C Claims Handling: $30,000
- Gehring Group: $60,000
- Premiums - Liability: $755,000
- Broker Fees: $37,800
- Florida Municipal Insurance Trust: $90,000
- Claims Paid: $116,000
- Workers' Comp Claims: $218,000
- Humana ASO Fees: $163,700
- Reinsurance: $606,300
- Medical Claims: $3,128,000
- City Paid Dental Premiums: $86,500
- Employee Paid Dental Premiums: $49,800
- Retiree, Cobra, DFAC, DHM Premiums: $27,700
- City Paid Life Insurance Premiums: $86,000
- City Short Term Disability Premiums: $55,300

**Major Capital ($25,000 or more)**

None

### DEPARTMENT EXPENSE SUMMARY BY PROGRAM

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Human Resources</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>125,920</td>
<td>132,133</td>
<td>137,200</td>
<td>141,200</td>
<td>3%</td>
</tr>
<tr>
<td>Benefits</td>
<td>34,510</td>
<td>39,030</td>
<td>38,900</td>
<td>40,900</td>
<td>5%</td>
</tr>
<tr>
<td>Operating</td>
<td>88,601</td>
<td>61,184</td>
<td>59,000</td>
<td>64,000</td>
<td>8%</td>
</tr>
<tr>
<td>Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$249,031</td>
<td>$232,347</td>
<td>$235,100</td>
<td>$246,100</td>
<td>5%</td>
</tr>
</tbody>
</table>

| **Law Enforcement**  |                |                |                |                |          |
| Personnel            |                |                |                |                |          |
| Salaries             | -              | -              | -              | -              | 0%       |
| Benefits             | 13,705         | 14,116         | 3,600          | -              | -100%    |
| Operating            | 4,037,097      | 4,107,637      | 4,224,500      | 4,271,400      | 1%       |
| Capital              | -              | -              | -              | 16,000         | 0%       |
| Other                | -              | -              | 10,000         | 10,000         | 0%       |
| **Total Expenditures** | $4,050,802      | $4,121,753     | $4,238,100     | $4,297,400     | 1%       |
### Risk Management

| Personnel | Salaries | 134,357 | 137,416 | 142,700 | 131,400 | -8% |
| Benefits  | 38,273   | 47,964  | 87,200  | 55,200  | -37%   |
| Operating | 1,640,894| 1,351,595| 1,445,300| 1,392,500| -4%    |
| Capital   | -        | -       | -       | -       | 0%     |
| Other     | 332,687  | -       | -       | -       | 0%     |
| **Expense Cash Flow Subtotal** | **$ 2,146,211** | **$ 1,536,975** | **$ 1,675,200** | **$ 1,579,100** | **-6%** |

| Depreciation | - | - | - | - | 0% |
| Elim. Of Principal Pymts. | - | - | - | - | 0% |
| Elimination of Capital | - | - | - | - | 0% |

**Total Expenses** | **$ 2,146,211** | **$ 1,536,975** | **$ 1,675,200** | **$ 1,579,100** | **-6%** |

### Health Benefits

| Personnel | Salaries | 67,967 | 71,747 | 71,600 | 73,800 | 3% |
| Benefits  | 19,219   | 22,126 | 13,400 | 24,600 | 84%   |
| Operating | 3,725,617| 4,055,859| 4,084,100| 4,288,100| 5%    |
| Capital   | -        | -       | -       | -       | 0%    |
| Other     | -        | -       | -       | -       | 0%    |
| **Expense Cash Flow Subtotal** | **$ 3,812,803** | **$ 4,149,732** | **$ 4,169,100** | **$ 4,386,500** | **5%** |

| Depreciation | - | - | - | - | 0% |
| Elim. Of Principal Pymts. | - | - | - | - | 0% |
| Elimination of Capital | - | - | - | - | 0% |

**Total Expenses** | **$ 3,812,803** | **$ 4,149,732** | **$ 4,169,100** | **$ 4,386,500** | **5%** |

**TOTAL DEPARTMENT EXPENSES** | **$ 10,258,847** | **$ 10,040,807** | **$ 10,317,500** | **$ 10,509,100** | **2%** |
<table>
<thead>
<tr>
<th>FUNDING SOURCES</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Funds</td>
<td>4,299,833</td>
<td>4,354,100</td>
<td>4,473,200</td>
<td>4,527,500</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total General Fund</strong></td>
<td>4,299,833</td>
<td>4,354,100</td>
<td>4,473,200</td>
<td>4,527,500</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Risk Safety Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Service Fees</td>
<td>2,146,211</td>
<td>1,536,975</td>
<td>1,675,200</td>
<td>1,579,100</td>
<td>-6%</td>
</tr>
<tr>
<td><strong>Total Risk Safety Fund</strong></td>
<td>2,146,211</td>
<td>1,536,975</td>
<td>1,675,200</td>
<td>1,579,100</td>
<td>-6%</td>
</tr>
<tr>
<td><strong>Health Benefits Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Service Fees</td>
<td>3,812,803</td>
<td>4,149,732</td>
<td>4,169,100</td>
<td>4,386,500</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total Health Benefits Fund</strong></td>
<td>3,812,803</td>
<td>4,149,732</td>
<td>4,169,100</td>
<td>4,386,500</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Impact Fee Fund (Law Enf.)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impact Fees</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>16,000</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total Impact Fee Fund (Law Enf.)</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>16,000</td>
<td>100%</td>
</tr>
<tr>
<td><strong>TOTAL DEPARTMENT FUNDING</strong></td>
<td>$10,258,847</td>
<td>$10,040,807</td>
<td>$10,317,500</td>
<td>$10,509,100</td>
<td>2%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PERFORMANCE MEASURES</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>ACTUAL FY 2017</th>
<th>BUDGET FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Human Resources</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of employment requests processed within one week of request submittal</td>
<td>Not measured</td>
<td>83%</td>
<td>90%</td>
<td>98%</td>
<td>95%</td>
</tr>
<tr>
<td>Percentage of new hires that complete probation within one year of hire</td>
<td>Not measured</td>
<td>84%</td>
<td>95%</td>
<td>95%</td>
<td>95%</td>
</tr>
<tr>
<td>Number of Supervisor Roundtable Workshops presented</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td><strong>Risk Management</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of Employee Participation in Safety training</td>
<td>90%</td>
<td>95%</td>
<td>98%</td>
<td>98%</td>
<td>98%</td>
</tr>
<tr>
<td>Percentage of total accidents that were non-preventable</td>
<td>60%</td>
<td>66%</td>
<td>80%</td>
<td>77%</td>
<td>85%</td>
</tr>
<tr>
<td>Average days lost from Workers’ Compensation injuries</td>
<td>Not measured</td>
<td>1 day</td>
<td>2 days</td>
<td>6 days</td>
<td>2 days</td>
</tr>
<tr>
<td>Health Benefits</td>
<td>ACTUAL FY 2015</td>
<td>ACTUAL FY 2016</td>
<td>BUDGET FY 2017</td>
<td>ACTUAL FY 2017</td>
<td>BUDGET FY 2018</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Percentage of benefits completed through BenTek online Benefits Administration System during open enrollment</td>
<td>95%</td>
<td>92%</td>
<td>100%</td>
<td>61%</td>
<td>100%</td>
</tr>
<tr>
<td>Percentage of new hires who attend at least one meeting with Deferred Compensation Retirement Plan Counselor</td>
<td>100%</td>
<td>75%</td>
<td>100%</td>
<td>87%</td>
<td>90%</td>
</tr>
<tr>
<td>Percentage of participation in Personal Health Assessment by eligible employees</td>
<td>85%</td>
<td>78%</td>
<td>90%</td>
<td>68%</td>
<td>*</td>
</tr>
<tr>
<td>NEW-Percentage of employees who have attained at least Bronze status in the City’s wellness program</td>
<td>Not measured</td>
<td>Not measured</td>
<td>65%</td>
<td>70%</td>
<td>75%</td>
</tr>
</tbody>
</table>

**FY 2018 GOALS AND OBJECTIVES**

**GOAL 1:** Complete updates and revisions to all employee policies, including the Employee Service System Rules (ESSR), City’s Disciplinary Policy and the Educational Reimbursement Policy.

**GOAL 2:** Develop a City-wide succession planning/career pathing program.

**GOAL 3:** Acquire and implement a new time-keeping/payroll system and an online performance management tool.

**GOAL 4:** Promote a safe work environment for employees to thrive in while mitigating risk to the City.

**GOAL 5:** Review and update all Risk Management policies and procedures.

**ACCOUNTABILITY REPORT ON FY 2017 GOALS AND OBJECTIVES**

**GOAL 1:** Complete updates and revisions to all employee policies, including the Employee Service System Rules (ESSR), City’s Disciplinary Policy and the Educational Reimbursement Policy.

  STATUS: Ongoing; ESSR updates were sent to employees for review and comment.

**GOAL 2:** Develop a City-wide succession planning/career pathing program.

  STATUS: Not yet started.

**GOAL 3:** Acquire and implement a new time-keeping/payroll system and an online performance management tool.


**GOAL 4:** Promote a safe work environment for employees to thrive in while mitigating risk to the City.

  STATUS: Number of Online Safety Courses completed by employees = 1,441. Annual City facilities inspections underway as of July 2017.
LIBRARY

FY 2018 ADOPTED OPERATING & CAPITAL BUDGET
**Department Mission Statement**
The mission of the Dunedin Public Library is to provide popular materials, reference services and educational support for children and adults. The Library aims to provide quality public service to the residents of Dunedin and the Pinellas Public Library Cooperative Area.

**Current Services Summary**
The Dunedin Public Library provides free access to materials, technology, and programming to residents of Dunedin and the Pinellas Public Library Cooperative Area. A robust collection of materials (Books, DVDs, Music CDs, Audio Books, and Online Resources), comprehensive reference service and free quality programming to children, teens and adults are core services to the community. The Library also plays a vital role in the community by providing free internet access and computer stations for public use. Access points with free WiFi are available throughout the building. For homebound residents of Dunedin, delivery of books is available on a monthly basis. The Library provides services in-house at our Main and Branch Libraries along with online services through our Library website.

**Budget Highlights, Service Changes and Proposed Efficiencies**
The City’s goal is to keep the Library budget sustainable. For FY18, no major changes proposed.

The Library continually works hard to find efficiencies within the department budget identifying funding through grants, bequests, and donations to provide services for patrons. The Library applies each year for the E-rate grant which provides a reimbursement of 80% of the department’s internet costs. The Library receives an annual trust dividend ($2,000) from the Farrar Memorial Trust which is restricted for the acquisition of books on the topics of Health, Hobbies and Handicrafts. Staff collaborates with area organizations and community partners to leverage resources for programming and Library enhancements. The Friends of the Library and the Dunedin Public Library Foundation, Inc. support the Library with volunteers, donations, and planned spending. Funding for all Library programs for kids, teens and adults comes from the Friends of the Library which is reflected in Library line items such as contract services, travel, and operating.

The Library receives funding from the Pinellas Public Library Cooperative depending on the yearly allocation from the State of Florida, and Pinellas County. As a member of the Cooperative, the Library benefits from group pricing, delivery services, the library online catalog, databases, and e-materials. The services are seamless to residents of Dunedin and the Pinellas Public Library Cooperative area as they can use their card at any library in Pinellas County.

Included in the FY 2018 Budget is $23,000 for exterior painting of the Library.

<table>
<thead>
<tr>
<th></th>
<th>DEPARTMENT PERSONNEL SUMMARY</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ACTUAL FY 2015</td>
</tr>
<tr>
<td>Library</td>
<td>23.45</td>
</tr>
<tr>
<td>Total FTEs</td>
<td>23.45</td>
</tr>
</tbody>
</table>
DEPARTMENT EXPENDITURE SUMMARY BY CATEGORY

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>1,019,142</td>
<td>1,088,842</td>
<td>1,119,300</td>
<td>1,184,200</td>
<td>6%</td>
</tr>
<tr>
<td>Benefits</td>
<td>324,500</td>
<td>384,380</td>
<td>392,700</td>
<td>396,900</td>
<td>1%</td>
</tr>
<tr>
<td>Operating</td>
<td>569,453</td>
<td>555,787</td>
<td>673,300</td>
<td>636,900</td>
<td>-5%</td>
</tr>
<tr>
<td>Capital</td>
<td>220,252</td>
<td>194,994</td>
<td>209,000</td>
<td>209,000</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>42,690</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 2,176,037</td>
<td>$ 2,224,003</td>
<td>$ 2,394,300</td>
<td>$ 2,427,000</td>
<td>1%</td>
</tr>
</tbody>
</table>

Major Operating ($25,000 or more)

- Electricity $64,200 General Fund

Major Capital ($25,000 or more)

- Books & Publications $198,500 General Fund

FUNDING SOURCES

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>-</td>
<td>349,659</td>
<td>378,700</td>
<td>444,000</td>
<td>17%</td>
</tr>
<tr>
<td>Fines &amp; Fees</td>
<td>62,248</td>
<td>55,308</td>
<td>60,000</td>
<td>58,000</td>
<td>-3%</td>
</tr>
<tr>
<td>City Funds</td>
<td>1,735,538</td>
<td>1,819,036</td>
<td>1,955,600</td>
<td>1,925,000</td>
<td>-2%</td>
</tr>
<tr>
<td>Total General Fund</td>
<td>$1,797,786</td>
<td>$2,224,003</td>
<td>$2,394,300</td>
<td>$2,427,000</td>
<td>1%</td>
</tr>
</tbody>
</table>

Library Cooperative Fund

- Intergovernmental 378,251 - - -

Total Cooperative Fund 378,251 - - - 0%

TOTAL DEPARTMENT FUNDING $2,176,037 $2,224,003 $2,394,300 $2,427,000 1%

The Library Coop Fund was a special revenue fund used to track revenues and expenses from the Pinellas County Library Cooperative. This fund was collapsed into the General Fund in FY 2016.

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>ACTUAL FY 2017</th>
<th>BUDGET FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual circulation of materials</td>
<td>543,419</td>
<td>534,875</td>
<td>561,000</td>
<td>451,050</td>
<td>500,000</td>
</tr>
<tr>
<td>Programming attendance (adults, teens, kids)</td>
<td>36,204</td>
<td>35,922</td>
<td>40,000</td>
<td>33,028</td>
<td>40,000</td>
</tr>
<tr>
<td>Annual door count</td>
<td>402,315</td>
<td>389,898</td>
<td>407,000</td>
<td>350,924</td>
<td>392,000</td>
</tr>
<tr>
<td>Computer/Wireless device usage</td>
<td>67,657</td>
<td>77,360</td>
<td>82,000</td>
<td>67,182</td>
<td>68,000</td>
</tr>
</tbody>
</table>

FY 2018 GOALS AND OBJECTIVES

GOAL 1: To promote & provide access to library services and materials both physically & virtually to all area residents.
GOAL 2: To provide programs and resources for enrichment, education, life-long learning and exploration of ideas for users of all ages.

GOAL 3: To provide residents with a full staff of library personnel dedicated to superior customer service, innovation and creativity.

ACCOUNTABILITY REPORT ON FY 2017 GOALS AND OBJECTIVES

GOAL 1: Complete and update the Library Strategic Plan.
STATUS: The Library Strategic Plan was compiled with input from library staff, patrons and stakeholders. The plan was presented at a City of Dunedin Commission workshop and approved by the Commission. The Library Strategic Plan is a guiding document for 2017-2020.

GOAL 2: Create and collaborate on "maker" spaces for the community.
STATUS: The Library has a 3-D printer and patrons can submit their creations to be printed. Staff is continually working on maker programs whether they are homemade or technology based. We recently received a sewing machine grant and will begin sewing programs in the near future. In addition, we continue with our creative youth programming including STEM, coding, gaming and science experiments. We will continue to work on spaces that align with our Strategic Plan in creating future "maker" ideas.

GOAL 3: Assess current building and plan for renovation or repurposing as outlined in Strategic Plan and Capital Improvement Plan.
STATUS: We have numerous facility projects coming in the next fiscal years. We have outlined future projects in our Capital Improvement Plan and continue to look at ways to maximize our current building. Our library restrooms will be renovated in 2018 along with exterior painting of the building.

One of Dunedin's Little Free Library Boxes - "Take a Book, Return a Book"
PARKS & RECREATION

FY 2018 ADOPTED
OPERATING & CAPITAL
BUDGET
City of Dunedin
Parks & Recreation
74.12 FTE

Director of Parks & Recreation

Administration:
- Parks & Recreation Superintendent: 2.0 FTE
- Senior Administrative Assistant: 2.0 FTE
- Recreation Program Coordinator: 1.0 FTE

Parks:
- 28.2 FTE

Recreation:
- 37.52 FTE

Marina:
- Harbormaster: 1.0 FTE
- Marine Maintenance Technician: 1.0 FTE
- Parks Attendant (VOD): 0.4 FTE
City of Dunedin
Parks & Recreation (Parks)
28.2 FTE
**Department Mission Statement**
To enhance the quality of life and create memorable experiences by connecting the community through parks, recreation, and culture.

**Current Services Summary**
The Parks & Recreation Department provides for the planning, oversight, and maintenance of all park facilities, recreation complexes and programs, aquatic complex, and nature center. Parks & Recreation staff organize and/or provide logistical support for over sixty (60) community special events annually. Administration staff also provide for oversight of the Dunedin Marina, Dunedin Stirling Links, and Dunedin Stadium operations.

The Parks Division provides landscape and grounds maintenance for thirty (30) parks, athletic complexes, and twelve (12) public playgrounds along with a dog park, cemetery and the Dunedin Causeway beach. Staff maintains and develops all park infrastructure including landscaping, shelters, fencing, trails, boardwalks, irrigation systems, etc. Staff plans for all park development and design.

The Recreation Division provides a variety of year-round programs, special events and activities for the community at the Dunedin Community Center, Martin Luther King Jr. Recreation Center, Hale Senior Activity Center, Highlander Pool, and three (3) athletic complexes. Before and After School care is provided at San Jose Elementary, Dunedin Elementary and Garrison Jones Elementary schools.

Dunedin Stirling Links provides a full-service golfing operation on 26 acres, with an 18-hole par 3 course, driving range, putting green, chipping range, foot golf, and golf cart fleet. It is open to the general public for open play, instruction, lessons, tournaments, and league play. It also offers the sale of food and beverage and golf-related merchandise. Billy Casper Golf (BCG), a private management company, began managing Dunedin Stirling Links on April 1, 2010, the agreement is for ten years expiring on March 31, 2020.

Dunedin Stirling Links provides a full-service golfing operation on 26 acres, with an 18-hole par 3 course, driving range, putting green, chipping range, foot golf, and golf cart fleet. It is open to the general public for open play, instruction, lessons, tournaments, and league play. It also offers the sale of food and beverage and golf-related merchandise. Billy Casper Golf (BCG), a private management company, began managing Dunedin Stirling Links on April 1, 2010, the agreement is for ten years expiring on March 31, 2020.

The Dunedin Marina provides for the rental of 187 wet slips (171 recreational, 10 commercial, and 6 transient), a boat ramp, fish market/restaurant, and home to several boating groups and associations: The Windlasses, Dunedin Youth Sailing Association, City sailing camps, Coast Guard Auxiliary, and Dunedin Boat Club. Operations include collecting rent, enforcement of all marina rules and regulations, dock and boat inspections for compliance and safety, necessary repairs, service of delinquent accounts, monitoring and regulating boat ramp usage, rendering emergency assistance, and providing information to the public. The operation of the City Marina provides City residents and visitors quality of life and recreation through a well maintained and affordable City-run Marina.
The Toronto Blue Jays continue to manage, operate, and maintain the facilities at both the Dunedin Stadium and the Englebert Complex. Parks Division staff provides in-kind maintenance prior to Spring Training each year. Work includes pressure washing, painting, and repair and replacement of field lights. Parks staff also provides custodial services during and after Spring Training games. The Stadium Fund was established in FY 1990 as a mechanism to accurately monitor the revenues, expenses, and debt service payments associated with Dunedin Stadium expansion and operations.

**Budget Highlights, Service Changes and Proposed Efficiencies**

The Parks & Recreation Department personnel budget remains relatively flat in FY 2018 but includes the following personnel changes:

- Reclassification of the Recreation Leader 3 from a pay grade 12 to 13;
- Reclassification of the Recreation Leader 2 from a pay grade 11 to 12; and
- Reclassification of the Park's Division Staff Assistant to an Administrative Assistant.

Billy Casper Golf continues to operate and maintain Dunedin Stirling Links Golf Course under a contract through March 31, 2020. Parks and Recreation staff is exploring options for other recreational use at the conclusion of the agreement. In FY 2017, the City purchased the Clubhouse at Dunedin Golf Club and is working with the operator to increase revenues through FY 2018.

Capital Improvement Projects at the Dunedin Marina in FY 2018 include preparations for a dredging project. The Marina was last dredged in 2004 and 2018 activities include an underwater survey and geotechnical data collection, planning and design.

The Stadium budget is includes reconstruction of the Toronto Blue Jays Spring Training facilities at the Englebert Complex and the Stadium at a cost of $81M. Operating costs for the existing facilities are consistent with previous years. A new 25-year license agreement has been executed.

