Pinellas County complies with the Americans with Disabilities Act. To obtain accessible formats of this document, please contact the Finance Division at (727) 464-8300.
Pinellas County, Florida’s Profile

Pinellas is an urban county located on the western coast of Florida, on a peninsula, bounded on the east by Tampa Bay and on the west by the Gulf of Mexico. Pinellas County’s population density is the highest of all sixty-seven Florida counties. This County is also the second smallest land mass in Florida; measuring up to thirty-eight miles long and fifteen miles wide. The sparkling water of the Gulf of Mexico, award winning beaches, stunning sunsets and balmy weather make Pinellas an inviting destination for visitors and home to a diverse population.

The prospects to enjoy leisure and recreational activities are significant. Baseball is one of Pinellas County’s favored attractions. Pinellas County is the home of the major league baseball team and 2008 American League Champion Tampa Bay Rays in St. Petersburg. Both the Philadelphia Phillies and the Toronto Blue Jays maintain their spring training quarters in Pinellas County. With the County surrounded on three sides by water, many benefit from fishing, boating and park activities. Two beaches, Fort De Soto and Sand Key, have consistently been recognized as being among the Top Ten U.S. beaches. Pinellas County has numerous locations exemplifying our County’s culture and history. Heritage Village and Fort De Soto Park provide a glimpse of Pinellas County’s cultural history.

Five Pinellas County Economic Development (PCED) projects qualified for expansion and relocation incentives applying over $37 million in capital investment and adding 360 new jobs. PCED assisted another twelve companies with their local expansions. Although these companies did not utilize incentives, they are expected to invest over $54.4 million in their companies and create over 258 new jobs. Additionally, the Pinellas County Job Corps Center, a 16-acre, $34 million campus in the Midtown community of St. Petersburg, opened in November 2010. It is estimated that it will create 120 new jobs, train over 300 students each year and have an economic impact of over $7 million annually.
A Message from Ken Burke

Citizens of Pinellas County:

I am pleased to present the Citizens’ Guide to County Finances (Citizens’ Guide) for the fiscal year ended September 30, 2010. As your elected Clerk, I serve as the Chief Financial Officer of the Board of County Commissioners and share fiscal responsibility for County funds with them. This report provides you, the citizens a brief analysis of where County revenues came from and where those dollars were spent during the last fiscal year. It is designed to give you an easy-to-read synopsis of the County’s financial health.

The Citizens’ Guide summarizes the financial activities of the primary government of Pinellas County. The reports included in the Citizens’ Guide condense and simplify the format used in our Comprehensive Annual Financial Report (CAFR) as of September 30, 2010 described below. The Citizens’ Guide does not conform to generally accepted accounting principles and governmental reporting standards. The report is prepared in this format so that the non-financial reader can easily understand it. The Government Finance Officers Association of the United States and Canada (GFOA) awarded Pinellas County the Award for Outstanding Achievement in Popular Annual Financial Reporting for the fiscal year ended September 30, 2009 for its Citizens’ Guide for the third consecutive year.

In addition to the Citizens’ Guide, the Finance Division produces the CAFR which contains more detailed financial information. The GFOA awarded a Certificate of Achievement for Excellence in Financial Reporting to Pinellas County for its CAFR for the fiscal year ended September 30, 2009, the 29th consecutive year that we have achieved this prestigious award.

The CAFR as well as this report are accessible at the Clerk’s website at www.pinellasclerk.org and in the Finance Division. If you have any comments or suggestions on how we may improve this report, please contact my office at (727) 464-3341.

I thank you for the opportunity to serve as your Clerk and hope that you find this Citizens’ Guide informative and useful in enhancing your understanding of our County’s finances.

Sincerely,

Ken Burke, CPA
Clerk of the Circuit Court
Duties of the Clerk of the Circuit Court

The Clerk of the Circuit Court was established as a public trustee by the Florida Constitution in 1838. Today, the Florida Statutes assign over 926 tasks to the Clerk of the Circuit Court. The Clerk serves as the Clerk of the Circuit and County Courts, Recorder of Deeds, Clerk and Accountant to the Board of County Commissioners, custodian of all county funds and as the County Auditor. The Clerk's role as an elected public trustee is considered to be one of the most important aspects of the position because he serves at the will of the people. It is the Clerk's responsibility to serve as a "watchdog" for the citizens of Pinellas County to ensure funds expended are only for a public purpose and for the benefit of the public as a whole.