HVAC replacement at the Hale Center ($68,500), restroom renovations at the Hale Center, Community Center Exterior Painting ($32,000), roof replacement at Martin Luther King, Jr. Recreation Center ($120,000) and renovations to the Dunedin Golf Club cart barn ($200,000) are the major operating and capital expenditures included in the FY 2018 Budget.
### DEPARTMENT PERSONNEL SUMMARY

<table>
<thead>
<tr>
<th>Division</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration Division</td>
<td>5.85</td>
<td>5.85</td>
<td>5.85</td>
<td>5.85</td>
<td>0.00</td>
</tr>
<tr>
<td>Parks</td>
<td>27.69</td>
<td>28.00</td>
<td>28.20</td>
<td>28.20</td>
<td>0.00</td>
</tr>
<tr>
<td>Recreation Division</td>
<td>38.46</td>
<td>34.69</td>
<td>39.04</td>
<td>37.52</td>
<td>-1.52</td>
</tr>
<tr>
<td>Golf</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Marina</td>
<td>2.57</td>
<td>2.60</td>
<td>2.55</td>
<td>2.55</td>
<td>0.00</td>
</tr>
<tr>
<td>Stadium</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Total FTEs</td>
<td>74.57</td>
<td>71.14</td>
<td>75.64</td>
<td>74.12</td>
<td>-1.52</td>
</tr>
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</table>

### DEPARTMENT EXPENDITURE SUMMARY BY CATEGORY

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>2,766,128</td>
<td>2,902,058</td>
<td>3,052,800</td>
<td>3,068,400</td>
<td>1%</td>
</tr>
<tr>
<td>Benefits</td>
<td>977,973</td>
<td>1,049,988</td>
<td>1,044,600</td>
<td>1,025,400</td>
<td>-2%</td>
</tr>
<tr>
<td>Operating</td>
<td>3,269,298</td>
<td>3,284,063</td>
<td>3,573,800</td>
<td>3,918,200</td>
<td>10%</td>
</tr>
<tr>
<td>Capital</td>
<td>326,099</td>
<td>2,190,697</td>
<td>474,900</td>
<td>81,765,500</td>
<td>17117%</td>
</tr>
<tr>
<td>Other</td>
<td>8,707,086</td>
<td>1,313,495</td>
<td>1,078,700</td>
<td>8,791,700</td>
<td>715%</td>
</tr>
<tr>
<td>Total Expense Cash Flow Subtotal</td>
<td>16,046,584</td>
<td>10,740,301</td>
<td>9,224,800</td>
<td>98,569,200</td>
<td>969%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>64,193</td>
<td>55,251</td>
<td>76,000</td>
<td>88,200</td>
<td>100%</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Elimination of Capital</td>
<td>(188,201)</td>
<td>(493,046)</td>
<td>(37,500)</td>
<td>(112,500)</td>
<td>100%</td>
</tr>
<tr>
<td>Total</td>
<td>15,922,576</td>
<td>10,302,506</td>
<td>9,263,300</td>
<td>98,544,900</td>
<td>964%</td>
</tr>
</tbody>
</table>

#### Major Operating ($25,000 or more)

- **Contracted Instructors** $257,600 General Fund
- **Electricity** $311,900 General Fund
- **Ext. Facil. Painting- Comm. Ctr.** $32,000 General Fund
- **Community Center Parking Lot** $60,000 General Fund
- **Roof Replacements- Hale Ctr.** $120,000 General Fund
- **HVAC Replacements- Hale Ctr.** $68,500 General Fund
- **Contractual Landscape Maint.** $42,000 General Fund
- **Exotic/Invasive Removal** $35,000 General Fund
- **Palm Tree Trimming** $40,000 General Fund
- **Tree Pruning & Removal** $30,000 General Fund
- **Water, Sewer, Sanitation** $103,200 General Fund
- **Bridges/Boardwalks Replace & Repair** $25,000 General Fund
- **Turf Supplies/Mulch** $40,000 General Fund
- **Park Amenities** $40,000 General Fund
- **Professional Services** $60,000 Stadium Fund
- **Grandstand Repairs/Seal Coating** $50,000 Stadium Fund
- **Ad Valorem Property Tax** $92,700 Stadium Fund
- **Government Services Allocation** $37,200 Marina Fund
### Major Capital ($25,000 or more)

- **Parks Restroom Renovations**: $25,000, Penny Fund
- **New Dog Park**: $150,000, Penny Fund
- **Bridges/Boardwalks Replace & Repair**: $42,000, Penny Fund
- **Playground Equipment Replacement**: $140,000, Penny Fund
- **Cart Barn at Dunedin Golf Course**: $200,000, Penny Fund
- **Stadium & Englebert Reconstruction**: $81,000, Stadium Fund
- **Marina Dredging**: $112,500, Marina Fund
- **Vericutter/Vacuum**: $30,000, General Fund

### Major Other ($25,000 or more)

- **Pymt. of Interfund Loan to Penny for OLL**: $415,200, Impact Fee Fund
- **Debt Service on Series 2012/Stadium**: $415,300, Stadium Fund
- **Debt Issuance Costs**: $1,620,000, Stadium Fund
- **Debt Service Series 2006/Comm. Ctr.**: $668,200, Penny Fund

### DEPARTMENT EXPENSES SUMMARY BY DIVISION

#### Administration

<table>
<thead>
<tr>
<th>Personnel</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>371,568</td>
<td>390,602</td>
<td>397,700</td>
<td>409,300</td>
<td>3%</td>
</tr>
<tr>
<td>Benefits</td>
<td>101,405</td>
<td>109,288</td>
<td>108,100</td>
<td>113,500</td>
<td>5%</td>
</tr>
<tr>
<td>Operating</td>
<td>52,592</td>
<td>56,404</td>
<td>62,200</td>
<td>70,800</td>
<td>14%</td>
</tr>
<tr>
<td>Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>86,973</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 612,538</td>
<td>$ 556,294</td>
<td>$ 568,000</td>
<td>$ 593,600</td>
<td>5%</td>
</tr>
</tbody>
</table>

#### Parks

<table>
<thead>
<tr>
<th>Personnel</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>1,039,180</td>
<td>1,083,323</td>
<td>1,067,600</td>
<td>1,093,800</td>
<td>2%</td>
</tr>
<tr>
<td>Benefits</td>
<td>424,550</td>
<td>449,131</td>
<td>479,500</td>
<td>435,500</td>
<td>-9%</td>
</tr>
<tr>
<td>Operating</td>
<td>1,010,699</td>
<td>974,895</td>
<td>1,068,200</td>
<td>1,137,100</td>
<td>6%</td>
</tr>
<tr>
<td>Capital</td>
<td>73,897</td>
<td>1,659,999</td>
<td>372,700</td>
<td>387,000</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>54,731</td>
<td>7,859</td>
<td>10,000</td>
<td>425,200</td>
<td>4152%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 2,603,057</td>
<td>$ 4,175,207</td>
<td>$ 2,998,000</td>
<td>$ 3,478,600</td>
<td>16%</td>
</tr>
</tbody>
</table>

#### Recreation

<table>
<thead>
<tr>
<th>Personnel</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>1,194,804</td>
<td>1,267,498</td>
<td>1,408,500</td>
<td>1,382,400</td>
<td>-2%</td>
</tr>
<tr>
<td>Benefits</td>
<td>397,312</td>
<td>437,603</td>
<td>401,900</td>
<td>417,700</td>
<td>4%</td>
</tr>
<tr>
<td>Operating</td>
<td>1,443,023</td>
<td>1,476,456</td>
<td>1,632,600</td>
<td>1,941,500</td>
<td>19%</td>
</tr>
<tr>
<td>Capital</td>
<td>53,051</td>
<td>37,652</td>
<td>56,700</td>
<td>59,500</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>7,300,775</td>
<td>543,382</td>
<td>652,600</td>
<td>668,200</td>
<td>2%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$ 10,388,965</td>
<td>$ 3,762,591</td>
<td>$ 4,152,300</td>
<td>$ 4,469,300</td>
<td>8%</td>
</tr>
<tr>
<td>Program</td>
<td>Personnel</td>
<td>Salaries</td>
<td>Benefits</td>
<td>Operating</td>
<td>Capital</td>
</tr>
<tr>
<td>------------------</td>
<td>---------------</td>
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</tr>
<tr>
<td><strong>Aquatics</strong></td>
<td></td>
<td>FY 2015</td>
<td>FY 2016</td>
<td>FY 2017</td>
<td>FY 2018</td>
</tr>
<tr>
<td>Salaries</td>
<td>143,654</td>
<td>154,029</td>
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</tr>
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<td>32,512</td>
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<td>105,880</td>
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<td>Capital</td>
<td>27,949</td>
<td>13,580</td>
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<td>$309,995</td>
<td>$309,490</td>
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<td>-11%</td>
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<tr>
<td><strong>Athletics</strong></td>
<td></td>
<td>FY 2015</td>
<td>FY 2016</td>
<td>FY 2017</td>
<td>FY 2018</td>
</tr>
<tr>
<td>Salaries</td>
<td>101,612</td>
<td>101,921</td>
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</tr>
<tr>
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<td>28,765</td>
<td>27,264</td>
<td>24,300</td>
<td>24,900</td>
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<td>81,050</td>
<td>83,030</td>
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<td>2,169</td>
<td>3,215</td>
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<td>$213,596</td>
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<tr>
<td><strong>Community Ctr.</strong></td>
<td></td>
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<td>FY 2016</td>
<td>FY 2017</td>
<td>FY 2018</td>
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<td>272,765</td>
<td>304,801</td>
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<td>Benefits</td>
<td>111,836</td>
<td>131,528</td>
<td>128,600</td>
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</tr>
<tr>
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<td>574,643</td>
<td>572,942</td>
<td>619,600</td>
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</tr>
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<td>15,499</td>
<td>15,941</td>
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<td>Total Expenditures</td>
<td>$8,275,518</td>
<td>$1,568,594</td>
<td>$1,741,700</td>
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<td><strong>MLK Ctr.</strong></td>
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<td>FY 2016</td>
<td>FY 2017</td>
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<tr>
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<td>142,873</td>
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<td>56,901</td>
<td>62,427</td>
<td>62,900</td>
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<tr>
<td>Operating</td>
<td>229,639</td>
<td>227,208</td>
<td>231,800</td>
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</tr>
<tr>
<td>Capital</td>
<td>4,145</td>
<td>-</td>
<td>-</td>
<td>7,100</td>
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<td>$418,819</td>
<td>$432,508</td>
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<td><strong>Hale Activity Ctr.</strong></td>
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<td>FY 2016</td>
<td>FY 2017</td>
<td>FY 2018</td>
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<tr>
<td>Salaries</td>
<td>113,522</td>
<td>129,724</td>
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<td>34,568</td>
<td>34,014</td>
<td>33,800</td>
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</tr>
<tr>
<td>Operating</td>
<td>213,672</td>
<td>231,722</td>
<td>210,900</td>
<td>434,200</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>1,100</td>
<td>0%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$361,762</td>
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<td>73%</td>
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<td>FY 2016</td>
<td>FY 2017</td>
<td>FY 2018</td>
</tr>
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<td>Benefits</td>
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<td>1,664</td>
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<td>Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>100%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Total Expenditures</td>
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<td>$55,100</td>
<td>-9%</td>
</tr>
<tr>
<td>Cost Center</td>
<td>FY 2015 ACTUAL</td>
<td>FY 2016 ACTUAL</td>
<td>FY 2017 BUDGET</td>
<td>FY 2018 BUDGET</td>
<td>% CHANGE</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>----------------</td>
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<td>----------------</td>
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</tr>
<tr>
<td><strong>Recreation Division</strong></td>
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<tr>
<td><strong>Personnel</strong></td>
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<tr>
<td>Salaries</td>
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<td>75,556</td>
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</tr>
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</tr>
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<td>Operating</td>
<td>55,645</td>
<td>72,004</td>
<td>75,700</td>
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<td>-20%</td>
</tr>
<tr>
<td>Capital</td>
<td>-</td>
<td>4,916</td>
<td>1,900</td>
<td>-</td>
<td>100%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 155,852</td>
<td>$ 182,565</td>
<td>$ 195,100</td>
<td>$ 173,000</td>
<td>-11%</td>
</tr>
<tr>
<td><strong>Special Events</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Personnel</strong></td>
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<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>89,850</td>
<td>91,602</td>
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<td>32,921</td>
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<td>97,947</td>
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<td>-</td>
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</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 222,152</td>
<td>$ 222,470</td>
<td>$ 259,900</td>
<td>$ 275,800</td>
<td>6%</td>
</tr>
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<td><strong>Youth Services</strong></td>
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<td><strong>Personnel</strong></td>
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</tr>
<tr>
<td>Salaries</td>
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<td>253,505</td>
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<td>73,888</td>
<td>68,100</td>
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</tr>
<tr>
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<td>60,772</td>
<td>66,181</td>
<td>90,600</td>
<td>87,900</td>
<td>-3%</td>
</tr>
<tr>
<td>Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 392,310</td>
<td>$ 393,574</td>
<td>$ 430,900</td>
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<td>-19%</td>
</tr>
<tr>
<td><strong>Stirling Links Golf Course</strong></td>
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</tr>
<tr>
<td><strong>Personnel</strong></td>
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</tr>
<tr>
<td>Salaries</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Benefits</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Operating</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>100%</td>
</tr>
<tr>
<td>Capital</td>
<td>10,950</td>
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<td>8,000</td>
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<td>-19%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ 10,950</td>
<td>-</td>
<td>$ 8,000</td>
<td>$ 6,500</td>
<td>-19%</td>
</tr>
<tr>
<td><strong>Dunedin Golf Club</strong></td>
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</tr>
<tr>
<td><strong>Personnel</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Benefits</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Operating</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>153,200</td>
<td>100%</td>
</tr>
<tr>
<td>Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>200,000</td>
<td>100%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 353,200</td>
<td>100%</td>
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</tbody>
</table>

**PARKS & RECREATION**
<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marina</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Salaries</td>
<td>133,342</td>
<td>142,564</td>
<td>145,300</td>
<td>149,200</td>
<td>3%</td>
</tr>
<tr>
<td>Benefits</td>
<td>46,959</td>
<td>50,885</td>
<td>49,800</td>
<td>54,500</td>
<td>9%</td>
</tr>
<tr>
<td>Operating</td>
<td>129,249</td>
<td>109,280</td>
<td>149,000</td>
<td>134,900</td>
<td>0%</td>
</tr>
<tr>
<td>Capital</td>
<td>188,201</td>
<td>493,046</td>
<td>37,500</td>
<td>112,500</td>
<td>200%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>4,341</td>
<td>-</td>
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</tr>
<tr>
<td>Expense Cash Flow Subtotal</td>
<td>$ 497,751</td>
<td>$ 800,116</td>
<td>$ 381,600</td>
<td>$ 451,100</td>
<td>18%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>64,193</td>
<td>55,251</td>
<td>76,000</td>
<td>88,200</td>
<td>100%</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
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<tr>
<td>Elimination of Capital</td>
<td>(188,201)</td>
<td>(493,046)</td>
<td>(37,500)</td>
<td>(112,500)</td>
<td>100%</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 373,743</td>
<td>$ 362,321</td>
<td>$ 420,100</td>
<td>$ 426,800</td>
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</tbody>
</table>

To best compare FY 2017 against FY 2018, expenses have been restated in the chart above adding depreciation, elimination of principal debt payments, and elimination of capital. Prior to FY 2018, these costs were booked at year-end.

Dunedin Fine Arts Center
Personnel
Salaries
Benefits
Operating
Capital
Other
Total Expenditures

Dunedin Historical Museum
Personnel
Salaries
Benefits
Operating
Capital
Other
Total Expenditures

Stadium
Personnel
Salaries
Benefits
Operating
Capital
Other
Total Expenditures

TOTAL DEPARTMENT EXPENSES

PARKS & RECREATION
# FUNDING SOURCES

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>51,558</td>
<td>18,598</td>
<td>14,000</td>
<td>23,500</td>
<td>68%</td>
</tr>
<tr>
<td>Charges for Service</td>
<td>1,472,654</td>
<td>1,552,924</td>
<td>1,436,000</td>
<td>1,025,000</td>
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</tr>
<tr>
<td>Special Events</td>
<td>128,270</td>
<td>132,247</td>
<td>133,000</td>
<td>136,000</td>
<td>2%</td>
</tr>
<tr>
<td>Contributions</td>
<td>46,729</td>
<td>63,513</td>
<td>41,800</td>
<td>43,500</td>
<td>4%</td>
</tr>
<tr>
<td>Rent</td>
<td>4,120</td>
<td>30,324</td>
<td>29,100</td>
<td>30,200</td>
<td>4%</td>
</tr>
<tr>
<td>City Funds</td>
<td>4,463,726</td>
<td>4,697,855</td>
<td>5,297,200</td>
<td>6,105,600</td>
<td>15%</td>
</tr>
<tr>
<td><strong>Total General Fund</strong></td>
<td>6,167,057</td>
<td>6,495,461</td>
<td>6,951,100</td>
<td>7,363,800</td>
<td>6%</td>
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<td><strong>Stadium Fund</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>797,984</td>
<td>624,162</td>
<td>500,000</td>
<td>500,000</td>
<td>0%</td>
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<tr>
<td>Charges for Service</td>
<td>322,045</td>
<td>339,432</td>
<td>321,000</td>
<td>300,000</td>
<td>-7%</td>
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<td>Misc. Revenue</td>
<td>33,653</td>
<td>49,671</td>
<td>31,500</td>
<td>44,100</td>
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</tr>
<tr>
<td>Other/Transfers</td>
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<td>323,000</td>
<td>167,000</td>
<td>5,763,000</td>
<td>3351%</td>
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<tr>
<td>Revenue Bonds</td>
<td>-</td>
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<td>76,843,800</td>
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<td><strong>Total Stadium Fund</strong></td>
<td>1,557,316</td>
<td>1,336,265</td>
<td>1,019,500</td>
<td>83,450,900</td>
<td>8085%</td>
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<td><strong>Impact Fee Fund</strong></td>
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<tr>
<td>Impact Fees</td>
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<td>-</td>
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<td>-</td>
<td>-</td>
<td>415,200</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Penny Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>7,649,607</td>
<td>2,108,459</td>
<td>872,600</td>
<td>6,888,200</td>
<td>689%</td>
</tr>
<tr>
<td><strong>Total Penny Fund</strong></td>
<td>7,649,607</td>
<td>2,108,459</td>
<td>872,600</td>
<td>6,888,200</td>
<td>689%</td>
</tr>
<tr>
<td><strong>Parks/Rec. Capital Fund</strong></td>
<td>164,227</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Impact Fees</td>
<td>164,227</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Parks/Rec. Capital Fund</strong></td>
<td>164,227</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Marina Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charges for Service</td>
<td>373,743</td>
<td>362,321</td>
<td>420,100</td>
<td>426,800</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total Marine Fund</strong></td>
<td>373,743</td>
<td>362,321</td>
<td>420,100</td>
<td>426,800</td>
<td>2%</td>
</tr>
<tr>
<td><strong>TOTAL DEPARTMENT FUNDING</strong></td>
<td>$ 15,922,576</td>
<td>$ 10,302,506</td>
<td>$ 9,263,300</td>
<td>$ 98,544,900</td>
<td>964%</td>
</tr>
</tbody>
</table>
### PERFORMANCE MEASURES

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>ESTIMATED FY 2017</th>
<th>BUDGET FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual attendance at Community Center Fitness Room</td>
<td>39,404</td>
<td>40,376</td>
<td>40,000</td>
<td>41,078</td>
<td>40,000</td>
</tr>
<tr>
<td>Annual shelter reservations</td>
<td>747</td>
<td>702</td>
<td>700</td>
<td>731</td>
<td>720</td>
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<tr>
<td>Transient slip rentals</td>
<td>280</td>
<td>267</td>
<td>285</td>
<td>274</td>
<td>300</td>
</tr>
<tr>
<td>Resident boat ramp use</td>
<td>1300</td>
<td>1351</td>
<td>1320</td>
<td>1358</td>
<td>1390</td>
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<tr>
<td>Non-resident boat ramp use</td>
<td>140</td>
<td>187</td>
<td>140</td>
<td>198</td>
<td>190</td>
</tr>
</tbody>
</table>

### FY 2018 GOALS AND OBJECTIVES

**GOAL 1:** Expand the use of technological and other resources to increase staff efficiency and productivity.

Objective 1: Fully integrate RecTrac 3.1 into all Recreation operations including each site maintaining their own activity and facility information, implementing the swipe process for all drop-in activities, and utilizing the facility module for all activity and rental reservations.

Objective 2: Expand the opportunities for the community to conduct transactions online such as facility reservations (shelters) and electronic fillable forms.

Objective 3: In conjunction with the new City website, design the department webpages to increase user navigation and function.

**GOAL 2:** Implement programs to increase awareness, appreciation and stewardship of our natural resources.

Objective 1: Identify opportunities for tree plantings to increase the City’s tree canopy.

Objective 2: Research potential partners and funding sources to study the tree canopy through the decades in Dunedin and identify trends.

Objective 3: Implement new outreach nature programming opportunities to be conducted throughout the school year.

Objective 4: Develop new programs to familiarize citizens to Hammock Park and educate them on our natural ecosystems.

**GOAL 3:** Ensure programs and facilities meet the wants and the needs of the community and address current trends and issues.

Objective 1: Develop a plan as it relates to the Vanech Recreation Complex amenities as a result of the potential Toronto Blue Jays agreement and developments.

Objective 2: Develop plans to address various parking issues with relation to various recreation programs, events and facilities including the Community Center, Weaver Park, Downtown.

Objective 3: Identify opportunities for new water-based programs.
GOAL 1:  **Expand the use of technological resources to increase efficiency and productivity.**

Objective 1: Perform RecTrac Activity module training at each recreation center so that staff can maintain the registration database in their own areas.

STATUS: This is the second phase to the new software upgrade. The complete incorporation of the oversight at each center will continue into next fiscal year.

Objective 2: Implement the RecTrac software upgrade and subsequent employee training.

STATUS: New upgrade to the software has been performed. Staff is currently learning the new system.

Objective 3: Implement the new card swipe RecTrac system at each recreation center and Highlander Pool.

STATUS: This is another phase 2 of the above software upgrade and will not be completed until next fiscal year.

Objective 4: Complete the conversion of the Special Event application process to an online application and review.

STATUS: This project has been delayed and will be incorporated into new Permitting software.

GOAL 2:  **Employ a variety of programs and techniques to expand community outreach and engagement.**

Objective 1: Examine and redesign the department webpages to increase user navigation.

STATUS: The new website is complete with increased user navigation and streamlined design.

Objective 2: Develop specialized marketing strategies for specific programs / initiatives depending on the target audience.

STATUS: This was completed through a variety of campaigns and Facebook listings.

Objective 3: Expand community awareness of Parks & Recreation as a provider of fitness and wellness opportunities for all ages.

STATUS: A new “Live Well Dunedin” logo and campaign has been developed. The new marketing materials will be highlighted on the January Parks & Recreation Magazine.

Objective 4: Implement a variety of free classes and promotional items during Parks & Recreation week in July to encourage new participants to try classes and experience our facilities.

STATUS: Completed.

GOAL 3:  **Supplement the fiscal resources of the department through new revenue sources and partnerships.**

Objective 1: Develop an internship manual and program giving college students and opportunity for work experience in the field of parks and recreation.

STATUS: Internship packets and college requirements have been assembled. Staff is working to roll out the program in 2018.

Objective 2: Develop an agreement retaining the Toronto Blue Jays in Dunedin for Spring Training/Minor League baseball for an additional 25 to 30 years.

STATUS: A new license agreement has been entered between the Toronto Blue Jays and the City of Dunedin. Grants and funding sources are being secured.

Objective 3: Increase the occupancy rate of the Dunedin Marina to 90%.

STATUS: Completed. Recreational slips are at 92% and commercial slips at 100%.
GOAL 4: Ensure programs and facilities are current, meet the standards of quality, and meet the wants and needs of the community.

Objective 1: Increase the City's tree canopy through organized efforts to plant a variety of shade trees.
STATUS: Working with a Landscape Architect to develop bid documents to conduct tree plantings in open right-of-ways where there is opportunity utilizing the Tree Bank Funds.

Objective 2: Implement the First Tee program with Billy Casper Golf at the Dunedin Stirling Links golf course.
STATUS: Completed.

Objective 3: Offer a variety of community wellness challenges throughout the year to encourage healthy and active lifestyles.
STATUS: Staff is working on new challenges and programs to 5-2-1-0 and Maintain Don't Gain.

Objective 4: Develop at least one additional off-shoot program to compliment / expand the After School Program experience.
STATUS: Completed.

Objective 5: Research the opportunity for additional outreach nature programming opportunities to be conducted throughout the school year.
STATUS: Completed.
PLANNING & DEVELOPMENT

FY 2018 ADOPTED OPERATING & CAPITAL BUDGET
**Department Mission Statement**
SHAPE the future with visionary comprehensive planning. REVITALIZE with creative planning solutions. IMPROVE with vigorous inspection programs. CARE for people with special needs.

**Current Services Summary**
The Planning & Development Department is responsible for Comprehensive Plan management, administration of Dunedin’s Land Development Code, enforcement and administration of the Florida Building Code, enforcement and administration of the International Property Maintenance Code, and the implementation of Dunedin’s 2005 Visioning Plan to include corridor planning. The Department of Planning & Development is composed of two Divisions: Building and Planning/Development. The Planning/Development Division has three programs: Code Enforcement, Planning, and Zoning.

The Building Division requires that residential, commercial, and industrial structures are properly constructed and meet all local, state, and federal requirements through a process of construction-related building permit applications, plan review, and inspections.

The Planning & Development Division is charged with implementing some of the City’s important planning documents including:
- Dunedin Visioning 2005;
- Corridor studies for the City’s commercial districts; and
- The Dunedin 2025 Comprehensive Plan.