As Clerk of the Circuit and County Courts

- maintains custody of court records
- maintains custody of all related pleadings filed
- secures evidence entered in court
- ensures integrity of court files is protected
- collects and disburses court fines and assessments and court ordered child support
- summons prospective jurors

As Recorder of Deeds

- maintains Official Records of Pinellas County and ensures their integrity is protected

As Clerk and Accountant of the Board of County Commissioners

- maintains official records of the Board
- maintains county financial records and prepares financial reports
- provides accounting services to all departments under the Board
- programs and maintains software for the automated financial accounting system
- processes accounts payable, accounts receivable and payroll and pre-audits all payments

As Custodian of all County funds

- receives and records county revenue
- invests county funds

As County Auditor

- performs comptroller function in pre-audit of invoices before payment
- performs internal audits of county departments

Clearwater Courthouse
About This Report

This Popular Report provides an overview of the areas of responsibility and the operations of Pinellas County's Constitutional Officers and excludes component units:

- Board of County Commissioners (BCC)
- Property Appraiser
- Sheriff
- Clerk of the Circuit Court
- Supervisor of Elections
- Tax Collector

The financial information presented here is summarized and does not substitute for the County's Comprehensive Annual Financial Report (CAFR). The CAFR outlines the County's financial position and operating activities for the year in great detail and in conformity with generally accepted accounting principles.

This report reflects the Sources and Uses of County funds as well as a summary of the governmental activities and business-type activities. They are distinguished as follows:

- **Governmental activities** include most of the basic services offered to citizens, including tax assessment and collections, fire and law enforcement protection, judicial services, emergency medical services, civil emergency services, construction and maintenance of highways, streets and other infrastructure, economic development, social and human services, and cultural and recreational services. Property and sales and use taxes, intergovernmental revenues and various user fees finance these operations.

- **Business-type activities** include the water, sewer, solid waste and airport systems that are financed by fees charged to customers.

Information on the County's capital assets, outstanding bond issues and investments is included on pages 15 through 16 of this report. Revenues and expenditures of the General Fund for the two last years are shown on pages 11 through 12.
The Government Finance Officers Association of the United States and Canada (GFOA) has given an Award for Outstanding Achievement in Popular Annual Financial Reporting to Pinellas County, Florida for its Popular Annual Financial Report for the fiscal year ended September 30, 2009. The Award for Outstanding Achievement in Popular Annual Financial Reporting is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government popular reports.

In order to receive an Award for Outstanding Achievement in Popular Annual Financial Reporting, a government unit must publish a Popular Annual Financial Report, whose contents conform to program standards of creativity, presentation, understandability, and reader appeal.

An Award for Outstanding Achievement in Popular Annual Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Popular Annual Financial Reporting requirements, and we are submitting it to GFOA.
Pinellas County Government

Pinellas County is a charter county established under the Constitution and laws of the State of Florida in 1911. In 1968, the Florida Constitution was amended to provide home rule powers for counties and municipalities. The voters of Pinellas County approved the first home rule charter in 1980. Pinellas was the first county in Florida to operate under a Board of County Commissioners/Administrator form of government. The elected Constitutional Officers include the Clerk of the Circuit Court, Supervisor of Elections, Tax Collector, Property Appraiser and Sheriff. The seven member Board serves as the legislative body, and budgets and provides the funding for its departments, the entire operations of the Sheriff and the Supervisor of Elections and portions of the operations for the other Constitutional Officers.

Board of County Commissioners

Neil Brickfield - District 1
nbrickfield@pinellascounty.org

Norman Roche - District 2
nroche@pinellascounty.org

Nancy Bostock - District 3
cnbostock@pinellascounty.org

Susan Latvala, Vice-Chairman - District 4
slatvala@pinellascounty.org

Karen Williams Seel, Chairman - District 5
kseel@pinellascounty.org

John Morroni - District 6
jmorroni@pinellascounty.org

Kenneth T. Welch - District 7
ktwelch@pinellascounty.org

Constitutional Officers

Ken Burke, Clerk of the Circuit Court
www.pinellasclerk.org

Deborah Clark, Supervisor of Elections
www.votepinellas.com

Diane Nelson, Tax Collector
www.taxcollect.com

Pam Dubov, Property Appraiser
www.pcpao.org

Jim Coats, Sheriff
www.pscoweb.com
Sources of County Funds

Pinellas County receives its revenue to fund governmental activities from many sources. Revenue is generated from property taxes, charges for services, sales and other taxes, grants and interest income. In fiscal year 2009-2010, property taxes generated 48.5 percent of the county’s governmental activities revenues.