The Zoning Division is primarily responsible for short-range planning and implementation of the City’s Land Development Regulations to control development or redevelopment on a citywide basis. Code Enforcement protects the health, safety, and welfare of Dunedin residents by addressing a range of property maintenance issues that are identified through proactive inspections by code enforcement personnel or through complaints from the general public.

The Planning & Development Department also is responsible for the contractual agreement with the Pinellas County Sheriff’s Office to provide law enforcement services within the City. In addition to traditional policing services, the contract provides for a Community Policing Program, extra duty traffic enforcement deputies, and 680 hours of coverage for special events/security. The contract is managed and overseen for the City by the Director of Planning and Development.

**Budget Highlights, Service Changes and Proposed Efficiencies**
Building permits, and related revenues, are expected to remain strong in 2018 in support of the Building Division special revenue fund created in 2017. Personnel costs reflect elimination of 0.5 FTE of an Administrative Coordinator that was formerly split with the Economic & Housing Development program. This position is now dedicated to Economic & Housing Development and CRA. It also includes the addition of a 0.5 FTE for a part-time Code Enforcement Inspector to focus on Business Tax Receipt (BTR) collections and the addition of a 1.0 FTE Planner II position. The part time Code Enforcement position can more than pay for itself through better BTR revenue management. The Planner position will focus on transportation planning and an update of the Comprehensive Plan. Also in 2018, the Department is expected to be heavily involved in implementing the City's new ERP software, the 2017 Visioning process and the Comprehensive Plan update outreach in FY 2018.
The Department continues to advocate for online permitting to drive efficiency through technology. The former solution has failed to meet the requirements of putting the Florida Building Code in an online format. The Department is shifting online permitting efforts to a new ERP system. Online permitting services and automation will reduce the number of visitors to the Department, enhancing the productivity of existing staff. Electronic plan review capabilities will reduce expenditures on personnel and operating supplies. Inspectors will enter inspection results in the field in real time, reducing duplicate entry and allowing for more time spent in the field. In addition, Code Enforcement Inspectors will be able to start cases and print notices in the field.

In FY 2018, oversight of the contract to provide law enforcement services was moved to the Human Resources & Risk Management Department. Historical costs associated with this program have been removed from this Department for comparison purposes, but can be found in the Human Resources and Risk Management Department.

<table>
<thead>
<tr>
<th>DEPARTMENT PERSONNEL SUMMARY</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>ESTIMATED FY 2017</th>
<th>BUDGET FY 2018</th>
<th>FTE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning &amp; Development</td>
<td>14.52</td>
<td>6.32</td>
<td>6.42</td>
<td>7.42</td>
<td>1.00</td>
</tr>
<tr>
<td>Building Services</td>
<td>0.00</td>
<td>8.70</td>
<td>8.70</td>
<td>8.70</td>
<td>0.00</td>
</tr>
<tr>
<td>Total FTEs</td>
<td>14.52</td>
<td>15.02</td>
<td>15.12</td>
<td>16.12</td>
<td>1.00</td>
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</table>

<table>
<thead>
<tr>
<th>DEPARTMENT EXPENDITURE SUMMARY BY CATEGORY</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>766,642</td>
<td>815,746</td>
<td>853,200</td>
<td>947,200</td>
<td>11%</td>
</tr>
<tr>
<td>Benefits</td>
<td>237,853</td>
<td>273,303</td>
<td>277,800</td>
<td>310,900</td>
<td>12%</td>
</tr>
<tr>
<td>Operating</td>
<td>194,175</td>
<td>249,122</td>
<td>421,700</td>
<td>457,900</td>
<td>9%</td>
</tr>
<tr>
<td>Capital</td>
<td>2,504</td>
<td>8,973</td>
<td>-</td>
<td>1,500</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>242</td>
<td>2,250</td>
<td>10,000</td>
<td>100,000</td>
<td>100%</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$1,201,416</td>
<td>$1,349,394</td>
<td>$1,562,700</td>
<td>$1,817,500</td>
<td>16%</td>
</tr>
</tbody>
</table>

**Major Operating ($25,000 or more)**

- Community Visioning USF Partnership $70,000 General Fund
- Post Community Visioning $25,000 General Fund
- Legal Ads $25,500 General Fund
- Inspection or Plans Review Contractual Services $25,000 Building Fund
- ERP Software $37,100 Building Fund
- Government Services $84,000 Building Fund
- Patrol Hours for Special Events $30,600 General Fund
- Electricity $28,200 General Fund

**Major Capital ($25,000 or more)**

None
### DEPARTMENT EXPENDITURE SUMMARY BY COST CENTER

<table>
<thead>
<tr>
<th>Planning &amp; Development</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>766,642</td>
<td>308,408</td>
<td>334,900</td>
<td>410,800</td>
<td>23%</td>
</tr>
<tr>
<td>Benefits</td>
<td>237,853</td>
<td>110,468</td>
<td>109,800</td>
<td>123,600</td>
<td>13%</td>
</tr>
<tr>
<td>Operating</td>
<td>194,175</td>
<td>146,990</td>
<td>182,700</td>
<td>245,200</td>
<td>34%</td>
</tr>
<tr>
<td>Capital</td>
<td>2,504</td>
<td>-</td>
<td>-</td>
<td>1,500</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>242</td>
<td>2,250</td>
<td>-</td>
<td>100,000</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$1,201,416</strong></td>
<td><strong>$568,116</strong></td>
<td><strong>$627,400</strong></td>
<td><strong>$881,100</strong></td>
<td><strong>40%</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Building Services</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>-</td>
<td>507,338</td>
<td>518,300</td>
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<td>Benefits</td>
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<td>168,000</td>
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<tr>
<td>Operating</td>
<td>-</td>
<td>102,132</td>
<td>239,000</td>
<td>212,700</td>
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<tr>
<td>Capital</td>
<td>-</td>
<td>8,973</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$781,278</strong></td>
<td><strong>$925,300</strong></td>
<td><strong>$936,400</strong></td>
<td><strong>$1,817,500</strong></td>
<td><strong>1%</strong></td>
</tr>
</tbody>
</table>

**TOTAL DEPARTMENT EXPENDITURE** $1,201,416 $1,349,394 $1,552,700 $1,817,500 **17%**

### FUNDING SOURCES

<table>
<thead>
<tr>
<th>General Fund</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licenses &amp; Permits</td>
<td>1,162,285</td>
<td>1,349,394</td>
<td>130,000</td>
<td>150,000</td>
<td>15%</td>
</tr>
<tr>
<td>Charges for Service</td>
<td>39,131</td>
<td>-</td>
<td>36,500</td>
<td>10,000</td>
<td>-73%</td>
</tr>
<tr>
<td>Fines</td>
<td>-</td>
<td>-</td>
<td>310,000</td>
<td>400,000</td>
<td>29%</td>
</tr>
<tr>
<td>Rent</td>
<td>-</td>
<td>-</td>
<td>150,900</td>
<td>95,000</td>
<td>-37%</td>
</tr>
<tr>
<td>City Funds</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>226,100</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total General Fund</strong></td>
<td><strong>$1,201,416</strong></td>
<td><strong>$1,349,394</strong></td>
<td><strong>$627,400</strong></td>
<td><strong>$881,100</strong></td>
<td><strong>40%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Building Fund</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licenses &amp; Permits</td>
<td>-</td>
<td>-</td>
<td>925,300</td>
<td>936,400</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total Building Fund</strong></td>
<td><strong>-</strong></td>
<td><strong>-</strong></td>
<td><strong>$925,300</strong></td>
<td><strong>$936,400</strong></td>
<td><strong>1%</strong></td>
</tr>
</tbody>
</table>

**TOTAL DEPARTMENT FUNDING** $1,201,416 $1,349,394 $1,552,700 $1,817,500 **17%**
**PERFORMANCE MEASURES**

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>ACTUAL FY 2017</th>
<th>BUDGET FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permits Issued</td>
<td>6,983</td>
<td>4,811</td>
<td>7,000</td>
<td>4,864</td>
<td>4,800</td>
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<tr>
<td>Permit Valuation</td>
<td>$174,880,139</td>
<td>$107,719,588</td>
<td>$175,000,000</td>
<td>$133,359,816</td>
<td>$100,000,000</td>
</tr>
<tr>
<td>Building Inspections</td>
<td>10,919</td>
<td>12,064</td>
<td>11,000</td>
<td>12,650</td>
<td>12,000</td>
</tr>
<tr>
<td>Business Tax License *</td>
<td>2,174</td>
<td>2,843</td>
<td>2,200</td>
<td>2,984</td>
<td>2,500</td>
</tr>
<tr>
<td>Code Enforcement Inspections</td>
<td>1,418</td>
<td>2,560</td>
<td>1,500</td>
<td>2,345</td>
<td>2,000</td>
</tr>
</tbody>
</table>

*FY 2018 BTR based on adding PT CE Inspector

**FY 2018 GOALS AND OBJECTIVES**

**GOAL 1:** Continue Long-Term Planning.
- Objective 1: Complete the 2017 Visioning exercise.
- Objective 2: Begin comprehensive plan overhaul.

**GOAL 2:** Promote Environmental Sustainability in the Comp Plan.
- Objective 1: Require new City buildings to be solar powered.
- Objective 2: Require new construction to be solar ready.

**GOAL 3:** Provide a web based public portal for development proposals.
- Objective 1: Simplify development documents sent to the public.

**ACCOUNTABILITY REPORT ON FY 2017 GOALS AND OBJECTIVES**

**GOAL 1:** Transition to online permitting while still maintaining a high level of customer service.
- Objective 1: Viewpoint full implementation.
  - STATUS: Online permitting will be part of the new Tyler ERP.
- Objective 2: ESRI (GIS) full implementation.
  - STATUS: Completed.

**GOAL 2:** Begin comprehensive plan update.
- Objective 1: Plan / start the City’s next visioning exercise.
  - STATUS: Completed.
- Objective 2: Outreach to the community.
  - STATUS: TBD

**GOAL 3:** Provide a web based public portal for development proposals.
- Objective 1: Simplify development documents sent to the public.
  - STATUS: Phase I - "Project Pipeline" is up and running on the City’s website.
PUBLIC WORKS

FY 2018 ADOPTED OPERATING & CAPITAL BUDGET
City of Dunedin
Public Works & Utilities
Engineering Section
14.08 FTE

Summer Intern (VOD) 0.08 FTE
Director of Public Works & Utilities/City Engineer 1.0 FTE

Section Engineer 1.0 FTE

Senior Public Works Designer 2.0 FTE
Public Works Utilities Inspector 1.0 FTE

Plans Review Engineer 1.0 FTE

Project Coordinator 0.5 FTE
Technical Support Assistant 1.0 FTE

Transportation/Traffic Engineer 1.0 FTE
Public Works Utilities Inspector 1.0 FTE

Project Engineer 1.0 FTE

CAD/GIS Administrator 0.5 FTE
City of Dunedin
Public Works & Utilities
Water Division
37.42 FTE

Assistant Director of Public Works & Utilities
0.67 FTE

Water Production Superintendent
1.0 FTE

Lead Water Plant Operator
3.0 FTE

Water Plant Operator
7.0 FTE

Technical Support Assistant
1.0 FTE

Water Distribution Superintendent
1.0 FTE

Water Distribution Foreman
1.0 FTE

Water Distribution Technician
4.0 FTE

Senior Water Distribution Technician
3.0 FTE

Senior Water Service Worker
5.0 FTE

Field Service Representative
1.0 FTE

Water Service Worker (VOD)
0.75 FTE

Hydrogeologist
1.0 FTE

Utility Billing Supervisor
1.0 FTE

Utility Billing Technician
5.0 FTE
City of Dunedin
Public Works & Utilities
Wastewater Division
35.33 FTE
City of Dunedin
Public Works & Utilities
Solid Waste Division
21.0 FTE

Division Director of Solid Waste
1.0 FTE

Senior Administrative Assistant
1.0 FTE

Sustainability Program Coordinator
1.0 FTE

Solid Waste Supervisor
1.0 FTE

Foreman
1.0 FTE

Solid Waste Technician
1.0 FTE

Solid Waste Driver/Loader
15.0 FTE
City of Dunedin
Public Works & Utilities
Fleet Services Division
9.0 FTE
City of Dunedin
Public Works & Utilities
Public Services Division
33.0 FTE

Division Director of Public Services
1.0 FTE

Facilities Public Services Supervisor
1.0 FTE
  Senior Foreman
  1.0 FTE
  Lead Craftworker (Electric)
  1.0 FTE
  Craftworker II
  3.0 FTE

Lead Craftworker (Plumbing)
1.0 FTE
  Craftworker III (HVAC)
  1.0 FTE
  Craftworker I
  2.0 FTE

Public Services Foreman
1.0 FTE
  Public Services Maintenance Technician I
  4.0 FTE
  Public Services Maintenance Worker III
  2.0 FTE
  Public Services Maintenance Worker II
  5.0 FTE
  Public Services Maintenance Worker I
  7.0 FTE

Stormwater Program Coordinator
1.0 FTE
Administrative Coordinator
1.0 FTE
**Department Mission Statement**

Provide long-range strategic planning for public works operations and capital project initiatives in order to deliver essential infrastructure assets and services to enhance the quality of life in Dunedin. Coordinate infrastructure maintenance and expansion in an effective and sustainable manner, consistent with City objectives and vision. Lead in cooperation with interagency governmental partnerships. Assure regulatory compliance of permitted facilities. Provide as-needed technical assistance to other City departments.

**Current Services Summary**

Engineering services include the planning and design of roadway, drainage, and water/wastewater projects, inclusive of projects for other departments. Work is accomplished by utilizing in-house staff, augmented by consultants as necessary, to deliver professional engineering services, construction project management oversight, and administration. Provide for site/infrastructure permitting of private development projects. Assist in City land use and utility system database development and maintenance. The Administration & Engineering Division also provides oversight of the operations of the five other Public Works & Utilities Department Divisions (Water, Wastewater, Solid Waste, Public Services, and Fleet) for the Office of the City Manager. It also coordinates the Public Works & Utilities programs with other City departments and outside agencies.

The Water Division strives to efficiently and effectively provide the highest quality of service to all potable and reclaimed water customers within the City, while conserving and protecting our groundwater resources. Continuous efforts are made to ensure the uninterrupted delivery of adequate quantities of water with the highest possible quality to meet the potable, irrigation, and fire flow needs of the system and meets all of the requirements for compliance of the Safe Drinking Water Act. The treatment plant is staffed 24 hours a day, 7 days a week, 365 days a year, by operators licensed by the State of Florida. This Division consists of four programs: Administration, Water Production, Water Distribution, and Utility Billing.

The Water Division’s Administration oversees all water production/treatment, potable water distribution, reclaimed water distribution, and warehouse operations including record keeping, short/long range planning, and coordination with other agencies. The Water Production program operates the water treatment plant and wellfield to produce high quality drinking water on a daily basis to meet the demands and storage needs of our customers. Production staff collects water samples for analysis and submits the results to various regulatory agencies for compliance. The Water Distribution program is responsible for distribution, maintenance, operations, health, and safety of the City’s water. This includes maintenance, repair and replacement of the potable, reclaimed, and raw water mains, valves, fire hydrants, service line connections, meters, backflow assemblies, and other appurtenances owned or operated by the City, in addition to addressing customers concerns. The City has over 270 miles of underground distribution water mains, 1,200 fire hydrants, 1,200 hydrant valves, 3,900 potable valves, 1,300 reclaimed valves, 150 raw water valves, and 11,600 water service connections, meters, and backflow assemblies. Utility Billing (UB) prepares timely and accurate billings for Water, Sewer, Stormwater, Reclaimed Water, and Solid Waste services. In addition, this program also keeps customers informed of rates, types of services available, and department policies and regulations pertaining to utility billing services.

The Wastewater Division provides for the health, safety, and welfare of the community through the performance of effective collection and treatment of wastewater in compliance with City, State, and Federal regulations in an efficient manner while delivering superior customer service and maintaining cost controls. The treatment plant is staffed 24 hours a day, 7 days a week, 365 days a year, by operators licensed by the State of Florida. The three programs within this Division include Administration, the Wastewater Treatment Plant (WWTP), and Wastewater
Collections. The Administration program oversees all Wastewater Plant (treatment) and collection operations including record keeping, short/long range planning, and coordination with other departments and agencies, including regulatory agencies. Services include project coordination, supervision, and policy directives. The Treatment Plant program provides continuous operation of the Wastewater Treatment Plant (WWTP). This includes the collection and analysis of required regulatory wastewater plant effluent samples relating to WWTP operation. Operation and maintenance of reclaimed water storage facilities and storage related instrumentation and control systems is also performed by this program. The Wastewater Collections program is responsible for collections, maintenance, operations, health, and safety of the City’s sanitary sewer system. This includes cleaning, televising, repair, and replacement of gravity and force mains, service lines within the R-O-W up to the property line, maintenance and repair of lift stations including: valves, piping, electrical control panels, telemetry, and other appurtenances owned or operated by the City. This program also responds to customers concerns.

The Fleet Division provides City departments with vehicles and other pieces of fleet equipment that are safe, efficient, reliable, and suitable for their mission requirements at the lowest possible cost. Fleet Services is an internal services division providing vehicle and other rolling stock equipment-related services to Dunedin City departments. These services include fleet acquisition and disposal, preventative maintenance, repairs, wrecker service, fabrication services, and an automated fuel dispensing site. Fleet Services has 9 employees with a single facility that is centrally located to best serve its customers. The City’s fleet consists of 302 pieces, ranging from trailer mounted equipment to commercial refuse trucks, heavy construction equipment, light trucks, and fire apparatus. The fleet is valued at approximately $15 million. Fleet serves the residents of the City by partnering with the departments and agencies that provide direct and indirect services in all areas of City government.

The Solid Waste Division provides an array of solid waste services to the community in a way that is both cost effective and environmentally sustainable for the ongoing protection of public health and community aesthetics. The Division services approximately 13,000 accounts in and around the City, including nearby unincorporated enclaves. Residential trash is collected weekly utilizing 90-gallon carts serviced by four (4) automated side-load routes. Bulk/yard waste is also collected weekly by two (2) manual rear-load routes, servicing the same residential neighborhoods. Residential curbside recycling is collected weekly utilizing 65-gallon carts serviced by a private contractor, and Class I Commercial/Multi-Family waste is collected as needed using front-load and roll-off vehicles and large metal containers. In addition, this Division also manages two drop-off convenience centers for disposal of commingled recyclables, including drop containers for cooking grease, used clothing, and free processed mulch.

The Solid Waste Division consists of the Administration program, Residential Collection, and Commercial Collection. Administration provides oversight and general administrative support including code enforcement, inspections, resolution of customer concerns, and the development of State and County reports. White goods, bulk items, and large piles of yard debris are collected separately using a claw truck; refrigerants (Freon) are recovered and recycled per environmental regulations; E-waste (electronics) collected separately, diverted from the household waste stream, and properly disposed of for a fee. Service is provided on a six-day schedule with special services at an additional charge. Commercial containers are maintained to the highest standards; refurbishment includes new lids, paint, and bottoms, as needed. Timely refurbishment eliminates the need for costly replacement containers. Commercial and multi-family recycling are offered to customers through a private contractor. On-call temporary containers, and specialized claw truck collections, are also provided to area businesses and residents for oversize volumes, remodeling, and demolition projects.
The Public Services Division ensures the health, safety, and welfare of the community through stormwater management to mitigate flooding and environmental hazards, and preserves City assets through the maintenance of City facilities, streets, sidewalks, and rights-of-way. The Stormwater program has two major functions. The first is to address Stormwater drainage issues throughout the City through both preventive maintenance of Stormwater infrastructure, and implementation of major capital improvements identified in the Master Drainage Plan and Curlew Creek studies. The second function is to implement the regulatory requirements set forth in the National Pollutant Discharge Elimination System (NPDES) Municipal Separate Stormwater System (MS4) Federal Permit issued by the Environmental Protection Agency (EPA). Multiple inspections are performed annually to ensure the maintenance of swales, ditches, ponds, catch basins, grates, inlets, and storm drains. In addition, inspections and maintenance of treatment units, street-sweeping of City residential and collector/arterial roadways, aquatic weed control of ditches and channels, and inspections of City-owned ponds/lakes are performed to identify illicit discharges into the City Stormwater system.

The Streets program provides for the health, safety, and welfare of the community through the management and maintenance of City streets, traffic control devices, sidewalks and curb infrastructure, including trimming of trees and vegetation in the right-of-way. Currently, this program maintains over 135 miles of roadway surfaces, approximately 35 miles of sidewalks, over 220 miles of curb/gutter, and a portion of the tree trimming services within the City’s right-of-way. The program also provides street-related reconstruction and limited new construction services to all Public Works & Utilities Department Divisions, the CRA, and the Parks & Recreation Department. Traffic control services are also provided for special events, as well as the maintenance of all City regulatory traffic signage and pavement markings.

The Facilities Maintenance program provides for the inspection, maintenance, and repair of 370,000 + square feet of City facilities, utilizing both in-house staffing and contractual services, to provide a safe and healthy environment for our visitors and staff. This program performs inspections to remain in compliance with all health and safety requirements set forth by City, State, Federal, and National Fire Protection Association codes. Scheduled maintenance is performed on a quarterly, semi-annual, or annual basis and repairs are performed based on results from inspections or requests from City departments. All City departments are charged for a basic level of service based on their allocation of square footage occupied. Higher levels of service, such as remodels, space changes, or upgrades, are funded by departments with oversight provided through this program.