Revenues in the County’s governmental activities decreased $50 million or 6 percent from the prior year. Taxable assessed values decreased by 11 percent countywide due to the downturn in the real estate market and the economic recession, resulting in an 11 percent net decrease in property tax revenues. Charges for services, decreased during the year by $26 million, attributable mostly to economic conditions. Grant revenue, which includes intergovernmental revenue increased by $30.2 million from the prior year. $24.3 million of the increase is attributable to the change in the funding structure for the Clerk’s Court Fund from fee based to receiving a monthly allocation from the state.

The remaining increase is due to new federal and state grant revenues including American Recovery and Reinvestment Act (ARRA) grant funding to promote economic recovery programs. Sales tax revenue increased by $3.2 million, 3.5 percent, reflecting initial signs of economic recovery in the area. Investment income in governmental activities declined $6.1 million, or 67 percent from last fiscal year. This was due primarily to reductions in interest rates and investable funds. The federal funds rate, the rate the County earns on short term funds, was 0 to .25 percent for the fiscal year. Long term rates on treasury securities and federal instrumentalities, which the County invests its long term portfolio, steadily decreased during the year as well.
Your Property Taxes

Taxable assessed values decreased due to the severe economic recession and the continuing downturn in the real estate market. There was an 11 percent decrease in property tax revenues or $50 million from last year for all governmental activities.
Revenue Descriptions

General Revenues

Property taxes are ad valorem taxes levied on an assessed valuation of real and/or personal property. These taxes are collected annually and are computed as a percentage of the Fair Market value of locally assessed real estate, and tangible personal property. Property Taxes are considered general revenue for the county.

Sales taxes and other taxes are comprised of the following:

The 1 cent infrastructure sales tax or the Penny for Pinellas is imposed for funding infrastructure projects that normally would have to be funded by increased property taxes or other revenue sources. The Penny for Pinellas is earmarked for capital improvement projects for roads, flood control, park improvements, preservation of endangered lands and public safety. The Penny for Pinellas is paid by all who spend money in the county, including tourists and visitors.

The tourist development tax is a local tax imposed on most rents or leases, which have been contracted for periods of (6) months or less, or living accommodations in hotels, motels, apartment houses, rooming houses, and mobile home parks. The revenues are used for tourist development, beach renourishment, debt service and promoting and advertising tourism internationally, nationally and in the State of Florida.

Fuel tax (local option gas tax) is a tax on every net gallon of motor and diesel fuel sold in Pinellas County. It is a county imposed tax for the purpose of paying the cost of establishing, operating and maintaining a transportation system and related facilities and the cost of acquisition, construction, reconstruction and maintenance of roads and streets.

Communication service tax is comprised of two components: a state communications services tax and a local communication services tax. The tax is imposed on retail sales of communications services which originate and terminate in the state, or originate or terminate in the state and are billed to an address within the state. Tax proceeds are transferred to the county. Communications services are defined as voice, data, audio, video or any other information or signals, including cable services.

Unrestricted interest is the revenue earned from investments.

Program Revenues

Charges for services are made up of fees collected from the public for services rendered (e.g. court costs, building permits, park fees, animal licenses, etc.)

Operating grants and contributions are monies received to fund the operating expenses of a specific program or project. Operating expenses can include salaries and wages, rent, utilities and more.

Capital grants and contributions are monies received for the acquisition of capital assets, such as buildings, land or equipment.
Governmental activities include most of the basic services offered to citizens, including tax assessment and collections, election services, fire and law enforcement protection, judicial services, emergency medical services, civil emergency services, construction and maintenance of highways, streets and other infrastructure, natural resources conservation, economic and community development, social and human services, and cultural and recreational services. Property and sales and use taxes, intergovernmental revenues and various user fees finance these operations.

The cost of governmental activities decreased 5.2 percent or $44 million from the prior year. The largest decrease was in the public safety function representing $18.5 million, $16.5 million of which was attributable to the Sheriff’s Operations. Expenses for the general government were down by $15.3 million or 7.8 percent from the prior year. Culture and recreation expenses decreased $9.8 million or 27.1 percent. The County continued enacting cost saving measures during the year and building on efficiencies gained through departmental reorganizations and program reductions to offset rising costs and match declining revenues. Revenues exceeded expenses for the year by $3.3 million, compared to an excess of $9.3 million in the prior year.
The General fund is the primary operating fund of the county that accounts for all financial resources of the general government, except for those that are required to be accounted for in another fund. At the end of the fiscal year, the unreserved fund balance in the General fund was $127.6 million, decreasing by $10.3 million or 7 percent from the prior year. Key factors attributing to the decline were as follows:

- Overall general fund revenues and other financing sources were down by $46.3 million or 8.5 percent from last year.

- Tax revenue decreased by $44 million, due primarily to decreased property taxes of $43.1 million, 11 percent. The communication services tax revenue decreased by $9 million.

- Intergovernmental revenues were up by $4 million or 7 percent. The increase was due mostly to increases in ARRA and Byrne grant funding of $3.5 million, and increases in homeless prevention and energy conservation grants of $1.3 million offset by decreases in other intergovernmental revenues.

- Investment income was down by $3.8 million or 23 percent from last year due to significant reductions in interest rates during the fiscal year and a reduction in funds available for investment.
The General Fund is used to pay the regular operating and administrative expenses not accounted for in other funds. Expenditures for the following departments and functions are paid from the General Fund (including transfers of funds):

- **General Government**
  - Board of County Commissioners, County Administrator, Public Defender, State Attorney, County Attorney, Court Technology, Court Related Programs, Information Services, Communications, Office of Management and Budget, Real Estate and Facility Management, Law Libraries, Telecommunications, Planning, Developmental Review Services, Purchasing, Building Design Division

- **Public Safety**
  - Medical Examiner, Emergency Communications (911), Fire Operations, Justice and Consumer Services

- **Physical Environment**
  - County Extension, Conservation & Resource Management, Environmental Management, Air Quality, Coastal and Navigation Management

- **Transportation**
  - Public Works, Engineering, Transportation Planning, Structures Division, Civil Site Division, Surface Water Management, Construction Administration and Inspection and Survey Division

- **Economic Environment**
  - Veteran's Services, Community Development Programs, Community Housing Trust Fund, Neighborhood Programs, Economic Development and Human Rights

- **Human Services**
  - Social Services, Animal Services, State Mandates-Medicaid, Community Funded Programs, Social Work and Support Units, Outreach Units and Mosquito Control

- **Culture and Recreation**
  - Parks and Recreation, Libraries, Museums, Cultural Affairs, Horticultural Operations and the Florida Botanical Gardens

- Transfers out to Constitutional Officers and other funds
Enterprisefund or business-type activities offer goods and services to the citizens of the county and are intended to be self-supporting. Revenues in business-type activities increased 1 percent from the prior year by $2.8 million. Expenses were down by $1.1 million.
Enterprise Fund Revenues and Expenses

The Business-type activities of the county are:

Water System

- Total program revenues for the Water System, including interest revenue, miscellaneous revenue and capital contributions, decreased by $2 million or 2.4 percent.
- Charges for services to retail and wholesale customers increased $2.5 million due to an 8 percent increase in wholesale and retail water rates, effective in October 2009, offset somewhat by decreased consumption. The decreased consumption is attributable to continued water conservation measures and recessionary conditions.
- Operating expenses of the Water System decreased by .3 percent or $295,000 from last year. The cost of water purchased from Tampa Bay Water increased by $2.4 million from last year. This increase in expenses was offset by planned reductions in staffing and other operating expenses totaling $2.7 million.

Sewer System

- During fiscal year 2010, total program revenues decreased by $3.8 million, 6.2 percent. Charges for services to customers increased slightly by $388,000.
- Annual operating expenses decreased slightly by $521,000 or 1 percent due to reductions in consulting and other professional services.
- The Sewer System received $1.2 million from the Water System during the year in support of the reclaimed water system.