<table>
<thead>
<tr>
<th>DEPARTMENT PERSONNEL SUMMARY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACTUAL FY 2015</strong></td>
</tr>
<tr>
<td>Engineering &amp; Admin. Section</td>
</tr>
<tr>
<td>Water Division</td>
</tr>
<tr>
<td>Wastewater Division</td>
</tr>
<tr>
<td>Solid Waste Division</td>
</tr>
<tr>
<td>Fleet Division</td>
</tr>
<tr>
<td>Public Services Division</td>
</tr>
<tr>
<td>Total FTEs</td>
</tr>
</tbody>
</table>
### DEPARTMENT EXPENSE SUMMARY BY SECTION & DIVISION

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHG</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Engineering</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>825,653</td>
<td>904,559</td>
<td>1,002,300</td>
<td>983,200</td>
<td>-2%</td>
</tr>
<tr>
<td>Benefits</td>
<td>222,511</td>
<td>267,181</td>
<td>267,200</td>
<td>290,400</td>
<td>9%</td>
</tr>
<tr>
<td>Operating</td>
<td>179,242</td>
<td>177,986</td>
<td>187,600</td>
<td>238,600</td>
<td>27%</td>
</tr>
<tr>
<td>Capital</td>
<td>8,402</td>
<td>47,269</td>
<td>8,200</td>
<td>1,000</td>
<td>-88%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Expense Cash Flow Subtotal</strong></td>
<td><strong>1,235,808</strong></td>
<td><strong>1,396,995</strong></td>
<td><strong>1,465,300</strong></td>
<td><strong>1,513,200</strong></td>
<td><strong>3%</strong></td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>14,600</td>
<td>13,200</td>
<td>-10%</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Elimination of Capital</td>
<td>(8,402)</td>
<td>(47,269)</td>
<td>(8,200)</td>
<td>(1,000)</td>
<td>-88%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>1,227,406</strong></td>
<td><strong>1,349,726</strong></td>
<td><strong>1,471,700</strong></td>
<td><strong>1,525,400</strong></td>
<td><strong>4%</strong></td>
</tr>
</tbody>
</table>

|                      |               |                |                |                |       |
| **Water**            |               |                |                |                |       |
| Personnel            |               |                |                |                |       |
| Salaries             | 1,684,548     | 1,788,656      | 1,806,000      | 1,900,500      | 5%    |
| Benefits             | 630,773       | 714,423        | 700,900        | 750,400        | 7%    |
| Operating            | 2,676,808     | 3,344,459      | 2,993,200      | 3,146,000      | 5%    |
| Capital              | 51,639        | 986,890        | 2,923,500      | 5,605,000      | 92%   |
| Other                | 2,750         | 275            | 2,500          | 482,500        | 100%  |
| **Expense Cash Flow Subtotal** | **5,046,518** | **6,834,703**  | **8,426,100**  | **11,884,400** | **41%** |
| Depreciation         | 1,985,390     | 1,992,841      | 1,914,200      | 1,961,400      | 2%    |
| Elim. Of Principal Pymts. | -            | -              | -              | -              | 0%    |
| Elimination of Capital | (51,639)  | (986,890)      | (2,923,500)    | (5,605,000)    | 92%   |
| **Total Expenses**   | **6,980,269** | **7,840,654**  | **7,416,800**  | **8,240,800**  | **11%** |

<p>| | | | | | |
|                      |               |                |                |                |       |
| <strong>Wastewater</strong>       |               |                |                |                |       |
| Personnel            |               |                |                |                |       |
| Salaries             | 1,558,608     | 1,579,946      | 1,747,700      | 1,802,700      | 3%    |
| Benefits             | 547,988       | 601,444        | 587,600        | 698,800        | 19%   |
| Operating            | 3,697,189     | 3,457,803      | 3,749,900      | 4,393,600      | 17%   |
| Capital              | 648,738       | 570,397        | 3,979,500      | 1,867,000      | -53%  |
| Other                | 598,512       | 540,709        | 1,476,700      | 1,457,300      | -1%   |
| <strong>Expense Cash Flow Subtotal</strong> | <strong>7,051,035</strong> | <strong>6,750,299</strong>  | <strong>11,541,400</strong> | <strong>10,219,400</strong> | <strong>-11%</strong> |
| Depreciation         | 1,847,816     | 1,700,572      | 2,071,200      | 2,381,900      | 15%   |
| Elim. Of Principal Pymts. | (887,002) | (914,721)      | (942,400)      | (970,200)      | 3%    |
| Elimination of Capital | (648,738) | (570,397)      | (3,979,500)    | (1,867,000)    | -53%  |
| <strong>Total Expenses</strong>   | <strong>7,363,111</strong> | <strong>6,965,753</strong>  | <strong>8,690,700</strong>  | <strong>9,764,100</strong>  | <strong>12%</strong> |</p>
<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHG</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Solid Waste</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>869,335</td>
<td>910,552</td>
<td>958,800</td>
<td>962,000</td>
<td>0%</td>
</tr>
<tr>
<td>Benefits</td>
<td>375,594</td>
<td>419,278</td>
<td>404,600</td>
<td>441,000</td>
<td>9%</td>
</tr>
<tr>
<td>Operating</td>
<td>3,417,206</td>
<td>3,091,347</td>
<td>3,075,700</td>
<td>3,635,200</td>
<td>18%</td>
</tr>
<tr>
<td>Capital</td>
<td>62,046</td>
<td>848,452</td>
<td>876,300</td>
<td>481,300</td>
<td>-45%</td>
</tr>
<tr>
<td>Other</td>
<td>520,000</td>
<td>8,382</td>
<td>145,700</td>
<td>277,400</td>
<td>90%</td>
</tr>
<tr>
<td><strong>Expense Cash Flow Subtotal</strong></td>
<td><strong>5,244,181</strong></td>
<td><strong>5,278,011</strong></td>
<td><strong>5,461,100</strong></td>
<td><strong>5,796,900</strong></td>
<td>6%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>55,726</td>
<td>139,887</td>
<td>400,000</td>
<td>487,800</td>
<td>22%</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
<td>-</td>
<td>-</td>
<td>(134,400)</td>
<td>(136,600)</td>
<td>2%</td>
</tr>
<tr>
<td>Elimination of Capital</td>
<td>(62,046)</td>
<td>(848,452)</td>
<td>(876,300)</td>
<td>(481,300)</td>
<td>-45%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>5,237,861</strong></td>
<td><strong>4,569,446</strong></td>
<td><strong>4,850,400</strong></td>
<td><strong>5,666,800</strong></td>
<td>17%</td>
</tr>
<tr>
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<tr>
<td><strong>Fleet</strong></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>453,007</td>
<td>412,397</td>
<td>434,000</td>
<td>450,500</td>
<td>4%</td>
</tr>
<tr>
<td>Benefits</td>
<td>150,819</td>
<td>146,853</td>
<td>136,900</td>
<td>182,500</td>
<td>33%</td>
</tr>
<tr>
<td>Operating</td>
<td>1,092,401</td>
<td>917,805</td>
<td>1,190,400</td>
<td>1,181,000</td>
<td>-1%</td>
</tr>
<tr>
<td>Capital</td>
<td>1,194,834</td>
<td>731,945</td>
<td>1,620,100</td>
<td>2,125,100</td>
<td>31%</td>
</tr>
<tr>
<td>Other</td>
<td>3,520</td>
<td>7,540</td>
<td>130,200</td>
<td>131,100</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Expense Cash Flow Subtotal</strong></td>
<td><strong>2,894,581</strong></td>
<td><strong>2,216,540</strong></td>
<td><strong>3,511,600</strong></td>
<td><strong>4,070,200</strong></td>
<td>16%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1,072,757</td>
<td>946,570</td>
<td>992,000</td>
<td>1,153,100</td>
<td>16%</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
<td>(310,828)</td>
<td>(104,349)</td>
<td>(120,900)</td>
<td>(122,900)</td>
<td>2%</td>
</tr>
<tr>
<td>Elimination of Capital</td>
<td>(1,194,834)</td>
<td>(731,945)</td>
<td>(1,620,100)</td>
<td>(2,125,100)</td>
<td>31%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>2,461,676</strong></td>
<td><strong>2,326,816</strong></td>
<td><strong>2,762,600</strong></td>
<td><strong>2,975,300</strong></td>
<td>8%</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td><strong>Public Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>1,261,019</td>
<td>1,286,807</td>
<td>1,451,600</td>
<td>1,507,000</td>
<td>4%</td>
</tr>
<tr>
<td>Benefits</td>
<td>525,380</td>
<td>539,842</td>
<td>545,000</td>
<td>646,700</td>
<td>19%</td>
</tr>
<tr>
<td>Operating</td>
<td>2,805,837</td>
<td>3,220,376</td>
<td>4,027,500</td>
<td>4,191,400</td>
<td>4%</td>
</tr>
<tr>
<td>Capital</td>
<td>2,096,814</td>
<td>1,659,014</td>
<td>961,000</td>
<td>1,736,400</td>
<td>81%</td>
</tr>
<tr>
<td>Other</td>
<td>3,940,620</td>
<td>401,961</td>
<td>858,700</td>
<td>855,400</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Expense Cash Flow Subtotal</strong></td>
<td><strong>10,629,670</strong></td>
<td><strong>7,108,000</strong></td>
<td><strong>7,843,800</strong></td>
<td><strong>8,936,900</strong></td>
<td>14%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1,340,533</td>
<td>1,394,137</td>
<td>1,385,000</td>
<td>1,487,200</td>
<td>7%</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
<td>(299,998)</td>
<td>(408,280)</td>
<td>(448,600)</td>
<td>(457,800)</td>
<td>2%</td>
</tr>
<tr>
<td>Elimination of Capital</td>
<td>(1,413,754)</td>
<td>(698,281)</td>
<td>(355,000)</td>
<td>(646,400)</td>
<td>82%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>10,256,451</strong></td>
<td><strong>7,484,576</strong></td>
<td><strong>8,425,200</strong></td>
<td><strong>9,319,900</strong></td>
<td>11%</td>
</tr>
</tbody>
</table>

**TOTAL EXPENSES** $33,526,774 $30,536,971 $33,617,400 $37,492,300 12%
<table>
<thead>
<tr>
<th>FUNDING SOURCES</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>1,557,930</td>
<td>1,574,365</td>
<td>1,646,200</td>
<td>1,649,600</td>
<td>0%</td>
</tr>
<tr>
<td>Impact Fees Fund</td>
<td>533,145</td>
<td>708,710</td>
<td>472,300</td>
<td>497,300</td>
<td>5%</td>
</tr>
<tr>
<td>County Gas Tax Fund</td>
<td>235,202</td>
<td>490,963</td>
<td>210,000</td>
<td>690,000</td>
<td>229%</td>
</tr>
<tr>
<td>Penny Fund</td>
<td>-</td>
<td>-</td>
<td>100,000</td>
<td>90,000</td>
<td>-10%</td>
</tr>
<tr>
<td>Solid Waste Fund</td>
<td>5,237,861</td>
<td>4,569,446</td>
<td>4,850,600</td>
<td>5,666,800</td>
<td>17%</td>
</tr>
<tr>
<td>Water/Wastewater Fund</td>
<td>15,570,786</td>
<td>16,156,133</td>
<td>17,579,200</td>
<td>19,530,300</td>
<td>11%</td>
</tr>
<tr>
<td>Stormwater Fund</td>
<td>3,695,256</td>
<td>3,294,650</td>
<td>4,536,500</td>
<td>4,484,500</td>
<td>-1%</td>
</tr>
<tr>
<td>Fleet Fund</td>
<td>2,461,676</td>
<td>2,326,816</td>
<td>2,762,600</td>
<td>2,975,300</td>
<td>8%</td>
</tr>
<tr>
<td>Facilities Maintenance Fund</td>
<td>4,234,918</td>
<td>1,415,888</td>
<td>1,460,200</td>
<td>1,908,500</td>
<td>31%</td>
</tr>
</tbody>
</table>

**TOTAL DEPARTMENT FUNDING** $33,526,774 $30,536,971 $33,617,600 $37,492,300 12%
**Budget Highlights, Service Changes and Proposed Efficiencies**

Within the Engineering/Administration Division, expenses will increase 4% in FY 2018, primarily due to the inclusion of Professional Services funding ($25K) in order to perform a Commission requested independent Traffic Study of the Beltrees / Scotsdale area, upon completion of nearby development projects currently under construction. The reorganization of the Engineering Division; which began in FY 2016, has been accomplished through staffing changes and position reclassifications as positions became available through attrition. Implementation of this approach and philosophy was achieved with no net increase in FTE’s. These organizational changes have yielded efficiency gains in service delivery (faster turn around times on plans review), increased numbers of projects advertised and awarded for construction, and better alignment with other Divisions.

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>ESTIMATED FY 2017</th>
<th>BUDGET FY 2018</th>
<th>FTE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering &amp; Admin. Section</td>
<td>14.50</td>
<td>14.08</td>
<td>14.08</td>
<td>14.08</td>
<td>0.00</td>
</tr>
<tr>
<td>Total FTEs</td>
<td>14.50</td>
<td>14.08</td>
<td>14.08</td>
<td>14.08</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**Major Operating ($25,000 or more)**

- Consulting Services $25,000 Water/Wastewater Fund
- Traffic Study - Beltrees St/Scotsdale $25,000 Water/Wastewater Fund

**Major Capital ($25,000 or more)**

none

---

*Wastewater Treatment Plant - Reclaimed Water Ground Storage Tank under construction*
## DIVISION EXPENDITURE SUMMARY BY COST CENTER

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Engineering</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Salaries</td>
<td>825,653</td>
<td>904,559</td>
<td>1,002,300</td>
<td>983,200</td>
<td>-2%</td>
</tr>
<tr>
<td>Benefits</td>
<td>222,511</td>
<td>267,181</td>
<td>267,200</td>
<td>290,400</td>
<td>9%</td>
</tr>
<tr>
<td>Operating Capital</td>
<td>179,242</td>
<td>177,986</td>
<td>187,600</td>
<td>238,600</td>
<td>27%</td>
</tr>
<tr>
<td>Capital</td>
<td>8,402</td>
<td>47,269</td>
<td>8,200</td>
<td>1,000</td>
<td>-88%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Expense Cash Flow Subtotal</strong></td>
<td>$1,235,808</td>
<td>$1,396,995</td>
<td>$1,465,300</td>
<td>$1,513,200</td>
<td>3%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>14,600</td>
<td>13,200</td>
<td>-10%</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Elimination of Capital</td>
<td>(8,402)</td>
<td>(47,269)</td>
<td>(8,200)</td>
<td>(1,000)</td>
<td>-88%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$1,227,406</td>
<td>$1,349,726</td>
<td>$1,471,700</td>
<td>$1,525,400</td>
<td>4%</td>
</tr>
</tbody>
</table>

To best compare FY 2017 against FY 2018, expenses have been restated in the chart above adding depreciation, elimination of principal debt payments, and elimination of capital. Prior to FY 2018, these costs were booked at year-end. Depreciation for FY 2015 is estimated based on analysis of capital assets from FY 2016.

## FUNDING SOURCES

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Water/Wastewater Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charges for Service</td>
<td>1,227,406</td>
<td>1,349,726</td>
<td>1,471,700</td>
<td>1,525,400</td>
<td>4%</td>
</tr>
<tr>
<td><strong>TOTAL SECTION FUNDING</strong></td>
<td>$1,227,406</td>
<td>$1,349,726</td>
<td>$1,471,700</td>
<td>$1,525,400</td>
<td>4%</td>
</tr>
</tbody>
</table>

## PERFORMANCE MEASURES

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>ACTUAL FY 2017</th>
<th>BUDGET FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of projects researched/discussed at DRC meetings</td>
<td>57</td>
<td>41</td>
<td>55</td>
<td>37</td>
<td>50</td>
</tr>
<tr>
<td>Number of site/infrastructure plan sets submitted for review</td>
<td>33</td>
<td>45</td>
<td>34</td>
<td>29</td>
<td>30</td>
</tr>
<tr>
<td>Percent of reviews performed within the recommended time frame</td>
<td>Not measured</td>
<td>77%</td>
<td>80%</td>
<td>77%</td>
<td>78%</td>
</tr>
</tbody>
</table>
FY 2018 GOALS AND OBJECTIVES

GOAL 1: Commence Design-Build activities for the Reverse Osmosis WTP Refurbishment Project.
Objective 1: Finalize the Pilot Study and establish a GMP (Guaranteed Maximum Price) for refurbishment of the City’s Reverse Osmosis (RO) Water Treatment Plant (WTP). Recommend award of the Construction Phase of the Design-Build contract to the City Commission.

GOAL 2: Execute a SFR (State Revolving Fund) Consultant Contract.
Objective 1: Advertise an RFP, negotiate, and award an SRF Consultant Services Contract to administer and ensure compliance during construction with SRF reimbursement criteria for the RO WTP Refurbishment project.

GOAL 3: ESRI - GIS Data Migration Efforts.
Objective 1: Coordinate with IT to obtain dedicated ESRI Server space in order to continue efforts to migrate geographic information data and attributes of our infrastructure assets and parcel data in order to leverage ESRI Platform capabilities and functionality City-wide.

ACCOUNTABILITY REPORT ON FY 2017 GOALS AND OBJECTIVES

GOAL 1: Prepare Progressive Design Build RFP for Water Plant.
Objective 1: Coordinate with Water Plant operational staff to insure Master Plan recommendations are addressed in RFP/RFQ Design Build advertisement and project team selection.
STATUS: Design-Build firm, Black & Veatch (B&V), has been awarded the contract for a Phase I Pilot Study, and development of a GMP (Guaranteed Maximum Price) for refurbishment of the City’s Reverse Osmosis (RO) Water Treatment Plant (WTP). An NTP has been issued to B&V and they have commenced work on the Phase I effort.

GOAL 2: Oversee the construction of the Lakewood Estates Drainage project.
Objective 1: Administer the successful construction of this SWFWMD cooperatively funded $4.63M Lakewood Estates project.
STATUS: Construction of this project is nearing completion, which is well in advance of the contract duration end date of March 2018, in accordance with the approved SWFWMD Cooperative Funding Agreement.

GOAL 3: Complete the implementation of the Division Restructuring.
Objective 1: Fill remaining two Division position vacancies in order to improve CIP delivery.
STATUS: Prior Division vacancies have been filled. A recent vacancy of the Transportation-Traffic /Project Engineer position will be advertised prior to the end of the 2017 calendar year.
Budget Highlights, Service Changes and Proposed Efficiencies

Within the personnel budget, a 0.75 FTE Variable on Demand Water Service Worker position was added in FY 2018. In addition 0.5 FTE of the Budget Analyst was moved to the General Fund in the Finance Department for the position's funding to better reflect the nature of duties, supporting all city departments.

Within the Water Division, electricity, chemicals, and operating expenses are projected to remain flat in FY 2018. The City has submitted for the renewal of the Water Use Permit (WUP) to the Southwest Water Management District (SWFWMD). The previous WUP was received in 2007 and the City has requested a 20 year WUP during the current permit submittal process.

The Water/Wastewater Master Plan is moving forward with a Design-Build contractor being chosen. After negotiations are complete and a contract is awarded by the Commission, piloting will commence and be completed within a year. Staff will be applying for State Revolving Fund (SRF) instead of conventional bonds to fund the long term debt associated with this project, and hiring a consultant to ensure compliance with the SRF requirements.

The City's water impact fee rates will be adjusted for the first time on October 1, 2017 following the Construction Cost Index published by the Engineering News-Record. Existing impact fees will be used to pay down existing bond debt as a 2016 study determined that $1.8M of existing debt was eligible for water and sewer impact fee expenditures, based on the number of debt financed projects that increased system capacity.
### DIVISION PERSONNEL SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>ESTIMATED FY 2017</th>
<th>BUDGET FY 2018</th>
<th>FTE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Administration</td>
<td>3.33</td>
<td>3.33</td>
<td>3.33</td>
<td>3.33</td>
<td>0.00</td>
</tr>
<tr>
<td>Water Production</td>
<td>12.00</td>
<td>12.00</td>
<td>12.00</td>
<td>12.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Water Distribution</td>
<td>15.00</td>
<td>15.00</td>
<td>15.00</td>
<td>15.75</td>
<td>0.75</td>
</tr>
<tr>
<td>Utility Billing</td>
<td>6.34</td>
<td>6.84</td>
<td>6.84</td>
<td>6.34</td>
<td>-0.50</td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td><strong>36.67</strong></td>
<td><strong>37.17</strong></td>
<td><strong>37.17</strong></td>
<td><strong>37.42</strong></td>
<td><strong>0.25</strong></td>
</tr>
</tbody>
</table>

#### Major Operating ($25,000 or more)

- Municode Services: $25,000
- Merchant Services: $54,000
- Billing Postage: $76,000
- Government Services Allocation: $586,800
- R&M for Admin Bldg.: $45,000
- Lab Analysis Fees: $34,000
- Engineering Services: $61,000
- Electricity: $513,800
- R&M Plant Equipment: $57,800
- RO Plant Equipment: $95,000
- Wellfield Maint. & Rehabilitation: $102,000
- Water Trtmt. Chemicals: $150,000
- Operating Supplies: $29,000
- Reagents & Lab Supplies: $29,500
- R & M of Water/Reclaim Dist. Systm: $120,000
- Waterline Upgrades: $300,000

#### Major Capital ($25,000 or more)

- Production Well Facilities: $200,000
- Production Well Facilities - Imp Fees: $400,000
- WTP Design - Build: $3,736,000
- SR 580 Tie-Ins: $750,000
- Bayshore Water Main: $500,000

#### Major Other ($25,000 or more)

- Debt Issuance: $480,000

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<table>
<thead>
<tr>
<th>DIVISION EXPENDITURE SUMMARY BY COST CENTER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administration</strong></td>
</tr>
<tr>
<td>Personnel</td>
</tr>
<tr>
<td>Salaries</td>
</tr>
<tr>
<td>Benefits</td>
</tr>
<tr>
<td>Operating</td>
</tr>
<tr>
<td>Capital</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td><strong>Expense Cash Flow Subtotal</strong></td>
</tr>
<tr>
<td>Depreciation</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
</tr>
<tr>
<td>Elimination of Capital</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Water Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
</tr>
<tr>
<td>Salaries</td>
</tr>
<tr>
<td>Benefits</td>
</tr>
<tr>
<td>Operating</td>
</tr>
<tr>
<td>Capital</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td><strong>Expense Cash Flow Subtotal</strong></td>
</tr>
<tr>
<td>Depreciation</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
</tr>
<tr>
<td>Elimination of Capital</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Water Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
</tr>
<tr>
<td>Salaries</td>
</tr>
<tr>
<td>Benefits</td>
</tr>
<tr>
<td>Operating</td>
</tr>
<tr>
<td>Capital</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td><strong>Expense Cash Flow Subtotal</strong></td>
</tr>
<tr>
<td>Depreciation</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
</tr>
<tr>
<td>Elimination of Capital</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
</tr>
</tbody>
</table>
### Utility Billing

**Personnel**

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>226,435</td>
<td>258,788</td>
<td>277,500</td>
<td>256,100</td>
<td>-8%</td>
</tr>
<tr>
<td>Benefits</td>
<td>86,884</td>
<td>104,422</td>
<td>98,300</td>
<td>122,300</td>
<td>24%</td>
</tr>
<tr>
<td>Operating</td>
<td>206,743</td>
<td>208,310</td>
<td>248,000</td>
<td>240,000</td>
<td>-3%</td>
</tr>
<tr>
<td>Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>2,750</td>
<td>275</td>
<td>2,500</td>
<td>2,500</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Expense Cash Flow Subtotal</strong></td>
<td><strong>$ 522,812</strong></td>
<td><strong>$ 571,795</strong></td>
<td><strong>$ 626,300</strong></td>
<td><strong>$ 620,900</strong></td>
<td><strong>-1%</strong></td>
</tr>
<tr>
<td>Depreciation</td>
<td>1,243</td>
<td>1,144</td>
<td>1,100</td>
<td>1,200</td>
<td>9%</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Elimination of Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$ 524,055</strong></td>
<td><strong>$ 572,939</strong></td>
<td><strong>$ 627,400</strong></td>
<td><strong>$ 622,100</strong></td>
<td><strong>-1%</strong></td>
</tr>
</tbody>
</table>

**TOTAL DIVISION EXPENSES**  
$ 6,980,269 | $ 7,840,654 | $ 7,416,800 | $ 8,240,800 | 11%

To best compare FY 2017 against FY 2018, expenses have been restated in the chart above adding depreciation, elimination of principal debt payments, and elimination of capital. Prior to FY 2018, these costs were booked at year-end. Depreciation for FY 2015 is estimated based on analysis of capital assets from FY 2016.