Solid Waste System

- Total program revenues of the Solid Waste System increased by $6.6 million or 8.6 percent.
- Charges for services increased 16.3 percent or $11 million due to the new generating turbine at the waste to energy plant being operational the entire year compared to only nine months of the prior year. Miscellaneous revenue was down by $1.8 million from the prior year due to nonrecurring to proceeds from insurance to cover the cost of replacing the generating turbine in the prior year.
- Operating expenses for the system were down by $2.4 million or 4 percent from the prior year due primarily to reduced contractual services and utilities costs for operating the facility.

St. Petersburg/Clearwater International Airport

- Total program revenues for the Airport decreased by $2.1 million, or 10.3 percent over the prior year.
- Charges for services were down slightly by $101,000, primarily due to decreased round play at the Airco Golf Course caused by economic conditions.
- Capital contributions were down by $1.8 million due to completion of construction on the rehabilitation of the airport terminal building during the year which was funded by federal and state grants.
- Operating expenses decreased by $636,000 to offset anticipated reductions in revenues from the prior year.
Capital Assets

Governmental and Business-Type Activities
(dollars in thousands)

<table>
<thead>
<tr>
<th></th>
<th>Land</th>
<th>Buildings</th>
<th>Improvements</th>
<th>Machinery and equipment</th>
<th>Infrastructure</th>
<th>Intangible assets</th>
<th>Construction in progress</th>
<th>Total</th>
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<tr>
<td></td>
<td>$458,325</td>
<td>$423,555</td>
<td>$1,325,819</td>
<td>$60,443</td>
<td>$734,645</td>
<td>$11,554</td>
<td>$145,667</td>
<td>$3,070,008</td>
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Outstanding Bond Issues
(dollars in thousands)

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<tr>
<th>Issue Date</th>
<th>Description</th>
<th>Original Issued Amount</th>
<th>Amount Outstanding at year end</th>
<th>Current Maturities</th>
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<tr>
<td>January 2003</td>
<td>Sewer Revenue Bonds Series 2003</td>
<td>86,580</td>
<td>75,545</td>
<td>1,910</td>
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<td>November 2006</td>
<td>Sewer Revenue and Refunding Bonds, Series 2006</td>
<td>25,205</td>
<td>23,910</td>
<td>1,195</td>
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<td>July 2008</td>
<td>Sewer Revenue Bonds Series 2008 A</td>
<td>42,005</td>
<td>41,690</td>
<td>330</td>
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<tr>
<td>July 2008</td>
<td>Sewer Revenue and Refunding Bonds, Series 2008 B-1</td>
<td>32,700</td>
<td>32,640</td>
<td>65</td>
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$291,285 $199,200 $6,160
**Investment Policy**

The Clerk of the Circuit Court, through the Finance Division, conducts all investment activity of the Board of County Commissioners in accordance with Section 218.415, Florida Statutes, Local Government Investment Policies, as well as the investment ordinance adopted by the Board (Pinellas County Code, Investment of Surplus Public Funds, Section 2-144). On January 5, 2010, a resolution was adopted by the Board approving an investment policy and establishing an investment committee. The investment policy and the ordinance can be found at: [http://www.pinellasclerk.org/aspInclude2/ASPInclude.asp?pageName=transparency2.htm#investpo](http://www.pinellasclerk.org/aspInclude2/ASPInclude.asp?pageName=transparency2.htm#investpo)

The Association of Public Treasurers of the United States and Canada (APT US&C) awarded Pinellas County with the Certification of Excellence for its investment policy in July 2010. This certification should be renewed every three years. Receiving this certification denotes the County has a sound investment policy founded upon professional standards to assist in ensuring prudent management of public funds. The Board's investment policy applies to all funds in excess of those required to meet current expenses for the Board of County Commissioners.

**Investment Objectives**

- **Safety** - Protection of the County funds.
- **Liquidity** - Provide sufficient liquidity to meet the County's operating, payroll and capital expenses.
- **Income** - Maximize the return but avoid assuming unreasonable risk.

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**PINELLAS COUNTY BOARD OF COUNTY COMMISSIONERS**

**INVESTMENT PORTFOLIO**

(dollars in thousands)

<table>
<thead>
<tr>
<th>Investments</th>
<th>Value</th>
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<tr>
<td>Treasury Securities</td>
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<td>Federal Agency Issues</td>
<td>245,050</td>
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<td>Public Funds Money Market</td>
<td>174,261</td>
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<td>Local Government Investment Pools (LGIP)</td>
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<tr>
<td>Cash Pools</td>
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<td><strong>Total</strong></td>
<td><strong>$557,198</strong></td>
</tr>
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Accomplishments

General Government

The Business Technology Services (BTS) Department has pursued being the “Service Provider of Choice” by enabling Pinellas County Government with speed, scale, and real business solutions promoting functional efficiencies. BTS implemented a series of budget reduction strategies to address the immediate and long-term challenges resulting from the economic downturn in the areas of consolidation, contract negotiation and operations leveraged by industry best practices and strategic planning. New initiatives include Voice over Internet Protocol (VoIP) technology providing cost savings in telephone communication services, enhanced automation in customer support and use of remote desktop maintenance support. Enterprise Resource Planning (ERP) projects are progressing for Health & Human Services, Criminal Justice, Finance, Human Resources, Budgeting, and Purchasing.

The Clerk of the Circuit Court’s Office has continued to focus on moving towards a paperless office. Mortgage foreclosures and tax deed sales are now performed through an on-line bidding system. Electronic images have now replaced the hard paper files in the Traffic and Probate Divisions. These electronic management efforts have dramatically improved efficiencies not only within the Clerk’s Divisions, but have provided a whole new level of access to the public as well as to our internal customers, such as the courts and court-related agencies. The imaging of court documents has positioned the office for E-filing. The Clerk’s Self Help Center received the American Bar Association’s award for “Creative Solutions in Delivery of Legal Services.

Using the third Penny for Pinellas funding, the County constructed the Public Works Emergency Responders and Vehicle Storage Buildings. The Emergency Responders Building is an 82,000 square foot, two story facility while the Vehicle Storage Building is an 11,000 square foot, single-story facility. These structures will increase the emergency response capabilities, house state-of-the-art equipment for the County’s Intelligent Transportation System, and protect vehicles identified as critical in the event of a major storm. This project is intended to be a Leadership in Energy and Environmental Design (LEED), as well as an accredited and certified green building project.

Fort De Soto Beach

Public Safety

The Public Safety Services Department began deployment of new technology enhancing the County’s ability to have paramedics wirelessly notify hospitals and cardiologists of heart attack patients requiring rapid interventions upon arrival at the hospital. They also enhanced their EMS/Fire Computer Aided Dispatch software improving ambulance responses, remarked the Pinellas Trail to assist citizens more readily in emergency situations and use of the internet to eliminate redundancy in information gathering. EMS Paramedics Plus LLC, under contract with the County’s EMS Authority, has received the Governor’s Sterling Award, the State’s most prestigious award for performance excellence, as result of its Command Central Station improvement in healthcare services to Pinellas County.
Accomplishments

Transportation

St. Petersburg-Clearwater International Airport completed various renovations to its terminal, to include various gates, ticketing, passenger loading and elevators. Allegiant Airlines, the airport’s major carrier, continued to expand its service areas during the year.

Major repairs were completed to the Dunedin Causeway drawbridge extending the bridge’s life an additional ten years. The Dunedin Causeway provides access to two State parks, Honeymoon Island and Caladesi Island.

Economic Environment

With Pinellas County being the second smallest and most densely populated county in Florida, virtually no large undeveloped vacant parcels remain. New development is primarily possible through infill construction and redevelopment of older properties. Through the Brownfields Program, Pinellas County has been pursuing redevelopment and community revitalization efforts to manage population growth, preserve quality of life, and foster business development. One of Pinellas County’s major Brownfields efforts is the development of Toytown, a 247-acre closed landfill in mid-county with excellent interstate access. This mixed use project includes residential, office, retail convention and green space. The developer has 30 months after the due diligence period to obtain development approvals.

Community Development continued placing a major focus on affordable housing initiatives. $4.3 million in down payment assistance and low interest housing loans were provided in conjunction with homebuyer information program. Construction financing was provided for 123 low income housing units and renovation financing to low income housing complexes.