### FUNDING SOURCES

<table>
<thead>
<tr>
<th>Source</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Water/Wastewater Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charges for Service</td>
<td>6,980,269</td>
<td>7,840,654</td>
<td>6,333,900</td>
<td>7,157,900</td>
<td>13%</td>
</tr>
<tr>
<td>Grants</td>
<td>-</td>
<td>-</td>
<td>1,082,900</td>
<td>1,082,900</td>
<td>0%</td>
</tr>
<tr>
<td><strong>TOTAL DIVISION FUNDING</strong></td>
<td><strong>$ 6,980,269</strong></td>
<td><strong>$ 7,840,654</strong></td>
<td><strong>$ 7,416,800</strong></td>
<td><strong>$ 8,240,800</strong></td>
<td><strong>11%</strong></td>
</tr>
</tbody>
</table>

### PERFORMANCE MEASURES

<table>
<thead>
<tr>
<th>Measure</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>ESTIMATED FY 2017</th>
<th>BUDGET FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water produced by treatment plant – (mgd)</td>
<td>3.65</td>
<td>3.37</td>
<td>3.37</td>
<td>3.7</td>
<td>3.5</td>
</tr>
<tr>
<td>Raw Water Augmentation of Reclaim System – (mg)</td>
<td>0</td>
<td>up to 14.0</td>
<td>up to 14.0</td>
<td>12.2</td>
<td>up to 60.0*</td>
</tr>
<tr>
<td>Monthly distribution bacteriological samples collected</td>
<td>636</td>
<td>636</td>
<td>636</td>
<td>636</td>
<td>636</td>
</tr>
<tr>
<td>Precautionary Boilwater Notices</td>
<td>10</td>
<td>5</td>
<td>5</td>
<td>26**</td>
<td>10</td>
</tr>
<tr>
<td>Well Clearance Bacteriological Samples collected</td>
<td>88</td>
<td>7</td>
<td>7</td>
<td>20</td>
<td>5</td>
</tr>
<tr>
<td>Inspect 100% of the Potable and Reclaimed Backflows</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Test 100% of the Large Meters</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

** The Southwest Florida Water Management District (SWFWMD) increased the annual augmentation total from 14.0 mg to 60 mg as part of the 20 year Water Use Permit (WUP) renewal.

** Number of Precautionary Boil Water notices increased due to the watermain replacements as part of the Lakewood Stormwater Project.
## FY 2018 GOALS AND OBJECTIVES

| GOAL 1: | 100% Compliance with FDEP and EPA; Safe Drinking Water Act Rules and Regulations. |
| GOAL 2: | Initiate Distribution System Leak Detection Study. |
| GOAL 3: | Implement piloting studies of the Water Plant in accordance with the adopted Water/Wastewater Master Plan. |

## ACCOUNTABILITY REPORT ON FY 2017 GOALS AND OBJECTIVES

| GOAL 1: | Increase employees that have obtained DEP State Licenses and specific Certifications.  
           | STATUS: Ongoing. |
| GOAL 2: | Assist and support other departments in the City.  
           | STATUS: Ongoing. |
| GOAL 3: | Complete 100% of Backflow, Reclaimed inspections, and Large Meter Testing.  
           | STATUS: 100% of the Backflow inspections, Reclaimed inspections, and Large meter testing has been completed for FY 2017. |
Budget Highlights, Service Changes and Proposed Efficiencies

Within the Wastewater Division, electricity, chemicals, and non-contracted operating expenses are projected to remain flat in FY 2018. 'Contracted' operating costs are being increased by an average of 500% over previous years in an effort to address increased sanitary sewer collection system Inflow and Infiltration (I&I) occurrences. The additional budget authority will be used to increase the amount of annual 'line in place' work on existing manholes and sewer lines to reduce I&I, and therefore reduce the frequency and/or occurrence of future Sanitary Sewer Overflows (SSO). During the summer of 2017, Dunedin received torrential rains and discharged approximately 180,000 gallons of sewage/stormwater/ground water into the environment from the sanitary sewer collection system. The Water/Wastewater Master Plan is moving forward with a number of smaller projects initiated by Engineering and Wastewater staff.

The City's sewer impact fee rates will be adjusted for the first time on October 1, 2017 following the Construction Cost Index published by the Engineering News-Record. Existing impact fees will be used to pay down existing bond debt as a 2016 study determined that $1.8M of existing debt was eligible for water and sewer impact fee expenditures, based on the number of debt financed projects that increased system capacity.
### DIVISION PERSONNEL SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>ESTIMATED FY 2017</th>
<th>BUDGET FY 2018</th>
<th>FTE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>1.33</td>
<td>1.33</td>
<td>1.33</td>
<td>1.33</td>
<td>0.00</td>
</tr>
<tr>
<td>WW Treatment</td>
<td>18.00</td>
<td>18.00</td>
<td>18.00</td>
<td>18.00</td>
<td>0.00</td>
</tr>
<tr>
<td>WW Collection</td>
<td>16.00</td>
<td>16.00</td>
<td>16.00</td>
<td>16.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td><strong>35.33</strong></td>
<td><strong>35.33</strong></td>
<td><strong>35.33</strong></td>
<td><strong>35.33</strong></td>
<td><strong>0.00</strong></td>
</tr>
</tbody>
</table>

#### Major Operating ($25,000 or more)

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
<th>Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Services Allocation</td>
<td>$768,300</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>Laboratory Services</td>
<td>$46,500</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>Biosolid Hauling Contract</td>
<td>$405,000</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>Electricity</td>
<td>$578,200</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>WWTP Repair &amp; Maintenance</td>
<td>$35,600</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>WWTP Reuse Pump Maintenance</td>
<td>$30,000</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>WWTP Bldg/Reclaimed Tanks Maintenance</td>
<td>$30,300</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>WWTP Process &amp; Facility Equipment</td>
<td>$370,000</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>WWTP Painting</td>
<td>$280,000</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>Curlew Reclaimed Tank Painting</td>
<td>$250,000</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>WWTP Chemicals</td>
<td>$420,500</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>Water, Sewer, Sanitation</td>
<td>$31,200</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>Lift Station R &amp; R</td>
<td>$45,000</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>Sewer Line R &amp; M</td>
<td>$60,000</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>Collections Equipment &amp; MH Lining Equipment</td>
<td>$60,000</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>Manhole Repair</td>
<td>$100,000</td>
<td>Water/Wastewater Fund</td>
</tr>
</tbody>
</table>

#### Major Capital ($25,000 or more)

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
<th>Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>WWTP Replacement Blowers</td>
<td>$600,000</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>WWTP Outfall Piping Repair</td>
<td>$500,000</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>WW Lift Station Emergency Pumps</td>
<td>$180,000</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>WW Lift Station Forcemain Replace</td>
<td>$187,000</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>Pipe Lining Project</td>
<td>$400,000</td>
<td>Water/Wastewater Fund</td>
</tr>
</tbody>
</table>

#### Major Other ($25,000 or more)

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
<th>Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water/Sewer Refunding Rev Bonds 2013</td>
<td>$1,457,300</td>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>Cost Center</td>
<td>ACTUAL FY 2015</td>
<td>ACTUAL FY 2016</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Administration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>76,278</td>
<td>74,392</td>
</tr>
<tr>
<td>Benefits</td>
<td>24,005</td>
<td>25,179</td>
</tr>
<tr>
<td>Operating</td>
<td>1,111,393</td>
<td>1,179,185</td>
</tr>
<tr>
<td>Capital</td>
<td>93,312</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>598,512</td>
<td>540,709</td>
</tr>
<tr>
<td>Expense Cash Flow Subtotal</td>
<td>$ 1,903,500</td>
<td>$ 1,819,465</td>
</tr>
<tr>
<td>Depreciation</td>
<td>5,087</td>
<td>4,682</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
<td>(887,002)</td>
<td>(914,721)</td>
</tr>
<tr>
<td>Elimination of Capital</td>
<td>(93,312)</td>
<td>-</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 928,273</td>
<td>$ 909,426</td>
</tr>
<tr>
<td>WW Treatment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>855,092</td>
<td>892,805</td>
</tr>
<tr>
<td>Benefits</td>
<td>309,715</td>
<td>349,890</td>
</tr>
<tr>
<td>Operating</td>
<td>1,980,924</td>
<td>1,762,921</td>
</tr>
<tr>
<td>Capital</td>
<td>495,386</td>
<td>503,710</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Expense Cash Flow Subtotal</td>
<td>$ 3,641,117</td>
<td>$ 3,509,326</td>
</tr>
<tr>
<td>Depreciation</td>
<td>952,238</td>
<td>876,358</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Elimination of Capital</td>
<td>(495,386)</td>
<td>(503,710)</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 4,097,969</td>
<td>$ 3,881,974</td>
</tr>
<tr>
<td>WW Collections</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>627,238</td>
<td>612,749</td>
</tr>
<tr>
<td>Benefits</td>
<td>214,268</td>
<td>226,375</td>
</tr>
<tr>
<td>Operating</td>
<td>604,872</td>
<td>515,697</td>
</tr>
<tr>
<td>Capital</td>
<td>60,040</td>
<td>66,687</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Expense Cash Flow Subtotal</td>
<td>$ 1,506,418</td>
<td>$ 1,421,508</td>
</tr>
<tr>
<td>Depreciation</td>
<td>890,491</td>
<td>819,532</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Elimination of Capital</td>
<td>(60,040)</td>
<td>(66,687)</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$ 2,336,869</td>
<td>$ 2,174,353</td>
</tr>
<tr>
<td>TOTAL DIVISION EXPENSES</td>
<td>$ 7,363,111</td>
<td>$ 6,965,753</td>
</tr>
</tbody>
</table>
To best compare FY 2017 against FY 2018, expenses have been restated in the chart above adding depreciation, elimination of principal debt payments, and elimination of capital. Prior to FY 2018, these costs were booked at year-end. Depreciation for FY 2015 is estimated based on analysis of capital assets from FY 2016.

<table>
<thead>
<tr>
<th>FUNDING SOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Water/Wastewater Fund</td>
</tr>
<tr>
<td>Charges for Service</td>
</tr>
<tr>
<td>TOTAL DIVISION FUNDING</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PERFORMANCE MEASURES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Televise 10% of the Sewer Lines</td>
</tr>
<tr>
<td>Clean 20% of the Sewer Lines</td>
</tr>
</tbody>
</table>

*Televising of sewer mains was reduced during FY2017 due to Tropical Storm Hermine in 2016 and Hurricane Irma in 2017.

<table>
<thead>
<tr>
<th>FY 2018 GOALS AND OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOAL 1: Continue Master Plan Implementation at the Wastewater Treatment Plant.</td>
</tr>
<tr>
<td>GOAL 2: Operate the WWTP process to maximize efficiency and reduce costs wherever practical.</td>
</tr>
<tr>
<td>GOAL 3: Continue SCADA conversion and upgrade at all remote lift stations - per Master Plan recommendations.</td>
</tr>
<tr>
<td>GOAL 4: Increase awareness and funding to reduce Inflow and Infiltration into the wastewater collection system and the wastewater treatment plant.</td>
</tr>
<tr>
<td>Objective 1: Increase customer education and awareness of Inflow and Infiltration issues.</td>
</tr>
<tr>
<td>Objective 2: Increase funding to repair or replace existing infrastructure in order to reduce Inflow and Infiltration into the collection system/plant.</td>
</tr>
</tbody>
</table>
GOAL 1: Implement the Master Plan at the Wastewater Treatment Plant.
Objective 1: Maintain relationship with Engineering and share information on all upcoming projects.
STATUS: Ongoing. A number of projects are underway or have been completed. Redundant Pipeline, Clarifier Rehabilitation, Master Reuse Pump Replacement, and the Methanol Tank Replacement Projects were completed during FY 2017. The 2 MG Reclaimed Water Storage Tank Project, the Bleach and Bisulfate Project, and the Headworks Pump Replacement Project are all underway.

GOAL 2: Increase downtown parking stock and promote mixed-use projects.
Objective 1: Monitor chemical usage to ensure compliance and reduce chemical feeds if applicable.
STATUS: Ongoing. Operators and Administration continually work to increase efficiencies.

GOAL 3: Complete SCADA conversion/upgrade at all remote liftstations - per Master Plan.
Objective 1: Maintain relationship with Engineering/contractor to allievate any down time on lift stations.
STATUS: Ongoing. Work on the SCADA system is underway.
## Budget Highlights, Service Changes and Proposed Efficiencies

The City’s recycling contract expired at the end of FY 2017 and, due to a decline in market value for recyclable materials, the City’s FY 2018 recycling program costs doubled. There are no staffing changes in Solid Waste for FY 2018. The Solid Waste fleet which includes trucks, fuel, and light duty vehicle replacements comprises 30% of total FY 2018 expenses. Solid Waste's disposal fees account for approximately 21% of total FY 2018 expenses.

### DIVISION PERSONNEL SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>ESTIMATED FY 2017</th>
<th>BUDGET FY 2018</th>
<th>FTE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>5.00</td>
<td>5.00</td>
<td>6.00</td>
<td>6.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Residential</td>
<td>10.00</td>
<td>10.00</td>
<td>10.00</td>
<td>10.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Commercial</td>
<td>6.00</td>
<td>6.00</td>
<td>5.00</td>
<td>5.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total FTEs</strong></td>
<td><strong>21.00</strong></td>
<td><strong>21.00</strong></td>
<td><strong>21.00</strong></td>
<td><strong>21.00</strong></td>
<td><strong>0.00</strong></td>
</tr>
</tbody>
</table>

### Major Operating ($25,000 or more)

- **Recycling Services** $636,000 Solid Waste Fund
- **Government Services Allocation** $430,800 Solid Waste Fund
- **UB Allocation** $129,700 Solid Waste Fund
- **Contractual Staffing** $84,000 Solid Waste Fund
- **Refuse Disposal** $1,203,000 Solid Waste Fund
- **Carts/Dumpsters** $49,200 Solid Waste Fund

### Major Capital ($25,000 or more)

- **Fleet Replacements** $466,300 Solid Waste Fund

### Major Other (25,000 or more)

- **Solid Waste Master Lease Debt Svc.** $145,700 Solid Waste Fund
- **Interfund Loan Payment to Fleet** $131,700 Solid Waste Fund

### DIVISION EXPENDITURE SUMMARY BY COST CENTER

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administration</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>239,465</td>
<td>273,002</td>
<td>307,200</td>
<td>317,800</td>
<td>3%</td>
</tr>
<tr>
<td>Benefits</td>
<td>99,776</td>
<td>122,090</td>
<td>116,900</td>
<td>149,300</td>
<td>28%</td>
</tr>
<tr>
<td><strong>Operating</strong></td>
<td>869,563</td>
<td>810,723</td>
<td>864,100</td>
<td>1,322,400</td>
<td>53%</td>
</tr>
<tr>
<td>Capital</td>
<td>-</td>
<td>128,553</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>520,000</td>
<td>8,382</td>
<td>145,700</td>
<td>277,400</td>
<td>90%</td>
</tr>
<tr>
<td><strong>Expense Cash Flow Subtotal</strong></td>
<td>$1,728,804</td>
<td>$1,342,750</td>
<td>$1,433,900</td>
<td>$2,066,900</td>
<td>44%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>3,732</td>
<td>5,031</td>
<td>8,900</td>
<td>9,300</td>
<td></td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
<td>-</td>
<td>-</td>
<td>(134,400)</td>
<td>(136,600)</td>
<td></td>
</tr>
<tr>
<td>Elimination of Capital</td>
<td>-</td>
<td>(128,553)</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$1,732,536</td>
<td>$1,219,228</td>
<td>$1,308,400</td>
<td>$1,939,600</td>
<td>48%</td>
</tr>
</tbody>
</table>
### Residential Collections

**Personnel**

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>419,923</td>
<td>443,321</td>
<td>438,700</td>
<td>436,700</td>
<td>-100%</td>
</tr>
<tr>
<td>Benefits</td>
<td>185,681</td>
<td>208,224</td>
<td>196,400</td>
<td>198,400</td>
<td>-100%</td>
</tr>
<tr>
<td>Operating</td>
<td>1,514,661</td>
<td>1,383,825</td>
<td>1,342,100</td>
<td>1,371,600</td>
<td>-100%</td>
</tr>
<tr>
<td>Capital</td>
<td>45,550</td>
<td>-</td>
<td>-</td>
<td>175,000</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Expense Cash Flow Subtotal</strong></td>
<td>$2,165,815</td>
<td>$2,035,370</td>
<td>$1,977,200</td>
<td>$2,181,700</td>
<td><strong>-100%</strong></td>
</tr>
</tbody>
</table>

|                  |                |                |                |                |          |
| Depreciation     | 19,449         | 19,732         | 218,300        | 261,400        |          |
| Elim. Of Principal Pymts. | -         | -              | -              | -              |          |
| Elimination of Capital | (45,550)    | -              | -              | (175,000)      |          |
| **Total Expenses** | $2,139,714    | $2,055,102      | $2,195,500      | $2,268,100      | **3%**   |

### Commercial Collections

**Personnel**

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>209,947</td>
<td>194,229</td>
<td>212,900</td>
<td>207,500</td>
<td>-100%</td>
</tr>
<tr>
<td>Benefits</td>
<td>90,137</td>
<td>88,964</td>
<td>91,300</td>
<td>93,300</td>
<td>-100%</td>
</tr>
<tr>
<td>Operating</td>
<td>1,032,982</td>
<td>896,799</td>
<td>869,500</td>
<td>941,200</td>
<td>-100%</td>
</tr>
<tr>
<td>Capital</td>
<td>16,496</td>
<td>719,899</td>
<td>876,300</td>
<td>306,300</td>
<td>-100%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Expense Cash Flow Subtotal</strong></td>
<td>$1,349,562</td>
<td>$1,899,891</td>
<td>$2,050,000</td>
<td>$1,548,300</td>
<td><strong>-100%</strong></td>
</tr>
</tbody>
</table>

|                  |                |                |                |                |          |
| Depreciation     | 32,545         | 115,124        | 172,800        | 217,100        |          |
| Elim. Of Principal Pymts. | -         | -              | -              | -              |          |
| Elimination of Capital | (16,496)    | (719,899)      | (876,300)      | (306,300)      |          |
| **Total Expenses** | $1,365,611    | $1,295,116      | $1,346,500      | $1,459,100      | **8%**   |

### TOTAL DIVISION EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$5,237,861</td>
<td>$4,569,446</td>
<td>$4,850,400</td>
<td>$5,666,800</td>
<td><strong>17%</strong></td>
</tr>
</tbody>
</table>

### FUNDING SOURCES (Actual vs. Budget)

#### Solid Waste Fund

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charges for Service</td>
<td>5,237,861</td>
<td>4,569,446</td>
<td>4,850,400</td>
<td>5,666,800</td>
<td><strong>17%</strong></td>
</tr>
<tr>
<td><strong>TOTAL DIVISION FUNDING</strong></td>
<td>$5,237,861</td>
<td>$4,569,446</td>
<td>$4,850,400</td>
<td>$5,666,800</td>
<td><strong>17%</strong></td>
</tr>
</tbody>
</table>

### PERFORMANCE MEASURES

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>ACTUAL FY 2017</th>
<th>BUDGET FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers serviced</td>
<td>14,607</td>
<td>14,715</td>
<td>14,600</td>
<td>14,610</td>
<td>14,700</td>
</tr>
<tr>
<td>Refuse/Recycling collected (tons)</td>
<td>35,594</td>
<td>36,902</td>
<td>36,000</td>
<td>38,208</td>
<td>37,800</td>
</tr>
</tbody>
</table>
FY 2018 GOALS AND OBJECTIVES

GOAL 1: Prioritize operational efficiencies such as route optimization & vehicle planning and Division-wide cross training to lower operational costs while preserving a superior level of service our customers expect.

GOAL 2: Work closely with the City’s Communications staff to enhance the Division’s outreach program and educate residents and businesses of the economic and environmental benefits of diverting everyday waste.

GOAL 3: Continue to partner with Achieva Credit Union to host a free shredding event for our local residents.

ACCOUNTABILITY REPORT ON FY 2017 GOALS AND OBJECTIVES

GOAL 1: Examine all business processes, particularly those that relate directly to routing (collections), to determine and implement ways to improve efficiency.

STATUS: Complete: Waste Pro signed a 5 year agreement with the City and began collecting residential curbside recycling October 2nd.

GOAL 2: Develop an outreach waste reduction plan to be available to local businesses that proposes to increase comingled and organic waste recycling, encouraging less commercial waste sent to area landfills.

STATUS: Ongoing: The Sustainability Program Coordinator continues to work with the UF IFAS Extension Office to incorporate their “Green Business Partnership” program within the City’s outreach materials. A waste reduction brochure will be developed by 3rd quarter of FY18.

GOAL 3: Continue to partner with Achieva Credit Union to host a free shredding event for our local residents.

STATUS: Due to Hurricane Irma the October 2017 Shred Fest was postponed and rescheduled to Saturday February 10, 2018. The event and its new date will be well publicized by both the City and Achieva using their websites & social media outlets, the Dunedin Beacon newspaper, and the City’s Utility billing insert.
Division Mission Statement
To provide City departments with vehicles and other pieces of fleet equipment that are safe, efficient, reliable, and suitable for their mission requirements at the lowest possible cost.

Fleet Services Division is an internal department that provides vehicle and equipment-related services to Dunedin City department. These services include fleet acquisition and disposal, preventative maintenance, repairs, wrecker service, fabrication services, and an automated fuel dispensing site. Fleet Services has 9 employees with a single facility that is centrally located to best serve its customers. The City's fleet consists of 302 pieces, ranging from trailer mounted equipment to commercial refuse trucks, heavy construction equipment, light trucks, and fire apparatus. The fleet is valued at approximately $15 million. Fleet serves the residents of the City by partnering with the departments and agencies that provide direct and indirect services in all areas of the City government. Fleet's staff responds directly to its customers, the customers' needs determines output and productivity. With an average age of our fleet at 8.75 years, the City is experiencing ever increasing mechanical failures due to the condition of the fleet.

Budget Highlights, Service Changes and Proposed Efficiencies
Within the Fleet Services Division, operating expenses will remain flat in FY 2018.
<table>
<thead>
<tr>
<th>DIVISION PERSONNEL SUMMARY</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>ESTIMATED FY 2017</th>
<th>BUDGET FY 2018</th>
<th>FTE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fleet Services</td>
<td>8.50</td>
<td>8.50</td>
<td>9.00</td>
<td>9.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Total FTEs</td>
<td>8.50</td>
<td>8.50</td>
<td>9.00</td>
<td>9.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**Major Operating ($25,000 or more)**

- **Vehicle Parts & Outsourced Repairs**: $460,000, Fleet Fund
- **Parts & Supplies**: $60,000, Fleet Fund
- **Gasoline**: $175,000, Fleet Fund
- **Deisel**: $302,500, Fleet Fund
- **Depreciation**: $1,153,100, Fleet Fund

**Major Capital ($25,000 or more)**

- **Fleet Replacements**: $2,125,100, Fleet Fund

**Major Other ($25,000 or more)**

- **Debt Service for Fire Truck**: $130,200, Fleet Fund

<table>
<thead>
<tr>
<th>DIVISION EXPENDITURE SUMMARY</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fleet</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>453,007</td>
<td>412,397</td>
<td>434,000</td>
<td>450,500</td>
<td>4%</td>
</tr>
<tr>
<td>Benefits</td>
<td>150,819</td>
<td>146,853</td>
<td>136,900</td>
<td>182,500</td>
<td>33%</td>
</tr>
<tr>
<td>Operating</td>
<td>1,092,401</td>
<td>917,805</td>
<td>1,190,400</td>
<td>1,181,000</td>
<td>-1%</td>
</tr>
<tr>
<td>Capital</td>
<td>1,194,834</td>
<td>731,945</td>
<td>1,620,100</td>
<td>2,125,100</td>
<td>31%</td>
</tr>
<tr>
<td>Other</td>
<td>3,520</td>
<td>7,540</td>
<td>130,200</td>
<td>131,100</td>
<td>1%</td>
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<tr>
<td>Expense Cash Flow Subtotal</td>
<td>$2,894,581</td>
<td>$2,216,540</td>
<td>$3,511,600</td>
<td>$4,070,200</td>
<td>16%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1,072,757</td>
<td>946,570</td>
<td>992,000</td>
<td>1,153,100</td>
<td>16%</td>
</tr>
<tr>
<td>Elim. Of Principal Pymts.</td>
<td>(310,828)</td>
<td>(104,349)</td>
<td>(120,900)</td>
<td>(122,900)</td>
<td></td>
</tr>
<tr>
<td>Elimination of Capital</td>
<td>(1,194,834)</td>
<td>(731,945)</td>
<td>(1,620,100)</td>
<td>(2,125,100)</td>
<td>31%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$2,461,676</td>
<td>$2,326,816</td>
<td>$2,762,600</td>
<td>$2,975,300</td>
<td>8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FUNDING SOURCES</th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fleet Fund</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charges for Service</td>
<td>2,172,950</td>
<td>2,282,220</td>
<td>2,762,600</td>
<td>2,975,300</td>
<td>8%</td>
</tr>
<tr>
<td>Sale of Surplus</td>
<td>288,726</td>
<td>44,596</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Fleet Fund</strong></td>
<td>$2,461,676</td>
<td>$2,326,816</td>
<td>$2,762,600</td>
<td>$2,975,300</td>
<td>8%</td>
</tr>
</tbody>
</table>
## FY 2018 GOALS AND OBJECTIVES

**GOAL 1:** Complete phase 2 of the fuel management upgrade. This project will include the replacement of the two obsolete NBCS Fuel Manager Card readers used to authorize the fuel transactions at the City’s fuel depot located at 1090 Virginia St. The replacement readers will be furnished by Coencorp and will be state of the art and matched to our existing cloud based site manager for seamless fuel management. Key fobs will be issued to every city vehicle and training provided to staff on how to operate the new readers.

**GOAL 2:** Fabricate and install aluminum diamond plate panels to overlay both fuel storage tanks inspection walk ways. This repair is needed to repair areas of the upper tank lids that have become unsafe to walk on during monthly inspections and when making repairs.

**GOAL 3:** Fleet Services staff is prepared to expand into the adjoined garage space currently occupied by the Pinellas County Sheriff vehicle maintenance staff, should they move their operation to a new location. This would include relocation of vehicle lifts, utilization of the additional parts room space, and relocation of office areas within the existing building.

**GOAL 4:** Institute market-driven services that keep our Fleet competitive by making periodic assessments of the costs of fleet service delivery. This will be accomplished through a competitiveness assessment; benchmarking our organization with other governmental agencies and private vendors, and against established industry standards.

## ACCOUNTABILITY REPORT ON FY 2017 GOALS AND OBJECTIVES

**GOAL 1:** Provide the highest quality of vehicle and equipment maintenance through the implementation of a full-range, in-house maintenance program.

**STATUS:** Fleet staff in our on-going effort to provide the highest level of service to our customers continue to battle the elements of rust, wear and disinclination. To accomplish this we strive to improve our working knowledge through information resources such as Identifix, Cummins Insite and Caterpillar Electronic Technician. Diagnostic subscriptions like the ones mentioned as well as sheer ingenuity guide the technician to the source of the problem.

**GOAL 2:** Focus on education and certification programs to keep our automotive mechanics current with the industry standards and changing technologies.

**STATUS:** Training and education continue to be a main focus area for the Division. During this budget cycle, one of our mechanics attended a week long fire aerial apparatus hands-on symposium in Daytona Beach; and several other mechanics recertified their existing A.S.E. credentials.

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### PERFORMANCE MEASURES

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>ACTUAL FY 2017</th>
<th>BUDGET FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Orders Closed</td>
<td>3,033</td>
<td>2,924</td>
<td>3,712</td>
<td>3,000</td>
<td>3,600</td>
</tr>
<tr>
<td>Billable Hours</td>
<td>9,559</td>
<td>9,165</td>
<td>9,500</td>
<td>9,000</td>
<td>9,500</td>
</tr>
</tbody>
</table>
GOAL 3: Provide Fleet employees with a unique work environment that balances exceptional customer service, hard work, and personal growth in a safety focused workplace.
STATUS: Fleet personnel make time to celebrate accomplishments with periodic team building luncheons, etc. It is a Division-wide expectation that employees treat each other with respect and strive for harmony in the work place.

GOAL 4: Ensure compliance with Federal and State regulations pertaining to fuel dispensing, hazardous waste disposal and recycling of used oil products, batteries, and tires.
STATUS: Fleet Services was in full compliance in FY 2017 with all regulatory and disposal requirements satisfied.
Budget Highlights, Service Changes and Proposed Efficiencies

The Facilities Maintenance program has continued to identify opportunities for outsourcing, but level of service must be balanced with cost-savings. Current privatized services in FY 2018 include custodial, fire/security alarm testing and monitoring, elevator inspections and repairs, fire extinguisher inspections and replacements, fire sprinkler inspections and repairs, exhaust hood inspections and maintenance, pest control services, and generator inspection and maintenance. In FY 2018 significant upgrades are being made to the City-wide HVAC computer software program providing a single path for access controls. This software system also will provide us the capability to integrate lighting and card access controls as well as CCTV systems at City facilities.

The Streets and Traffic Services program reviews options in reduction of services or the privatization of services each fiscal year. In reviewing other municipal contracts for services such as concrete services, tree trimming, and asphalt repair, the City does not believe it will realize savings without a dramatic reduction in the level of service currently provided. For this reason, outsourcing these services is not recommended. In FY 2018, increased inspections will results in a significant increase in identification and repair of damaged and broken sidewalks.

The Stormwater Section in conjunction with Engineering staff will be working with our selected consultant on the updated Master Drainage Plan. Staff will be bringing forward alternative options for Cedar Creek Channels A & C. The stormwater permit and maintenance program continues to remain compliant with its federal stormwater discharge permit and the maintenance requirements.

**DIVISION PERSONNEL SUMMARY**

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 15</th>
<th>ACTUAL FY 16</th>
<th>ESTIMATED FY 17</th>
<th>BUDGET FY 18</th>
<th>FTE CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities Management</td>
<td>9.68</td>
<td>10.68</td>
<td>10.68</td>
<td>10.68</td>
<td>0.00</td>
</tr>
<tr>
<td>Streets</td>
<td>8.66</td>
<td>8.66</td>
<td>8.66</td>
<td>8.66</td>
<td>0.00</td>
</tr>
<tr>
<td>Stormwater</td>
<td>13.66</td>
<td>13.66</td>
<td>13.66</td>
<td>13.66</td>
<td>0.00</td>
</tr>
<tr>
<td>Total FTEs</td>
<td>32.00</td>
<td>33.00</td>
<td>33.00</td>
<td>33.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

*Stormwater Outfall Construction*
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>HVAC Computer Controls</td>
<td>$60,800</td>
<td>Facility Maintenance Fund</td>
</tr>
<tr>
<td>HVAC Controls System Upgrade</td>
<td>$47,800</td>
<td>Facility Maintenance Fund</td>
</tr>
<tr>
<td>Custodial Contractor</td>
<td>$299,900</td>
<td>Facility Maintenance Fund</td>
</tr>
<tr>
<td>Relocation of MSB Bldg. to Tech Svc. Bldg.</td>
<td>$250,000</td>
<td>Facility Maintenance Fund</td>
</tr>
<tr>
<td>Citywide Facility R &amp; M</td>
<td>$130,500</td>
<td>Facility Maintenance Fund</td>
</tr>
<tr>
<td>Standby Generator Repairs</td>
<td>$26,000</td>
<td>Facility Maintenance Fund</td>
</tr>
<tr>
<td>Electricity</td>
<td>$615,200</td>
<td>General Fund</td>
</tr>
<tr>
<td>Water, Sewer, Sanitation</td>
<td>$28,700</td>
<td>General Fund</td>
</tr>
<tr>
<td>Pinellas County Traffic Signal Maintenance Agmt.</td>
<td>$102,400</td>
<td>General Fund</td>
</tr>
<tr>
<td>Annual Bridge Inspections &amp; Repairs</td>
<td>$36,000</td>
<td>County Gas Tax Fund</td>
</tr>
<tr>
<td>Road Repair Materials</td>
<td>$35,000</td>
<td>County Gas Tax Fund</td>
</tr>
<tr>
<td>Sidewalk Program Maintenance</td>
<td>$56,300</td>
<td>County Gas Tax Fund</td>
</tr>
<tr>
<td>Signage Replacement</td>
<td>$45,000</td>
<td>County Gas Tax Fund</td>
</tr>
<tr>
<td>Pinellas County Ambient Water Quality Testing</td>
<td>$31,000</td>
<td>Stormwater Fund</td>
</tr>
<tr>
<td>NPDES Permit Required Sediment Disposal Testing</td>
<td>$41,000</td>
<td>Stormwater Fund</td>
</tr>
<tr>
<td>Surface Water Quality TMDL Response/Sampling</td>
<td>$120,000</td>
<td>Stormwater Fund</td>
</tr>
<tr>
<td>Watershed Mgmt Plan</td>
<td>$29,700</td>
<td>Stormwater Fund</td>
</tr>
<tr>
<td>Mangrove Trimming</td>
<td>$38,000</td>
<td>Stormwater Fund</td>
</tr>
<tr>
<td>Drainage Maintenance</td>
<td>$40,000</td>
<td>Stormwater Fund</td>
</tr>
<tr>
<td>Government Services Allocation</td>
<td>$297,600</td>
<td>Stormwater Fund</td>
</tr>
<tr>
<td>Utility Billing Allocation</td>
<td>$91,200</td>
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</tr>
<tr>
<td>Water, Sewer, Sanitation</td>
<td>$28,900</td>
<td>Stormwater Fund</td>
</tr>
<tr>
<td>Storm System Upgrade &amp; Maintenance</td>
<td>$107,000</td>
<td>Stormwater Fund</td>
</tr>
<tr>
<td>Stormwater Pipe Lining</td>
<td>$330,000</td>
<td>Stormwater Fund</td>
</tr>
<tr>
<td>Gabion R &amp; R Program</td>
<td>$200,000</td>
<td>Stormwater Fund</td>
</tr>
</tbody>
</table>

**Major Capital ($25,000 or more)**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edgewater Drive Pedestrian Crossings</td>
<td>$40,000</td>
<td>Impact Fees Fund - Multimodal</td>
</tr>
<tr>
<td>Atlt 19 &amp; Main St. Pedestrian Crossings</td>
<td>$50,000</td>
<td>Impact Fees Fund - Multimodal</td>
</tr>
<tr>
<td>Pavement Mgmt Program</td>
<td>$310,000</td>
<td>Penny Fund</td>
</tr>
<tr>
<td>Pavement Mgmt Program</td>
<td>$690,000</td>
<td>Penny Fund</td>
</tr>
<tr>
<td>Patricia Beltrees Treatment</td>
<td>$75,000</td>
<td>Stormwater Fund</td>
</tr>
<tr>
<td>Cedarwood &amp; Lyndhurst Stormwater Pipe Replacement</td>
<td>$375,000</td>
<td>Stormwater Fund</td>
</tr>
<tr>
<td>Dirt Screener</td>
<td>$55,000</td>
<td>Stormwater Fund</td>
</tr>
<tr>
<td>Excavator</td>
<td>$107,400</td>
<td>Stormwater Fund</td>
</tr>
<tr>
<td>Pickup Truck</td>
<td>$26,000</td>
<td>Stormwater Fund</td>
</tr>
</tbody>
</table>

**Major Other ($25,000 or more)**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt Service on 2013 Water/Wastewater Debt</td>
<td>$120,000</td>
<td>Stormwater Fund</td>
</tr>
<tr>
<td>Debt Service on Series 2012 Debt</td>
<td>$396,700</td>
<td>Stormwater Fund</td>
</tr>
<tr>
<td>Debt Service on Series 2014 Debt</td>
<td>$338,700</td>
<td>Stormwater Fund</td>
</tr>
</tbody>
</table>
## Facilities Management

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salaries</strong></td>
<td>382,250</td>
<td>396,293</td>
<td>496,300</td>
<td>529,700</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>146,186</td>
<td>149,247</td>
<td>164,400</td>
<td>204,000</td>
<td>24%</td>
</tr>
<tr>
<td><strong>Operating</strong></td>
<td>677,278</td>
<td>839,541</td>
<td>765,500</td>
<td>1,138,200</td>
<td>49%</td>
</tr>
<tr>
<td><strong>Capital</strong></td>
<td>30,723</td>
<td>-</td>
<td>8,000</td>
<td>8,000</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>2,999,017</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Expense Cash Flow Subtotal</strong></td>
<td>$4,235,454</td>
<td>$1,385,081</td>
<td>$1,434,200</td>
<td>$1,879,900</td>
<td>31%</td>
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<tr>
<td><strong>Depreciation</strong></td>
<td>30,187</td>
<td>30,807</td>
<td>34,000</td>
<td>36,600</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Elim. Of Principal Pymts.</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Elimination of Capital</strong></td>
<td>(30,723)</td>
<td>(8,000)</td>
<td>(8,000)</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$4,234,918</td>
<td>$1,415,888</td>
<td>$1,460,200</td>
<td>$1,908,500</td>
<td>31%</td>
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## Streets

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salaries</strong></td>
<td>330,622</td>
<td>354,575</td>
<td>376,000</td>
<td>399,900</td>
<td>6%</td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>147,364</td>
<td>155,768</td>
<td>144,500</td>
<td>184,700</td>
<td>28%</td>
</tr>
<tr>
<td><strong>Operating</strong></td>
<td>1,165,231</td>
<td>1,213,962</td>
<td>1,302,000</td>
<td>1,252,300</td>
<td>-4%</td>
</tr>
<tr>
<td><strong>Capital</strong></td>
<td>683,060</td>
<td>1,049,733</td>
<td>606,000</td>
<td>1,090,000</td>
<td>80%</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$2,326,277</td>
<td>$2,774,038</td>
<td>$2,428,500</td>
<td>$2,926,900</td>
<td>21%</td>
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</tbody>
</table>

## Stormwater

<table>
<thead>
<tr>
<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salaries</strong></td>
<td>548,147</td>
<td>535,939</td>
<td>579,300</td>
<td>577,400</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Benefits</strong></td>
<td>231,830</td>
<td>234,827</td>
<td>236,100</td>
<td>258,000</td>
<td>9%</td>
</tr>
<tr>
<td><strong>Operating</strong></td>
<td>963,328</td>
<td>1,166,873</td>
<td>1,960,000</td>
<td>1,800,900</td>
<td>-8%</td>
</tr>
<tr>
<td><strong>Capital</strong></td>
<td>1,383,031</td>
<td>609,281</td>
<td>347,000</td>
<td>638,400</td>
<td>84%</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>941,603</td>
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<tr>
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<td>$4,067,939</td>
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<tr>
<td><strong>Depreciation</strong></td>
<td>1,310,346</td>
<td>1,363,330</td>
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<tr>
<td><strong>Elim. Of Principal Pymts.</strong></td>
<td>(299,998)</td>
<td>(408,280)</td>
<td>(448,600)</td>
<td>(457,800)</td>
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<tr>
<td><strong>Elimination of Capital</strong></td>
<td>(1,383,031)</td>
<td>(609,281)</td>
<td>(347,000)</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>$3,695,256</td>
<td>$3,294,650</td>
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## TOTAL DIVISION EXPENSES

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<th></th>
<th>ACTUAL FY 2015</th>
<th>ACTUAL FY 2016</th>
<th>BUDGET FY 2017</th>
<th>BUDGET FY 2018</th>
<th>% CHANGE</th>
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<tr>
<td>General Fund</td>
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<td>0%</td>
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<tr>
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<td>708,710</td>
<td>472,300</td>
<td>497,300</td>
<td>5%</td>
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<td>Total County Gas Tax Fund</td>
<td>533,145</td>
<td>708,710</td>
<td>472,300</td>
<td>497,300</td>
<td>5%</td>
</tr>
<tr>
<td>Penny Fund</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Intergovernmental</td>
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<td>490,963</td>
<td>210,000</td>
<td>690,000</td>
<td>229%</td>
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<td>1,415,888</td>
<td>1,460,200</td>
<td>1,908,500</td>
<td>31%</td>
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<tr>
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<td>4,234,918</td>
<td>1,415,888</td>
<td>1,460,200</td>
<td>1,908,500</td>
<td>31%</td>
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<tr>
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<td>7,484,576</td>
<td>8,425,200</td>
<td>9,319,900</td>
<td>11%</td>
</tr>
<tr>
<td></td>
<td>ACTUAL FY 2015</td>
<td>ACTUAL FY 2016</td>
<td>BUDGET FY 2017</td>
<td>ACTUAL FY 2017</td>
<td>BUDGET FY 2018</td>
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<td>----------------</td>
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<td>18,000</td>
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<td>53</td>
<td>55</td>
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</table>

**FY 2018 GOALS AND OBJECTIVES**

**GOAL 1:** Conduct a complete City-wide inspection of all right-of-way sidewalks for scheduled repairs.

**GOAL 2:** Conduct training of all Public Services staff in preparation the 2018 Hurricane Season. Training to focus on FEMA Public Assistance reporting for reimbursement.

**GOAL 3:** Develop and implement outreach program for residents affected by repair and maintenance projects so they are fully aware and involved of the work taking place outside their homes.

**ACCOUNTABILITY REPORT ON FY 2017 GOALS AND OBJECTIVES**

**GOAL 1:** Perform a complete and thorough inspection of all existing HVAC units citywide and document current condition and update replacement schedule.

STATUS: Completed, this is being used to update our future capital HVAC replacement program.

**GOAL 2:** Conduct citywide tree trimming to be performed at a minimum two days per work week and also documenting existing health status for City arborist review.

STATUS: Completed, FY 2018 program will be elevated to a minimum of three days per week.

**GOAL 3:** Conduct citywide review of all drainage canals in coordination with Engineering staff for future prioritization of maintenance and capital repair projects.

STATUS: Completed and being reviewed for future gabion repair/replacements.
CAPITAL IMPROVEMENT PLAN

FY 2018 ADOPTED OPERATING & CAPITAL BUDGET
## FY 2018 - FY 2023 Capital Improvements Plan by Fund

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Gas Tax Fund</td>
<td>$310,000</td>
<td>$310,000</td>
<td>$310,000</td>
</tr>
<tr>
<td>CRA Fund</td>
<td>135,800</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fleet Fund</td>
<td>2,125,100</td>
<td>-</td>
<td>1,085,800</td>
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<tr>
<td>General Fund</td>
<td>336,500</td>
<td>728,500</td>
<td>100,500</td>
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<tr>
<td>Impact Fees Fund</td>
<td>40,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Marina Fund</td>
<td>112,500</td>
<td>787,500</td>
<td>-</td>
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<tr>
<td>Parking Fund</td>
<td>2,160,000</td>
<td>217,500</td>
<td>217,500</td>
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<tr>
<td>Penny Fund</td>
<td>1,047,000</td>
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<td>765,000</td>
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<tr>
<td>Solid Waste Fund</td>
<td>466,300</td>
<td>-</td>
<td>187,000</td>
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<tr>
<td>Stadium Fund</td>
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<tr>
<td>Stormwater Fund</td>
<td>634,700</td>
<td>501,000</td>
<td>350,000</td>
</tr>
<tr>
<td>Water/Wastewater Fund</td>
<td>7,583,000</td>
<td>14,136,000</td>
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<tr>
<td>Total All Funds</td>
<td>$95,950,900</td>
<td>$17,370,500</td>
<td>$8,710,800</td>
</tr>
</tbody>
</table>

### FY 2018 - FY 2023 CIP Expenses by Fund

- **Stadium Fund**: 53%
- **Water/Wastewater Fund**: 24%
- **Count Gas Tax Fund**: 3%
- **CRA Fund**: 4%
- **Solid Waste Fund**: 3%
- **Penny Fund**: 1%
- **Parking Fund**: 5%
- **Marina Fund**: 1%
- **General Fund**: 2%
- **Fleet Fund**: 3%
### FY 2018 - FY 2023 Capital Improvements Plan by Fund

<table>
<thead>
<tr>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>Six-Year Planning Period</th>
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</thead>
<tbody>
<tr>
<td>$310,000</td>
<td>$310,000</td>
<td>$310,000</td>
<td>$1,860,000</td>
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<tr>
<td>115,000</td>
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<td>115,000</td>
<td>480,800</td>
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<tr>
<td>694,500</td>
<td>230,800</td>
<td>578,900</td>
<td>4,715,100</td>
</tr>
<tr>
<td>538,500</td>
<td>210,500</td>
<td>10,500</td>
<td>1,925,000</td>
</tr>
<tr>
<td>-</td>
<td>-</td>
<td>-</td>
<td>40,000</td>
</tr>
<tr>
<td>-</td>
<td>-</td>
<td>-</td>
<td>900,000</td>
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<tr>
<td>102,500</td>
<td>102,500</td>
<td>102,500</td>
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<tr>
<td>770,000</td>
<td>765,000</td>
<td>765,000</td>
<td>4,802,000</td>
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<td>1,333,600</td>
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<td>-</td>
<td>-</td>
<td>81,000,000</td>
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<tr>
<td>250,000</td>
<td>200,000</td>
<td>200,000</td>
<td>2,135,700</td>
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<tr>
<td>1,076,000</td>
<td>334,000</td>
<td>790,000</td>
<td>29,614,000</td>
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<td>$5,190,100</td>
<td>$2,595,600</td>
<td>$3,815,200</td>
<td>$133,633,100</td>
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</tbody>
</table>

### FY 2018 CIP Expenses by Fund

- **Stadium Fund**: 85%
- **Stormwater Fund**: 1%
- **Water/Wastewater Fund**: 1%
- **Penny Fund**: 1%
- **General Fund**: 0%
- **Fleet Fund**: 2%
- **Solid Waste Fund**: 1%

**CAPITAL IMPROVEMENT PLAN**

268
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Fund</th>
<th>FY 2018</th>
<th>FY 2019</th>
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</thead>
<tbody>
<tr>
<td>Pavement Management Program</td>
<td>County Gas Tax</td>
<td>310,000</td>
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<tr>
<td><strong>County Gas Tax Fund Total</strong></td>
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<td>$ 310,000</td>
</tr>
<tr>
<td>Dwntwn. Parking Garage Lease</td>
<td>CRA</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Main St. Trolley Stop Enhancement</td>
<td>CRA</td>
<td>60,800</td>
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<tr>
<td>Skinner Blvd. Corridor Analysis</td>
<td>CRA</td>
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<td><strong>CRA Fund Total</strong></td>
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<tr>
<td>Fleet Replacements</td>
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<tr>
<td>Citywide Ext. Facility Painting</td>
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<td><strong>Fleet Fund Total</strong></td>
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<td>Bridges/Boardwalks Replacmt. &amp; Repair</td>
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<td>Community Center Parking Lot</td>
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## Capital Improvement Plan by Fund

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<th>FY 2023</th>
<th>Six Year Planning Period</th>
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</tr>
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<td>$102,500</td>
<td>$102,500</td>
<td>$102,500</td>
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<td>Project Name</td>
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<td>FY2019</td>
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<tr>
<td>Parks Restroom Renovations</td>
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<td>ADA Playground Equipmt. Replace.</td>
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<td>Playground Equipmt. Replace.</td>
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<td>Bridges/Boardwalks Replacemt. &amp; Repair</td>
<td>Penny</td>
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CAPITAL IMPROVEMENT PLAN
Project Name: Bridges / Boardwalks Replacement and Repairs

At A Glance

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Project funding was changed from $50,000 Penny funding in FY 2019 to $25,000 from Penny and $25,000 from General Fund in FY 2018. Funding of $17,000 has been added in the Penny Fund to account for $12,000 in survey work and $5,000 in permitting fees.