Criminal Justice Center
Future Initiatives

General Government

One of the largest efficiency initiatives this past year was the continued progress to implementing Oracle Project Unified Solution (OPUS). This is a collaborative project between the Board of County Commissioners, Clerk of the Circuit Court, Human Resources and BTS spanning the finance, human resources, budgeting and purchasing functions. The project is anticipated to provide a state-of-the-art, fully integrated information management system reducing duplication and increasing efficiencies (electronic workflow, revised processes consistent with best business practices, etc.). OPUS is anticipated to be fully operational by the fall of 2011.

The Clerk of the Circuit Court’s Office plans to have the paperless initiative (imaging of court documents) permeate into more court-related functions (Misdemeanor, Felony and Civil). Due to the Florida Supreme Court’s approval of the Clerk’s E-filing plan, the Probate Department will begin E-Filing efforts through an interface with the statewide E-filing Portal which has been developed by the Florida Association of Court Clerks. Concurrently, a Justice System project is underway to replace the existing antiquated mainframe. In support of court operations, a new financial system for managing fines and fees is underway.

Physical Environment

To gain operational efficiencies, the County will be consolidating the Public Works Department with The Utilities Department. A significant effort is planned to upgrade Utilities’ mission-critical Asset Management System software. The planned shift to a new credit card provider is anticipated to generate significant savings to the Utilities Department while providing more payment options to customers.

Transportation

The Airport will continue pursuing expansion of both domestic and international airline services. The Airport’s short and long-term parking lots are set for expansion. Contingent upon receipt of Federal Aviation Administration (FAA) funding, a phased renovation of the Airport’s terminal facility, runway and runway lighting are planned. To support capacity, initial construction activities are planned to expand various arterial roads, such as Keystone Road and Bryan Dairy Road. Placing more reliance of technology to monitor traffic activity, continued growth is planned for Pinellas County’s Advanced Traffic Management System (ATMS).

Economic Environment

Future initiatives for the Convention and Visitors Bureau include launching an all-new, cutting edge website employing state-of-the-art navigation, and featuring extensive YouTube-like video content. Other initiatives include further expanding efforts in the growing South American market, diversifying the sports marketing efforts to include unique and new sports events, and developing major marketing and public relations campaign to launch the new Dali and Chihuly Museums.

Solid Waste Treatment Plant
How to Contact Pinellas County

Bald eagle nest in County preserve

<table>
<thead>
<tr>
<th>Clerk of the Circuit Court</th>
<th>Board of County Commissioners</th>
<th>Supervisor of Elections</th>
</tr>
</thead>
<tbody>
<tr>
<td>315 Court Street</td>
<td>315 Court Street</td>
<td>Elections Service Center</td>
</tr>
<tr>
<td>Clearwater, FL 33756</td>
<td>Clearwater, FL 33756</td>
<td>Starkey Lakes Corporate Center</td>
</tr>
<tr>
<td>(727) 464-3341</td>
<td>(727) 464-3377</td>
<td>13001 Starkey Road</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Largo, FL 33773</td>
</tr>
<tr>
<td><a href="http://www.pinellasclerk.org">www.pinellasclerk.org</a></td>
<td><a href="http://www.pinellascounty.org">www.pinellascounty.org</a></td>
<td>(727) 464-6108</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="http://www.votepinellas.com">www.votepinellas.com</a></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Tax Collector</th>
<th>Property Appraiser</th>
<th>Sheriff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Office</td>
<td>County Courthouse</td>
<td>10750 Ulmerton Road</td>
</tr>
<tr>
<td>315 Court Street</td>
<td>315 Court Street</td>
<td>Largo, FL 33778</td>
</tr>
<tr>
<td>Clearwater, FL 33756</td>
<td>Clearwater, FL 33756</td>
<td>(727) 582-6200</td>
</tr>
<tr>
<td>(727) 562-3262</td>
<td>(727) 464-3207</td>
<td><a href="http://www.pscoweb.com">www.pscoweb.com</a></td>
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<td><a href="http://www.taxcollect.com">www.taxcollect.com</a></td>
<td><a href="http://www.pcpao.org">www.pcpao.org</a></td>
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Pinellas County Government is committed to progressive public policy, superior public service, courteous public contact, judicious exercise of authority and sound management of public resources, to meet the needs and concerns of our citizens today and tomorrow.
This Citizens’ Guide to County Finances was prepared by the Finance Division, the Clerk’s Print Shop and the Board of County Commissioners Communications Department.