Project Description

The City's existing pedestrian bridges and boardwalks need regular replacement and repair as the support and piling systems deteriorate, especially as they interact with water. This project provides for the construction and replacement of the various boardwalks and bridges throughout the park system including Hammock Park, Weaver Park, and Edgewater Park. In FY 2018 the Penny Fund will provide funding for the replacement of two bridges (including survey and permitting) and the General Fund will provide for the redecking of the Osprey Trail boardwalk and observation platform at Hammock Park.

Service Life: 20 years

Funding Plan

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<tr>
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Comprehensive Improvement Element Prioritization

Level I

- Protects public health, safety and welfare
- Corrects existing facility deficiency
**Project Name:** Citywide Exterior Facilities Painting

**At A Glance**

- **Project Type:** Maintenance & Repair
- **Project Number:** 641803
- **Department:** Public Works
- **Project Manager:** Keith Fogarty
- **Change from Prior Year:** Revised
- **CIE Element:** N/A

Project schedule was updated for FY 2018 and beyond.

**Project Description**

Citywide, paint is starting to peel and discolor on public facilities which will lead to costly repairs in the future if not addressed. The buildings will be pressure washed and/or sand blasted and all cracks or defects in surface will be repaired and sealed prior to painting. The paint serves as a protective barrier to keep moisture from intruding into the stucco and block work, which in return will cause damage to progress into the interior of the building. Regularly scheduled painting will prolong the life and integrity of City buildings.

In FY 2018, the Dunedin Library ($23,000) and Community Center ($32,000) will be painted. Subsequent facilities painting include the MLK Center in FY 2019 ($28,000), and Fleet Services ($21,000) and Solid Waste ($7,000) in FY 2020. Other City buildings will be programmed for washing and repainting in future years until all facilities have been repainted and placed on a maintenance schedule. No further operating impacts are anticipated.

**Service Life:** 10 years

**Funding Plan**

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**Comprehensive Improvement Element Prioritization**

- **Level:** I

  - Corrects existing facility deficiency
Project Name: Citywide HVAC Replacements

**At A Glance**

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Change from Prior Year: Revised

Revised to reflect future years needs in FY 2018 through FY 2021.

**Project Description**

This project provides for the programmed replacement of HVAC systems that have met or exceeded their life expectancy as follows:

FY 2018: Hale Center Ballroom ($68,500) and City Hall Mayor's Office ($8,000)

FY 2019: Community Center two 40-ton chillers ($550,000)

FY 2020: MLK Center ten units and desert air system in classroom ($100,000)

FY 2021: Dunedin Historical Museum front entry 3-ton split system ($8,000), Dunedin Fine Arts Center 20-ton system ($25,000), and Blatchley House ductwork ($5,000)

**Funding Plan**

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**Comprehensive Improvement Element Prioritization Level I**

- Protects public health, safety and welfare
- Preserve/reach full capacity of facility
### GENERAL FUND

**Project Name:** Citywide Roof Replacements

**At A Glance**

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Revised to reflect future years needs in FY 2018 through FY 2023.

**Project Description**

Several facilities have been identified to have their roof replacements within the next several years due to frequent repairs or life expectancy as follows:

- **FY 2018:** MLK Center ($120,000)
- **FY 2019:** Hale Center entry to south end of bldg. ($150,000)
- **FY 2021:** Community Center ($500,000) and Solid Waste Administration ($50,000)
- **FY 2022:** Library ($210,000)
- **FY 2023:** Highlander Pool Bubble Room ($10,000)

**Funding Plan**

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**Comprehensive Improvement Element Prioritization**

**Level I**

- Protects public health, safety and welfare
- Preserve/reach full capacity of facility
Project Name: Community Center Parking Lot

At A Glance

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This project moved from FY 2017 to FY 2018 due to funding availability.

Project Description

This project will replace the loose gravel areas of the Community Center which frequently becomes eroded and creates tripping hazards. The project will replace these areas with a solid pervious surface to allow for better defined parking spaces and a safer environment for the visitors.

Service Life: 20 years

Funding Plan

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Comprehensive Improvement Element Prioritization

Level I
- Protects public health, safety and welfare
STADIUM FUND

Project Name: Stadium and Englebert Reconstruction

At A Glance

Project Type: Buildings and Facilities  Project Number: 481801

Department: Parks and Recreation  Project Manager: Vince Gizzi

Change from Prior Year: Revised  CIE Element: Recreation/Open Space

Funding for FY 2018 has been added for necessary repairs to maintain the existing structures as planning for reconstruction funding is underway.

Project Description

Florida Auto Exchange Stadium hosts both the Spring Training home games of the Toronto Blue Jays Major League Baseball team and the regular season and post-season home games of the Dunedin Blue Jays Florida State League baseball team. The current facility is antiquated and has exceeded its useful life. Renovations will increase stadium capacity from approximately 5,500 to 8,500, add more shaded viewing areas. Significant improvements include fan amenities such as a redesigned building entry and circulation and updated merchandise and food concession areas.

Training facilities are housed at the Bobby Mattick Training Center at Engelbert Complex. Renovations to this site will include the addition of baseball fields and other outdoor amenities and the construction of a new, larger training building. Unlike the majority of other MLB teams, the Toronto Blue Jays are unable to conduct Spring Training activities with their Major League and Minor League players at the same site. These renovations will enable all Major and Minor league training to occur at a single site, with only games played at the Dunedin Stadium site.

Total costs of $81,000,000 are anticipated to come from intergovernmental grants from the Pinellas County Tourist Development Council and State of Florida, as well as a capital contributions from the Toronto Blue Jays and City of Dunedin. The City's contribution will be funded through a transfer from the Penny Fund of $5,663,000.

Service Life: 30 years

Funding Plan

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Comprehensive Improvement Element Prioritization  Level I

- Preserve/reach full capacity of facility
Project Name: Edgewater Drive Pedestrian Crossings

**At A Glance**

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<td>Change from Prior Year:</td>
<td>Revised</td>
<td>CIE Element:</td>
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</table>

This project, funded in FY 2017, has an additional year of funding added for FY 2018 as detailed below.

**Project Description**

Funding for FY 2018 will provide for two new crosswalk locations at Edgewater Drive and Orangewood and at Edgewater Drive at the Fenway Hotel. The crosswalks will include concrete ramps and sidewalk upgrades, painted crosswalks, and flashing beacons.

**Service Life:**

10 years

**Funding Plan**

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**Comprehensive Improvement Element Prioritization**

Level I

- Protects public health, safety and welfare
- Corrects existing facility deficiency
Project Name:  Alt. 19 and Main Pedestrian Crossings

At A Glance

Project Type:  Equipment  
Project Number:  631802

Department:  Public Works  
Project Manager:  Marcello Tavernari, P.E.

Change from Prior Year:  Revised  
CIE Element:  Transportation

This project, funded in FY 2017, has an additional year of funding added for FY 2018 as detailed below.

Project Description

Changes to the intersection in FY 2018 will include the addition of a crosswalk on the west leg of the intersection between Victoria Place and Edgewater Park, installing flashing beacons to the existing crosswalk on the south leg to the intersection and to reconstructing the crosswalk with flashing beacons in the ramp of the northbound right turn lane.

Service Life:  10 years

Funding Plan

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Comprehensive Improvement Element Prioritization

Level I

- Protects public health, safety and welfare
- Corrects existing facility deficiency
COUNTY GAS TAX FUND

Project Name: Pavement Management Program (FY 2018 - 2028)

At A Glance

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This project was created to cover all roadways and absorbed the following projects: Annual Street Resurfacing ($290,000 CGT Fund), Beltrees Reconstruction ($2,960,000 Penny Fund), and San Salvador Reconstruction ($2,125,000 Penny Fund).

Project Description

The City has an established Pavement Asset Inventory Program for systematic roadway reconstruction projects throughout the City, from preservation to reconstruction. In FY 2016, a consultant evaluated all the roadways throughout the City. The entire network of City roadways was organized in a database for program planning. The program model now gives direction to City Staff as to the planning of roadway preservation and reconstruction projects throughout the City for the next 10-20 years. Per the model, this annually funded program targets residential road improvements to maximize cost efficiency. No operating impacts are anticipated from this project.

Service Life: 15 years

Funding Plan

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Comprehensive Improvement Element Prioritization

Level I

- Protects public health, safety and welfare
- Fulfills legal commitment to provide service
- Corrects existing facility deficiency
Project Name: Bridges / Boardwalks Replacement and Repair

At A Glance

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Project funding was changed from $50,000 Penny funding in FY 2019 to $25,000 from Penny and $25,000 from General Fund in FY 2018. Funding of $17,000 has been added in the Penny Fund to account for $12,000 in survey work and $5,000 in permitting fees.

Project Description

The City's existing pedestrian bridges and boardwalks need regular replacement and repair as the support and piling systems deteriorate, especially as they interact with water. This project provides for the construction and replacement of the various boardwalks and bridges throughout the park system including Hammock Park, Weaver Park, and Edgewater Park. In FY 2018 the Penny Fund will provide funding for the replacement of two bridges (including survey and permitting costs) and the General Fund will provide for the redecking of the Osprey Trail boardwalk and observation platform at Hammock Park.

Service Life: 20 years

Funding Plan

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Comprehensive Improvement Element Prioritization

Level I
- Protects public health, safety and welfare
- Corrects existing facility deficiency
Project Name: New Dog Park

**At A Glance**

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**Project Description**

Through the Parks & Recreation Strategic Plan the need for a new or additional dog park was identified as an existing deficiency. The current dog park sits at the edge of a retention pond and is subject to frequent flooding. In addition, its location is on the north end of the City is not convenient to all residents and the parking is limited by athletic events near the park. This project would create an additional dog park at a single location, or two separate smaller dog parks at location(s) to be determined. The projected cost is for development only and does not include land acquisition, if necessary. A minimal increase in operating expenditures would be needed of approximately $500 per year.

**Service Life:** 20 years

**Funding Plan**

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<tr>
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**Comprehensive Improvement Element Prioritization**

- Level I
  - Corrects existing facility deficiency

CAPITAL IMPROVEMENT PLAN
Project Name: Park Restroom Renovations

At A Glance

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Project Description

Current outdoor restrooms at several parks locations are just concrete floors and walls which allows stains and smells to permeate. This project provides for upgrades to the interior of the outdoor restrooms at parks and athletic fields to include tile floors and walls. This project will include tiling outdoor restroom facilities that do not currently have tile. This project is anticipated to nominally reduce maintenance. This is the last year of the project which started in FY 2015.

Service Life: 20 years

Funding Plan

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Comprehensive Improvement Element Prioritization Level I

- Corrects existing facility deficiency
Project Name: Playground Equipment Replacements

At A Glance

| Project Type: | Replacement | Project Number: | 469301 |
|              |             |                 |        |
| Department:  | Parks & Recreation | Project Manager: | Lanie Sheets |
| Change from Prior Year: | Existing | CIE Element: | Recreation/Open Space |

Project Description

The City of Dunedin has an inventory of 13 playgrounds citywide that must meet all current regulations and safety standards to ensure the well-being of users. A typical playground has a lifespan of 10-15 years, this requires replacement of one or two playgrounds annually. Fiscal year 2018 would install new playground elements at Scotsdale Park and MLK Recreation Center.

Service Life: 15 years

Funding Plan

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Comprehensive Improvement Element Prioritization

Level I

- Protects public health, safety and welfare
- Preserve/reach full capacity of facility
Project Name: ADA Playground Equipment Replacements

**At A Glance**

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**Project Description**

The City of Dunedin has an inventory of 13 playgrounds citywide that must meet all current regulations and safety standards to ensure the well-being of users. A typical playground has a lifespan of 10-15 years, this requires replacement of one or two playgrounds annually. Fiscal year 2018 would install new ADA playground elements at Edgewater Park.

**Service Life:** 15 years

**Funding Plan**

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**Comprehensive Improvement Element Prioritization Level I**

- Protects public health, safety and welfare
- Preserve/reach full capacity of facility

CAPITAL IMPROVEMENT PLAN 286
At A Glance

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Project Description

This project will either rehabilitate and reduce the size of the existing structure, including re-roofing the building, or replace the existing structure with a new aluminum building.

Service Life: 20 years

Funding Plan

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Comprehensive Improvement Element Prioritization Level I

- Protects public health, safety and welfare
- Preserve/reach full capacity of facility
**Project Name:** Pavement Management Program (FY 2018 - 2028)

**At A Glance**

<table>
<thead>
<tr>
<th>Project Type:</th>
<th>Replacement</th>
<th>Project Number:</th>
<th>461403</th>
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<tr>
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<td>Change from Prior Year:</td>
<td>Revised</td>
<td>CIE Element:</td>
<td>Transportation</td>
</tr>
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</table>

This project was created to cover all roadways and absorbed the following projects: Annual Street Resurfacing ($290,000 CGT Fund), Beltrees Reconstruction ($2,960,000 Penny Fund), and San Salvador Reconstruction ($2,125,000 Penny Fund).

**Project Description**

The City has an established Pavement Asset Inventory Program for systematic roadway reconstruction projects throughout the City, from preservation to reconstruction. In FY 2016, a consultant evaluated all the roadways throughout the City. The entire network of City roadways was organized in a database for program planning. The program model now gives direction to City Staff as to the planning of roadway preservation and reconstruction projects throughout the City for the next 10-20 years. Per the model, this annually funded program targets residential road improvements to maximize cost efficiency. No operating impacts are anticipated from this project.

**Service Life:** 15 years

**Funding Plan**

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<tr>
<th>SOURCES</th>
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<th>2020</th>
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**Comprehensive Improvement Element Prioritization**

- Protects public health, safety and welfare
- Fulfills legal commitment to provide service
- Corrects existing facility deficiency
Project Name: Main Street Trolley Stop Enhancement

At A Glance

<table>
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<tr>
<th>Project Type:</th>
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<td>Existing</td>
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<td>CIE Element:</td>
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Project Description

This project will improve the existing Trolley Stop, which currently consists of a concrete bench, located on Main Street east of Douglas Avenue, at the United Methodist Church. The project will include construction of a bus shelter, bench replacement, curbing, and brick pavers. This project will promote the economic development of the City by moving people in a high activity zone. The projected operating impact from routine maintenance is minimal as it will be absorbed into the existing downtown maintenance program. This project will also enhance walkability by widening the existing Main Street sidewalk in that area.

Service Life: 25 years

Funding Plan

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<th>SOURCES</th>
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Comprehensive Improvement Element Prioritization

Level II

- Promote infill (re)development
COMMUNITY REDEVELOPMENT AGENCY (CRA) FUND

Project Name: Skinner Boulevard Corridor Analysis

At A Glance

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<th>Study</th>
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<th>171801</th>
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Project Description

The Corridor Analysis will gather 6 months of traffic data and observation along with detailed analysis and reporting to support with DOT roadway improvements and enhancements. The supporting data and resulting traffic management plan will be used to ensure safe traffic flow along with meeting complete street guidelines and guide design for the Skinner Boulevard Improvements project scheduled for FY 2019.

Service Life: 10 years

Funding Plan

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<thead>
<tr>
<th>SOURCES</th>
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<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>TOTAL</th>
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Comprehensive Improvement Element Prioritization Level I

- Protects public health, safety and welfare
Project Name: Downtown Parking Garage Lease

**At A Glance**

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CIE Element: N/A

This project was scheduled for a first lease payment in FY 2017, but has been postponed one year to begin in FY 2018.

**Project Description**

The need for additional parking was identified in a parking study conducted by Walker Parking Consultants in FY 2015. This project includes the creation of 215 additional downtown parking spaces for the City through the lease of a parking structure by a private developer at 940-966 Douglas Avenue. This 20-year lease would include a one-time $1.975M buy-down on the lease, utilizing General Funds revenues received from the BP oil spill settlement. Operating costs include an annual lease in the amount of $115,000, which will begin in FY 2018 and commence in FY 2033, and annual maintenance costs estimated at $102,500. The development agreement (DA) with the City provides for $32,200 annually in land credit (revenue) for 20 years that offsets a portion of the annual lease expenditure.

**Service Life:** 20 years

**Funding Plan**

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<th>2020</th>
<th>2021</th>
<th>2022</th>
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**Revenue**

| TOTAL          | $2,177,800 | $185,300 | $185,300 | $185,300 | $185,300 | $185,300 | $3,054,300 |

**Comprehensive Improvement Element Prioritization**

**Level II**

- Promote infill (re)development
- Provide svc. to underserved geographic area
Project Name: Solid Waste Fleet Replacements

**At A Glance**

**Project Type:** Equipment/Vehicles  
**Project Number:** 541801

**Department:** Public Works  
**Project Manager:** Bill Pickrum

**Change from Prior Year:** Revised  
**CIE Element:** Solid Waste

Scheduled replacements and costs have been updated from the prior year to include FY 2023.

**Funding Plan**

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| **Annual Operations / Maintenance** |       |       |       |       |       |       |       |
| **TOTAL** | $ 466,300 | $ - | $ 180,000 | $ 1,283,600 | $ 327,800 | $ 943,300 | $ 3,201,000 |

**Comprehensive Improvement Element Prioritization Level I**

- Corrects existing facility deficiency
Project Name: Bayshore Water Main Replacement

**At A Glance**

Project Type: Replacement

Department: Public Works

Project Number: 511803

Project Manager: Dan Chislock / Russell Ferlita, Ph.D., P.E.

Change from Prior Year: Existing

CIE Element: Potable Water

**Project Description**

Existing water main pipe is an old, unlined pipe that easily breaks and does not conform in size to today's standard water main fittings. This project will replace existing water main piping that is constructed of universal cast iron pipe. Florida Dept. of Transportation (FDOT) permitting is required. Design and work will be bid out to construction contractor approved to do work in FDOT right-of-ways. No operating impact is anticipated.

Service Life: 50 years

**Funding Plan**

<table>
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<tr>
<th>SOURCES</th>
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<th>2020</th>
<th>2021</th>
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**Comprehensive Improvement Element Prioritization**

Level I

- Protects public health, safety and welfare
- Preserve/reach full capacity of facility
The Wastewater Division has identified through tank inspections that the Curlew elevated storage tank is in need of repainting to prolong the integrity of the tank. The elevated steel tank will need sandblasting, pressure washing and recoating of all metal surfaces to prolong its useful life. Being that this project is providing repair to the existing reclaim tank, no operating impact is expected.

Service Life: 10 years

### Funding Plan

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<tr>
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### Comprehensive Improvement Element Prioritization

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Preserve/reach full capacity of facility</td>
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### Project Name: SR 580 Water Main Tie-Ins

#### At A Glance

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<td>Change from Prior Year:</td>
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</table>

Project has been delayed to FY18 as a result of issues encountered during work on CR1. In addition, the project scope has been revised to include the design and construction of a new water main on SR-580.

#### Project Description

This project will install a new water main on SR-580 and connect existing water mains that dead-end just short of the major water main in SR-580, resulting in improved water distribution system hydraulics in the northeast part of City. By improving flow/flushing of water through these water mains, the residence time is decreased and will aid in meeting Florida Department of Environmental Protection's more stringent tri-halo methane requirements that recently went into effect. Florida Dept. of Transportation (FDOT) permitting is required. A large portion of the work will be bid out to a construction contractor approved to do work in FDOT right-of-ways. In addition, the project scope has been revised in FY 2017 to include an tie-in the Pinellas County's water system. Contractor estimated services is $600,000; in house work and materials is estimated at $150,000.

Service Life: 50 years

#### Funding Plan

<table>
<thead>
<tr>
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#### Comprehensive Improvement Element Prioritization

**Level II**

- Increase efficiency of existing facilities
Project Name: Water Production Well Facilities

At A Glance

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<th>Improvement</th>
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<td>Mike Moschenik/</td>
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<td>CIE Element:</td>
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Project Description

The City continues to add new production wells to supply raw water to the Water Treatment Plant (WTP). Many of the existing production wells have pumps, motors, discharge piping, electrical panels and controls that have deteriorated due to age and are no longer functional. Management of the underground water supply (the City’s only source of water for drinking) requires that pumping be limited to a rate that can be supported by the underground aquifer. The project scope includes replacing the pump, motor, discharge piping, electrical panels and controls for production well #1 in FY 2019. In FY 2018, three new production wells will be drilled (two at the Nielson Property and one at Weaver Park) and construction of new pumps, motors, discharge piping, electrical panels and controls will be constructed for them. The added well capacity created through this project will increase the reliability of the water supply system. The City already operates production wells to supply raw water to the water treatment plant for treatment so no net operating impact is anticipated.

Service Life: 25 years

Funding Plan

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Comprehensive Improvement Element Prioritization Level I

- Preserve/reach full capacity of facility
WATER / WASTEWATER FUND

**Project Name:** WTP Design-Build

**At A Glance**

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**Change from Prior Year:** Revised

**CIE Element:** Potable Water

This project was created to incorporate several existing projects that had previously been presented in the CIP: WTP Pretreatment System, WTP SCADA Replacement, WTP Membrane Treatment System, WTP Disinfection Conversion, WTP Motor Control Center and Electrical Upgrades, WTP Backwash System Modifications, WTP Ground Storage Tank Modifications, and WTP Backwash System Modifications. The component projects were combined as one project for ease in presenting to the State Revolving Fund for funding.

**Project Description**

Much of the equipment used in the Water Treatment Plant (WTP) is the original equipment installed when the plant was constructed. Although the plant is producing water to meet the required capacity, the plant has reached the end of life and many items are obsolete and/or not operating according to design/requirements. This project entails replacing aged equipment, updating treatment technologies, increasing operational and power efficiencies, and providing a safe, reliable potable water source for the City’s citizens. The project scope includes replacing and updating the pretreatment, treatment, post-treatment, sludge handling, and chemical dosing facilities and interconnecting piping. This project will be executed in a progressive design-build paradigm, which allows the City to better guide the final product as well as save time and money.

**Service Life:** 30 years

**Project Funding**

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**Comprehensive Improvement Element Prioritization**

**Level I**

- Protects public health, safety and welfare
- Fulfills legal commitment to provide service

CAPITAL IMPROVEMENT PLAN 297
Project Name: WW Lift Station Back-Up / Emergency Pumps

At A Glance

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Project Description

On an average day, approximately 600,000 gallons per day of raw sewage flows into LS # 8, and 800,000 gallons per day flows into lift station #15. If we experience a power outage, or experience an extreme rain event(s) that may increase flows, we could have sanitary sewer overflows, which could result in an unauthorized raw sewage discharge and present a public health concern. These back up pumps will automatically turn on in the event of a power outage and/or assist the existing lift station pumps to keep up with occasional above normal flows. This will minimize our reliance on the need for staff to physically need to respond in an emergency, 24/7, possibly during unsafe / inclement weather, widespread outages, etc.

Service Life : 10 Years

Funding Plan

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<tr>
<th>SOURCES</th>
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Comprehensive Improvement Element Prioritization Level I

- Fulfils legal commitment to provide service
- Corrects existing facility deficiency
Project Name: WW Lift Station Force Main Replacements

At A Glance

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<th>Existing</th>
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Project Description

Hundreds of thousands of gallons of raw sewage flow by gravity into the City's lift stations each day. Lift stations then pump the collected sewage through a forcemain (FM) to a downstream manhole, after which the sewage continues to flow by gravity to the wastewater treatment plant. Most force mains are the original cast iron pipes installed in 1949, a few were installed in the early 1960's, and one, installed in 1972, is PVC. Failure of these aged pipeline (either by a pipe break or leak) will result in an unauthorized raw sewage discharge and present a public health hazard. The replacement forcemains will all be HDPE pipe (upsized by a factor of 2") installed using horizontal direction drilling methods to minimize disturbance to surface features such as pavement and landscaping. No changes to the existing operating budget are anticipated.

Service Life: 50 years

Funding Plan

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Comprehensive Improvement Element Prioritization

Level I

- Fulfills legal commitment to provide service
- Corrects existing facility deficiency
Project Name: WWTP Building, Wall and Tank Painting

At A Glance

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<td>Change from Prior Year:</td>
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<td>CIE Element:</td>
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</tbody>
</table>

Project Description
The entire Wastewater Treatment Plant facility is in need of repainting, including seven buildings, one exterior wall, and ten process tanks. Being that this an Improvement project, no operating impact is expected.

Service Life: 10 years

Funding Plan

<table>
<thead>
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<th>SOURCES</th>
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Comprehensive Improvement Element Prioritization

Level I
- Preserve/reach full capacity of facility
**Project Name: WWTP Outfall Piping Repair**

**At A Glance**

- **Project Type:** Repair
- **Project Number:** 521802
- **Department:** Public Works
- **Project Manager:** Russell Ferlita, P.E. / Brian Antonian
- **Change from Prior Year:** New
- **CIE Element:** Sanitary Sewer

**Project Description**

The original Wastewater Treatment Plant (WWTP) 36" final outfall piping is over 27 years old. The original piping is in need of cleaning, televising and potential of lining the entire 2,250 feet of piping if needed. This project will restore the system's reliability, redundancy and safety. Being that this project is a repair to the existing outfall piping system, no operating impact is expected.

**Service Life:** 20 years

**Funding Plan**

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**Comprehensive Improvement Element Prioritization** Level I

- Protects public health, safety and welfare
- Fulfills legal commitment to provide service
- Preserve/reach full capacity of facility
Project Name: WWTP Replacement Blowers

At A Glance

Project Type: Replacement  Project Number: 521801
Department: Public Works  Project Manager: Brian Antonian
Change from Prior Year: Revised  CIE Element: Sanitary Sewer
Project moved from FY 2022 to FY 2018. Cost reduced from $1,203,000 to $600,000 based on planned purchases of centrifugal blowers instead of roots based blowers.

Project Description
The existing Hoffman Centrifugal Blowers at Facility #13 of the Wastewater Treatment Plant (WWTP) are original equipment and have reached the end of their life expectancy. Replacement blowers can be somewhat smaller in horsepower and are more efficient than the existing blowers. Cost estimates were included in the Water & Wastewater Treatment Facilities Master Plan Study. The wastewater plant is already operating process air blowers, so there will not be a significant change to the existing operating budget, though new motor and control system efficiencies are expected to improve compared to the existing equipment.

Service Life: 20 years

Funding Plan

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Comprehensive Improvement Element Prioritization  Level I
- Protects public health, safety and welfare
- Fulfills legal commitment to provide service
- Preserve/reach full capacity of facility
The City's existing Stormwater canal system throughout the heart of many neighborhoods, the Gabion Wired Baskets, are coming to the end of their life span (+30 yrs). The life span of this asset is expiring, as emergency repairs and replacement costs are growing in magnitude. Similar to corrugated metal pipe (CMP), the wire baskets, full of existing stone, are breaking or falling apart. The failing baskets create two problems: (1) the eroded soil and rocks fill the drainage canal, creating a drainage problem for facilities upstream; (2) as the bank erodes, the soil loss and rock mitigates away from residential homes creating serious foundational issues, with the potential for City claims. It is anticipated for future years, that funding requirements will increase. To prepare a plan, the following is proposed: (1) the Master Drainage Plan, a separate CIP project, once complete, will give the City the 50-year, 100-year, and 500-year storm elevations; (2) with this information, Engineering staff and Public Services will evaluate the gabion system, to determine future failure locations and flooding concerns, and evaluate how to construct vehicle access points for maintenance activities; (3) once the Gabions have been evaluated, future funds will be required for re-design and construction purposes, in future years. In FY 2017, funding of $150,000 was budgeted for emergency repairs with an additional $75,000 for a professional assessment of all the City's Gabion structures. The study is not yet completed so an additional $150,000 for repairs is proposed for FY 2018. After the assessment, a comprehensive replacement schedule and funding plan will be brought to the City Commission for approval and programmed into future years of the CIP.
**STORMWATER FUND**

**Project Name: Patricia Beltrees Treatment Facility**

**At A Glance**

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</table>

**Change from Prior Year:** Revised  
**CIE Element:** Stormwater  
Funding has been updated to be spread out over 3 years from FY18-FY20, instead of FY18-FY19.

**Project Description**

Offsite drainage from a portion of the Stevenson’s Creek basin is conveyed through the former Nielsen site, across Patricia Avenue, and then via open channel flow passes through Skye Loch Villas and Dunedin Palms Mobile Home Park before discharging into Dunedin Middle School's ditch and into the City of Clearwater. The ditch runs approximately 150-ft from Patricia Avenue right-of-way on the east to the Skye Loch Villas property line on the west. The purpose of this project is to treat incoming flows to reduce trash, debris and sediment from entering the downstream conveyance system west and south of Skye Loch Villas. Downstream property owners have expressed concerns for erosion of their property and sedimentation of their waterbodies. This project includes design and construction of a CDS, Suntree, Storm Gross Pollutant Trash Trap, or other patented device to address floatables and other debris. Work may include piping of an open ditch section to reduce erosion and accumulation of trash and debris depending upon the system employed. Collection of floatables and sediment will require periodic removal using the City vacuum truck in the Stormwater Division, yet operating expenditures from this project will be minimal since equipment exists within the fleet inventory. Gabion basket design and installation may be explored for this bank erosion project.

**Service Life:** 30 years

**Funding Plan**

<table>
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**Comprehensive Improvement Element Prioritization**

**Level I**

- Protects public health, safety and welfare
- Fulfills legal commitment to provide service
- Corrects existing facility deficiency
STORMWATER FUND

Project Name: Stormwater Pipe Lining

At A Glance

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<th>530203</th>
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Project Description

Stormwater pipe relining is part of a continued effort to identify corrugated metal pipe (CMP) or other failing Stormwater pipes that are or will be near the end of their expected life. The process of relining pipes began in FY 2000, remaining major pipe relining will be completed by FY 2020. Pipe relining prioritization is based on annual pipe inspections. Relining offers a no-dig approach with minimal traffic congestion and disruption to residents.

Service Life: 50 years

Funding Plan

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Comprehensive Improvement Element Prioritization

Level I

- Protects public health, safety and welfare
- Fulfills legal commitment to provide service
- Corrects existing facility deficiency

CAPITAL IMPROVEMENT PLAN 305
Project Name: Watershed Mgmt. Plan for Curlew Creek & Smith Bayou

At A Glance

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Project Description

The primary objective of the project will be to develop a Management Plan for the watershed, which encompasses approximately 9,256 acres in north central Pinellas County. The cost reflects the City of Dunedin's pro-rata share based on acreage under its jurisdiction within the watershed. An interlocal agreement is pending. The Management Plan will be used as tool in the planning, regulation, and management of the watershed for future development and as a basis for determining and prioritizing capital improvements. These objectives will be met, in part, by conducting an analysis of the watershed in order to characterize the existing watershed conditions and recommend improvements for flood protection, natural systems, habitat, water quality, erosion control, public awareness and involvement, regulatory control, and capital improvements. The Management Plan will address localized flooding situations, erosion, sedimentation, and stormwater pollution. The Management Plan will include the initial collection of design, water quality, and sediment data, the evaluation of existing 25-year and 100-year flood elevations, the diagnostic evaluation of the watershed, the use of an appropriate hydraulic/hydrologic model that is approved by National Flood Insurance Program, the County, and the SWFWMD, and the development of a Management Plan that provides recommendations for non-structural and site-specific structural improvements. A pollutant-loading model will be developed to estimate pollutant loads generated by sub-basins, relative levels of pollutant loads delivered to the Curlew Creek and Smith Bayou Canal by major outfall or adjacent sub-basins, and relative pollutant loads delivered from the Watershed to St. Joseph Sound. The model will also estimate pollutant load reductions that may result through implementing the Management Plan. The Management Plan will include, as feasible, the conceptual design for recommended structural alternatives that will be necessary to determine permitting and construction feasibility, and cost effectiveness at the planning level. The Management Plan will also address the FDEP's TMDL program.

Service Life: 15 years

Funding Plan

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Comprehensive Improvement Element Prioritization

- Protects public health, safety and welfare
- Fulfills legal commitment to provide service
MARINA FUND

Project Name: Marina Dredging

At A Glance

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Project Description

The Marina basin is subject to the accumulation of silts which accumulate over time to depths that impact the operation of boats. Accumulated silts are removed by the dredging at 10 to 15 years intervals depending on storm impacts. The Dunedin Marina was last dredged in FY 2002 and the cost for design, permitting, and complete dredging (including tipping fees) was $926,200. No changes to the existing operating budget are anticipated. During the planning and design years, a more defined cost estimate will be established, as the amount of the sediment to be removed, is only preliminary. At that time an underwater survey will be completed, along with geotechnical data.

Service Life: 10 years

Funding Plan

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<th>SOURCES</th>
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Comprehensive Improvement Element Prioritization

Level I

- Protects public health, safety and welfare
- Preserve/reach full capacity of facility
**FLEET FUND**

**Project Name:** Citywide Fleet Replacements

**At A Glance**

**Project Type:** Equipment/Vehicles  
**Project Number:** 621801

**Department:** Public Works  
**Project Manage:** Randy Moore

**Change from Prior Year:** Revised  
**CIE Element:** N/A

Projects Scheduled replacements and costs have been updated from the prior year to include FY 2023.

**Funding Plan**

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# FLEET FUND

## Project Name: Citywide Fleet Replacements

### Funding Plan

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## Project Name:  Citywide Fleet Replacements

### Funding Plan

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<td>$ -</td>
<td>$1,064,800</td>
<td>$ 694,500</td>
<td>$ 230,800</td>
<td>$ 4,694,100</td>
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### Annual Operations / Maintenance

<table>
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<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
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| Corrects existing facility deficiency

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**Comprehensive Improvement Element Prioritization Level I**

- Corrects existing facility deficiency
GLOSSARY

FY 2018 ADOPTED OPERATING & CAPITAL BUDGET
GLOSSARY

The following abbreviations are used throughout the budget book:

- CAFR  Comprehensive Annual Financial Report
- CIE  Capital Improvements Element
- CIP  Capital Improvements Plan
- CRA  Community Redevelopment Agency
- CRD  Community Redevelopment District
- EMS  Emergency Medical Service
- FDOT  Florida Department of Transportation
- FTEs  Full Time Equivalents
- FY  Fiscal Year
- GASB  Government Accounting Standards Board
- GFOA  Government Finance Officers Association
- IAFF  International Association of Fire Fighters
- ISF  Internal Service Fund
- LDO  Land Dedication Ordinance
- PT  Part-time
- RFP  Request for Proposals
- RFQ  Request for Qualifications
- TIF  Tax Increment Financing
- TRIM  Truth in Millage
- VOD  Variable/On-demand

Accrual Basis of Accounting
A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Ad Valorem Tax
A tax levied on the assessed value of real property. This tax is also known as property tax.

Adjusted Final Millage
Under Florida law, the actual tax rate levied by a local government when tax bills are issued. The rate is adjusted for corrected errors in property assessments for tax purposes and for changes in assessments made by property appraisal adjustment boards in each county. Usually, changes are slight and the adjusted millage does not change from the taxing agency’s levy.

Appropriation
Legal authorization granted by a legislative body (City Commission) to make expenditures and incur financial obligations for specific purposes.

Assessed Value
Dollar value given to real estate, utilities and personal property, on which taxes are levied.

Assets
Resources owned or held which have monetary value.
**Balanced Budget**
A budget in which estimated revenues equal estimated expenditures.

**Basis of Accounting**
The timing of recognition, that is, then the effects of transactions or events should be recognized for financial reporting purposes. For example, the effects of transactions or events can be recognized on an accrual basis (that is, when the transactions or events take place), or on a cash basis (that is, when cash is received or paid). Basis of accounting is an essential part of measurement focus because a particular timing of recognition is necessary to accomplish a particular measurement focus.

**Basis of Budgeting**
This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

**Bond (Debt Instrument)**
A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital expenditures.

**Budget**
An annual financial plan that identifies revenues, specifies the type and level of services to be provided and establishes the amount of money which can be spent.

**Budget Adjustment**
Legal means by which an adopted expenditure authorization or limit is increased; includes publication, public hearing and Commission approval. May involve either a budget transfer or budget amendment.

**Budget Amendment**
A type of budget adjustment requiring City Commission authorization through a resolution.

**Budget Transfer**
A type of budget adjustment made administratively, not requiring Commission approval under the city’s current policies.

**Budget and Finance Policies**
The City’s policies with respect to budgeting, taxation, spending, reserve requirements, asset maintenance, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Budget Calendar**
The schedule of key dates which a government follows in the preparation and adoption of the budget.
Capital Equipment
Equipment in excess of $1,000 and with an expected life of more than one year such as automobiles, computers and furniture.

Capital Improvements Plan
A financial plan for major expenses of $25,000 or more. May include operating costs or capital outlay such as construction of buildings, streets, sewers and recreation facilities.

Cash Basis
The basis of accounting in which transactions are recognized only when cash is increased or decreased.

Charges for Services
Payment of a fee for direct receipt of a public service (recreation fees, marina fees, utility fees, etc.) by the party benefiting from the service. Also referred to as “user charges.”

City Commission
Elected representatives that set policy, approve budget, determine ad valorem tax rates on property within City limits, and evaluate job performance of City Manager and City Clerk.

City Manager
The City Manager is a professional administrator appointed by the City Commission and serves as chief executive officer. The Manager carries out policies determined by the City Commission.

Community Redevelopment Agency - (CRA)
The Community Redevelopment Agency is a public agency created for the purpose of undertaking activities and projects in a designated redevelopment area. Incremental tax revenues raised in the designated area are mandated for use in the Community Redevelopment Agency district only.

Community Redevelopment District - (CRD)
The Community Redevelopment District is a designated redevelopment area under the control of a CRA.

Comprehensive Annual Financial Report – (CAFR)
An annual audit of the financial statements of the City performed by an independent certified public accounting firm.

Comprehensive Plan
A method to utilize and strengthen the existing role, processes and powers of local governments to establish and implement comprehensive planning programs which guide and control future development.

Contingency
An appropriation of funds to cover unforeseen events that occur during the fiscal year.

Contractual Services
Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.
Debt
An obligation resulting from the borrowing of money or the purchase of goods and services.

Debt Service
The payment of principal and interest on borrowed funds and required contributions to accumulate monies for future retirement of bonds.

Department
Organizational unit of government that is functionally unique in delivery of services.

Depreciation
The systematic allocation of the cost of an asset from the balance sheet to Depreciation Expense on the income statement over the useful life of the asset. (The depreciation journal entry includes a debit to Depreciation Expense and a credit to Accumulated Depreciation, a contra asset account). The purpose is to allocate the cost to expense in order to comply with the matching principle. It is not intended to be a valuation process. The amount allocated to expense is not indicative of the economic value being consumed. Similarly, the amount not yet allocated is not an indication of its current market value.

Distinguished Budget Award
A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

Encumbrance
An amount of money committed for the payment of goods and services not yet received.

Enterprise Funds
A self-supporting fund designed to account for activities supported by user charges; examples are Utility and Sanitation Collection funds.

Expenditure
Decreases in (uses of) financial resources other than through interfund transfers.

Expense
A use of financial resources, denoted by its use in the proprietary funds, which are accounted for on a basis consistent with the business accounting model (full accrual basis).

Fiscal Year - (FY)
Any period of 12 consecutive months designated as the budget year. The City of Dundin's budget year begins October 1 and ends September 30.

Franchise Fees
Charges levied against a corporation or individual by a local government in return for granting a privilege or permitting the use of public property, i.e. Progress Energy, Clearwater Gas.

Full Time Equivalent - (FTE)
To qualify as a full time equivalent, an employee must work a minimum of 37.5 hours per week.
**Function**
A major class of grouping of activities directed toward a common goal such as improvements to the public safety or improvement of the physical environment. Concerning budgetary analysis, the categories of functions have been established by the State of Florida and financial reports must be grouped according to those established functions.

**Fund**
A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities of balances and changes therein, which are segregated for specific activities or attaining certain objectives in accordance with special regulation, restrictions, or limitations.

**Fund Balance**
Fund equity for governmental and trust funds which reflect the accumulated excess of revenues and other financing sources over expenditures and other uses for general governmental functions.

**General Fund**
A fund used to account for the receipt and expenditure of resources traditionally associated with local government not designated by law for a special purpose. Some departments/ divisions included in the General Fund are Library, Finance, and Parks and Recreation.

**General Obligation Bonds**
When the City pledges its full faith and credit to the repayment of the bonds it issues, than those bonds are general obligation bonds (GOB). In Florida general obligation bonds must be authorized by public referendum.

**Generally Accepted Accounting Principles – (GAAP)**
Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**Goal**
A statement of a department/program’s direction, purpose or intent based on the needs of the community. The City’s established goals are specific and have a designated time for achievement.

**Government Finance Officers Association – (GFOA)**
An association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and has sponsored the Certificate of Achievement for Excellence in Financial Reporting Program since 1946.

**Governmental Fund**
Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.
Grant
A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the intended usage of the grant proceeds.

Growth Management Act of 1985
State of Florida Legislation that amends the 1975 Local Government Comprehensive Planning Act. The Amendment requires changes in local government planning procedures and gives State and Regional planning authorities more supervisory and coordinating involvement than in the past.

Homestead Exemption
Pursuant to the Florida State Constitution, the first $25,000 of assessed value of a home, which the owner occupies as principal residence, is exempt from property tax. An additional $25,000 shall be applied to the assessed value greater than $50,000. In addition, qualifying senior citizens, as permitted by Section 196.075 F.S. and City of Dunedin Ordinance No. 07-09 shall be entitled to make application to the Property Tax Appraiser’s Office of Pinellas County for an additional homestead exemption of $50,000.

Infrastructure
The physical assets of a government (e.g. streets, water and sewer systems, public buildings, parks etc.).

Interfund Transfers
Transfers among funds to track items for management purposes. They represent a “double counting” and therefore, are subtracted when computing a “net” operating budget.

Intergovernmental Revenues
A major revenue category that includes all revenues received from federal, state and other local government sources in the form of grants, shared revenues, and payment in lieu of taxes.

Internal Service Funds
Proprietary type funds established to finance and account for services and commodities furnished by a designated department to other departments within the City or to other governmental entities on a cost reimbursement basis. Internal Service Funds include: Fleet Services, Facilities Maintenance, Risk Safety, Health Benefits, and IT Services.

Land Dedication Ordinance – (LDO)
An ordinance to preserve open land, sensitive natural areas that would be lost under conventional development.

Levy
To impose taxes for the support of government activities.

Line Item
The smallest expenditure detail provided in department budgets. The line item also is referred to as an “object”, with numerical “object codes” used to identify expenditures in the accounting system.
Long Term Debt
Debt with a maturity of more than one year including General Obligation Bonds, revenue bonds, special assessment bonds, notes, leases and contracts.

Millage Rate
The tax rate on real property based on 1 mill equals $1 per $1,000 of assessed property value. The millage rate is used in computing taxes by multiplying the rate times the taxable value divided by 1,000. Example: millage rate of 4.1345 per thousand, taxable value of $50,000.

\[
50,000 \times 4.1345 = \frac{206.73}{1000}
\]

Modified Accrual
Basis of accounting used in conjunction with the current financial resources measurement focus that modifies the accrual basis of accounting in two important ways 1) revenues are not recognized until they are measurable and available, and 2) expenditures are recognized in the period in which governments in general normally liquidate the related liability rather than when that liability is first incurred (if earlier).

Net Position
For enterprise and internal service funds, the difference between (assets + deferred outflows) – (liabilities + deferred inflows) representing available cash available for spending.

Operating Budget
A budget for general expenditures such as salaries, utilities, and supplies.

Operating Expenses
These are expenses of day-to-day operations and exclude personal services and capital expenses.

Ordinance
A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applied. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions which must be by ordinance and those which may be by resolution.

Penny for Pinellas – (One Cent Optional Sales Tax)
City Commission approved an Interlocal Agreement with Pinellas County for the distribution of the net proceeds of the 1% discretionary sales tax on September 21, 1989 for a ten-year period from 1990 to 1999. Pinellas County residents have reauthorized the Penny for Pinellas through referendum twice since its original authorization. The current Penny (Penny III), expires December 31, 2019. Penny IV (2020-2029) will be presented to votes on November 7, 2017. Proceeds can be used for fixed capital expenditures for the construction, reconstruction or improvements of public facilities which have a life expectancy of five years or more.
**Per Capita**
Cost per unit of population to provide a particular service in the community.

**Personnel Expenditures**
Salaries, wages and fringe benefits such as pensions and insurance.

**Prior Year Encumbrances**
Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**Program**
A distinct function of city government provided to the public or a function providing support to the direct services of other city departments.

**Property Tax**
A tax levied on the assessed value of real property. This tax is also known as ad valorem tax.

**Proprietary Funds**
Used to account for the City’s ongoing organizations and activities which are similar to those often found in the private sector operating on a “for profit” basis. These include the Enterprise and Internal Service Funds.

**Request for Proposal**
A document that describes a project or need that solicits proposed solutions from qualified vendors.

**Request for Qualifications**
A document soliciting qualifications from vendor(s), which may be used to develop a short list of most qualified candidates to compete in an RFP.

**Reserve**
An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.

**Resolution**
A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Revenue**
Money that flows into the local government. It is recurring if it is received on a consistent basis (e.g. sales taxes and property taxes) and nonrecurring if it is received irregularly (e.g. federal and state grants). The four main types of local revenue are taxes, user fees, licenses and permits, and intergovernmental revenue.

**Revised Budget**
A department’s authorized budget as modified by Council action, through appropriation transfers from contingency, or transfers from or to another department or fund.
Rollback Rate
The millage rate which, (exclusive of new construction, additions to structures, and deletions), will provide the same ad valorem tax revenue for each taxing authority as was levied during the prior year.

Save Our Homes
State constitutional amendment that limits annual growth in homesteaded residential property value for tax purposes.

Self-Insurance
The underwriting of one's own insurance rather than purchasing coverage from a private provider, by identifying specific areas of risk and assessing actuarially sound charges.

Special Revenues
A governmental fund type used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes. [NCGA Statement 1]

Tax Increment Financing – (TIF)
A mechanism for using property taxes to stimulate investment in economically depressed areas.

TRIM Notice – (Truth-in-Millage Notice)
A notice sent annually to property taxpayers, which explains any changes in the millage rate of each taxing authority from the prior year. The notice also includes the time and place of public hearings on Adopted millage rates.

Uniform Accounting System
The chart of accounts prescribed by the Office of the State Comptroller designed to standardize financial information to facilitate comparison and evaluation of reports.

User Charges
Payment of a fee for direct receipt of a public service (recreation fees, marina fees, utility fees, etc.) by the party benefiting from the service. Also referred to as “charges for service.”

Utility Tax
A tax levied by cities on the consumers of various utilities such as electricity, telephones, or gas.

Variable/On-demand
A type of employment status whereby an employee fills a temporary position, often used for seasonal staffing needs such as life guards, summer camp staffing and interns.